

Announcer: Bulletproof Radio. A state of high performance.

Dave Asprey: You're listening to Bulletproof radio with Dave Asprey. Today's cool fact of the day is that a new study just found that a compound in strawberries might prevent age associated neurodegenerative disease. If you've read Head Strong, that about half of us under age 40 have early onset mitochondrial dysfunction, that's kind of a bad thing. And this new study says that that compound from strawberries called ficitin could be particularly helpful.

However, I got to say you're going to have to eat an awful lot of strawberries to get any benefit. It's kind of like resveratrol in red wine. I'd like to tell you red wine is super healthy because of resveratrol, it's just you need to drink like a truckload of wine to get as much as you get in a little capsule. Which is one of the reasons I like supplements. That said, it could be kind of cool, right? In this study, it was at the Salk Institute in the neurobiology lab, a place where I've actually been, a pretty amazing place. And they found that mice that got large doses of this stuff has significantly reduced cognitive decline and inflammation from aging.

Given that I'm looking to live to at least 180, and I hope you'll join me in that quest! And I also plan to, well, die trying if necessary, maybe this is something you want to start thinking about. Eat a few strawberries and maybe take some supplements, things like that.

All right. Today's episode is going to be fantastic fun because if you're watching on video, if you want to see this video go to [bulletproof.com/YouTube](https://bulletproof.com/YouTube) to find the channel. I'm recording it live in the headquarters of TOMS shoes with none other than Blake Mycoskie, who is the founder and chief shoe giver of TOMS, a multiple successful entrepreneur, and a guy who just wrote a book called "Start Something That Matters," talking about social entrepreneurship and things like that.

So Blake, welcome to Bulletproof Radio and thanks for having me.

Blake Mycoskie: Thank you. Thanks for coming in to our headquarters here in L.A...

Dave Asprey: We got to know each other a little bit before this in other meetings, and usually I interview maverick scientists, people who are doing crazy world-changing things. And I wanted to interview you, because you're not only a shockingly successful entrepreneur, you're actually a good human being.

Blake Mycoskie: That's nice. Thank you.

Dave Asprey: And I want to talk to you, not necessarily in a 'how can you start a company' and all that sort of stuff, although we'll probably talk a little bit about that. Some portion of people listening are interested in that, but a lot of them are like, "How do I perform better?" And you're a guy who's lived a pretty amazing life,

and you've got a lot of mindfulness built in both your business, and just your own personal life. So, I want to go deep in that direction, if you're cool with it.

Blake Mycoskie: Absolutely. I love it. It's definitely, I'll say a passion of mine that has developed over the years, as things have happened in my life - like becoming a new dad, or getting married, or dealing even with even the success of TOMS, has led me to a place of wanting to be more mindful.

Dave Asprey: You just mentioned being a new dad. As we're recording this, tomorrow's the big day.

Blake Mycoskie: Yes. I know, it's crazy. This is literally the last thing on my calendar before I go home to get ready with my wife, who will be giving birth to our second child tomorrow. We're having a baby girl. And one other cool fact of the day is that we will be having our first daughter tomorrow, and tomorrow is also the International Day of the Girl.

Dave Asprey: Oh well.

Blake Mycoskie: I thought that was in ... like if you're going to be born on a day as a girl, why not be born on the International Day of the Girl, which our daughter, Charlie, will be born on. Yeah, that was funny. Heather, my wife, was asking me about my schedule today in case she went into labor early, and I was like, "I got this, I got this, I got this, and I really hope I don't have to cancel on Dave, because I've been looking forward to sitting down together since we met several months ago." So, unless we get a call here in the next hour and a half, I think we're good.

Dave Asprey: I was literally figuring we're maybe 50/50 and I couldn't believe you that you said, "Alright, let's meet the day before." So thank you.

Blake Mycoskie: It's great. It's great.

Dave Asprey: Now I went through kind of your track record here, and you've started like four companies before this, and one of them stood out. You started a student laundry company, one of my first business plan things I worked on at Wharton was around doing a laundry service because it's such an annoyance for people. So you actually did that and like made a million-dollar company out of that. You were how old when you did that?

Blake Mycoskie: I was 19 when I did that, that was my first business. And the funny thing about that is, and I think as many entrepreneurs say, that their idea actually comes out of necessity versus anything else. And I had been playing college tennis at SMU, and broke my leg and hand, was in this big, like a body cast - and I couldn't carry my laundry down to the facility. And so, I had a necessity, I literally needed someone to come pick up and deliver my laundry. And back then, some people won't know what this is, but there is this thing of the Yellow Pages.

Dave Asprey: It's like analog Google or something.

Blake Mycoskie: Yeah. It's like a yellow Google, but printed on paper with only one trillionth the information. But yes, I looked in the Yellow Pages, there is no one that would do it. And so that led to, "Gosh, this seems like a good idea for a business, that is called Easy Laundry." That was my first business.

Dave Asprey: So you sold it for a million bucks or something before you were what? Early 20s?

Blake Mycoskie: Yes. I was 22 when I ...

Dave Asprey: What did it do to your head when you made a million bucks at 22?

Blake Mycoskie: It's interesting, I think you would appreciate this because you have so many passions and interests in the kind of business entrepreneurial, kind of personal growth space, is I was already on to the next thing as I was trying to sell that business. And so, as that was happening, it gave me definitely some financial freedom. But I was already so deep into investing into my next thing that it wasn't like it changed my lifestyle at all. I was still living in a small apartment, still driving probably just an okay car, watching my spending, and really just passionate about the next business idea I had.

And I think that that just goes to kind of the way I think about business, is more about ... I love inventing things that don't exist in culture, or solving problems that I want to solve for myself or for others. And so, it was more of just a way to have some capital to go do that more.

Dave Asprey: That's pretty unusual though. I know a lot of people who made money when they were in their early 20s, who pretty much blow it all. Did your parents raise you with some weird attitude towards money? This is like deep psychology. Everyone has issues about money.

Blake Mycoskie: Everyone does, and I think you can have issues about not having enough money or then having too much money, and unfortunately there's there's a lot of pain and suffering that comes from people who are successful, as I'm sure you've met. I think it's money has never been overly important or idolized in my life. Largely, maybe because I grew up in upper middle-class family that had enough money. It wasn't like we were seen as rich, but we also were seen as very fortunate, very well off, we were very grateful.

My dad was a doctor, my mom was an author. I think it was an environment that it didn't place such an importance. One of my favorite entrepreneurs, Sara Blakely who started Spanx. She, I think, says the best thing about money. She said, "Blake money is fun to make, money should be fun to spend and money should be fun to give away. And you should have equal fun doing all three." And that's, kind of, my philosophy about money.

Dave Asprey: Your parents or someone did something right by you, because the vast majority of people, including me when I was that age, have this subconscious fear around money. It's like fear of not having enough and then fear of losing it, and then fear of making the wrong decision with it. If you don't have money, you're fearful, if you have money you're fearful, and then it drives not giving. It drives people to just make fearful decisions that actually lose them their money.

This happened to me, I made six million bucks and I was 26. I lost it when I was 28. All I had to do was quit my job and keep my \$6 million, but I'm like, "No, I could make more. I'll be happy when I have \$10 million." I made all these terrible decisions in retrospect, and now I recognize I was running kind of unconscious programming around not being worthy, and all sorts of weird stuff. You made your million bucks, right?

Blake Mycoskie: Yeah.

Dave Asprey: And you just never had the fear about money thing, you looked at it as a tool.

Blake Mycoskie: It was something in my entrepreneurial life, I've made and lost several times, so it's not like ... while I made some money on that business, I lost money on the next business, then I made some money on the next business. And it's been this kind of ... I feel like it's just kind of part of the entrepreneurial journey, so it's not surprising to me to hear that you made money and then you lost it and then you've made more money because entrepreneurs, I think, are more interested in creating things and building things than they are about accumulating wealth.

Dave Asprey: Absolutely.

Blake Mycoskie: Sometimes that wealth that they accumulate ends up slipping through their hands. I think at the end of the day, it comes back to these patterns that we develop when we're very young, and you could say that they are neurologically hard-wired into our brain. And I think that's why so many people have these patterns and these certain kind of reactions, both good and bad, to money or being afraid of losing it, because they witness their parents dealing with money that way. And like I said, I was very fortunate, in that we always had sufficient means to allow us to do, not just the basic things in life, but take a family vacation every summer, and give each other nice gifts on the holidays.

My parents are very charitable, they were always giving money to different causes, or the church, or helping pay for people to go on mission trips or whatever it was. So I think I just grew up with a, thankfully, a really great role model in my mom and my dad, at how they engaged with money.

Dave Asprey: What happened when you failed at your second company? How did you deal with failure?

Blake Mycoskie:

I think the hardest thing about failing in a business is when you actually have to stop. Because you could still think, "This is a good idea and this could be successful, I just add a little more capital or add a little more time." But when you literally run out of money and you can't get any more, especially if you're raising investor money, that's like a really frustrating thing. It's like the game's over, the clock's done and you don't get to keep playing.

I tried to start a television network when I was 22. It was an all reality cable channel. The idea came to me after I was on the Amazing Race reality show with my sister Paige. And we raised some money from venture funds and some private equity, and we proceeded to spend the money in trying to build this network, and ultimately realized we just couldn't get it done. There's too much competition, FOX just launched their own reality channel etc., and we had to let go about 20, 25 people that had been working on this project with us for almost two years.

And the hardest part about the failing was not just that we didn't get to keep pursuing this vision that we had, but it really was like I didn't get to show up in work and experience life with these amazing people that I had become really good friends with. Like we all had to go find jobs, or we had to go do something else. And those relationships had to be severed just because we didn't have a company to go to, was really hard and then trying to keep those relationships was next to impossible because the head of programming, she had kids in high school and she needed to go find a job at a traditional network.

And the head of finance had to go get a job. So much of our relationships in life are happening because of the time that we spend with people, largely because of the work that we do. And so, when you don't get to do the work that you were doing, that means you also don't get to have the relationships that you had. I'm a very relational person and so that was, I think what made it really difficult was, I didn't get to have the time with these people that I had enjoyed so much.

Dave Asprey:

Did you have like the voice in your head that like, "Oh, I screwed up. I failed, I didn't do this right." Was some negative self-talk, or are you just kind of chill that way, that it was more just about, "I miss my friends."

Blake Mycoskie:

I think it is a little bit of both. I think it was ... For me, the biggest lesson in this was that we had, and to this day I still believe this kind of hypothesis runs, we had a great idea in that there was a ton of people that were, at this time 2000 ... this is 2003, we're just obsessed with reality television. So we had a lot of people that were really interested in the content that we were going to be putting out, and they were really obsessed with the reality stars of like the Survivors and the Amazing Race, the Big Brothers.

And we were getting all those people who wanted to be part of our network because after they were on the show, they had nothing to do, and they want to keep their 15 minutes of fame going. So we had great content, we had great

kind of celebrity assets. Advertisers liked this content, because it reached a very coveted demographic, that's 18 to 34-year-old, that they were all trying to reach. Every part of the business equation made sense - except the cable operators did not need new channels.

There's 500 of them, why would they pay me? They're not going to get any more subscribers if they add this channel. And so, there was a single group of companies, about six of them in our country, that control the fate of this great idea ever reaching its end consumer. And so I learned a big lesson in that. I was very frustrated with myself that I didn't have the foresight to see that before I raised all this money and hired all these people, because if so, I could have just gone to them first and seen if there's any chance in the world that we were going to get on their networks and if not, then I wouldn't have spent two years of my life trying to do so, because I probably could figure that out pretty quickly.

Dave Asprey: You had the wrong customer identified, you were looking at viewers not the people who would pay.

Blake Mycoskie: Exactly. And so that was the hardest part, was just feeling like I really had missed something, and that did create some negative self-talk. But I think the larger part of the thing that made it so hard was just that I missed the people that I had worked with, and I really felt like we were on a fun mission together that we weren't able to continue working on.

Dave Asprey: I felt that, even just when you leave a company after you've been there for a few years. You form all these relationships, and I think a lot of people when they change jobs, they kind of feel like they lost their social support net because so many of us, our friends are our coworkers.

Blake Mycoskie: Today, a gentleman named Seth, who's worked in sales with me since 2009/10, this is his last day. And we spent a few minutes together, and gave a hug, and both shed a few tears. And as a founder of a company that has about 500 employees, and now we're 11 years old, I've had that experience many, many times now. And I think it's kind of the hardest part about about being a founder and having a company that has had some success, is that it's not forever. He served TOMS for a really long time, and he did great work when he was here, and it's time for a new chapter in his career, in his life and he moved on.

And the number of those conversations I've had over the years, especially from the early employees that were in the apartment with me, or in the old warehouse in Santa Monica, they're like family. And so, when they go off to do something else, even though there's always good reasons and there's hugs and there's tears, it's still a little piece of me dies every time someone leaves - because I'm still here grinding, and building the vision, and working harder than ever to make TOMS relevant in our culture and to be having impact every day. So when someone chooses to do something else, it's always hard.

Dave Asprey: For me at least, it kind of triggers a little bit of like they're abandoning me. I know that's not real but you get that little twinge. But then you're also like, "Well, I had a great opportunity, it was the right thing." It always kind of feels good though when someone leaves. Like I had an employee leave and start a company that ended up investing in our company. She's fantastic, I was happy she left, I think all the reasons were right. Karissa, you know I'm talking about you. She's started a makeup company, actually one that was a copy ...

Blake Mycoskie: Drive, right?

Dave Asprey: There you go. Do you know her?

Blake Mycoskie: I do.

Dave Asprey: Excellent. I was going to say, she definitely borrowed your give idea, because she gives makeup to women who are recovering from cancer, from chemotherapy every time you buy her makeup. But it's very much the idea that you pioneered around this giving company, and she's doing fantastically well. So I'm like, "How can you be ... " I willing to be sad and then you can be like, "Wow this is amazing." Like someone left, that feels good.

What about though, what goes through your head when you are as well, "Here's someone who worked out, but they're not working out anymore."

Blake Mycoskie: That's also something that as a founder you deal with a lot, especially in kind of the ... I want to say we're 11 years old now, in the middle years, so to speak, kind of once you've proven your business model and it's working and you're having high growth, it's just part of building a business and I think the best advice I ever received from mentors and people who have been down this path before me, is to act quickly and to act really transparently. Just be really honest with the person and with yourself, and not try to squeeze them into a new role or redefine the role, because ultimately, that is limiting them and holding them back and the business - and it's not fair to the other employees that are still surrounded by that person.

It's just part of what we do and you got to have these conversations, and I think the quicker you have those conversations and the more just open and honest you are about why you're having the conversation, it's kind of like pulling off a Band-Aid. It hurts but if you do it quickly, that the pain goes by pretty quick.

Dave Asprey: I think there's a lot of personal growth that happens being an entrepreneur, because it forces you to be a little bit more conscious with your relationships because you're like, you want to help someone at the same time, if it's not reciprocal for whatever the reason is, at a certain point just to be able to practice that skill of saying, "All right. Let's both find what's right for us as ... " That's been a difficult thing for me as an entrepreneur as well. But it sounds like you navigated these waters remarkably well.

And I'm still digging and I think people listening are interested in that too, like you've done this four times and you've created this new business model of giving, what would have been the sticking points? Or like what are the hard things that you had to work on yourself in order to get your companies to do these things?

Blake Mycoskie:

Man. Several things. On a very tactical level, just in TOMS shoes, the hardest part was making the shoes. I just never was a shoe maker. I mainly hired people that came from kind of the passion of giving and not the drive of excellent shoemaking and so production for at least the first five or six years was very hard to get right, and very costly when you get it wrong. And you have recalls, or you have complaints, and you have ... So it just is at a very tactical level, the hardest thing about growing TOMS was never selling the shoes, it was actually in making the shoes.

And then also really making sure that we were giving the shoes in a really sustainable, responsible way because no one in the history of the world had ever given away as many shoes as we were giving and still giving away. And we've given 85 million pairs of shoes away! So there's just no organization set up to like tell us like, "This is the way to give in a responsible way that doesn't disrupt local markets or doesn't undercut the local shoe seller. These are the ways that you look to creating aid, but not need independency."

There's all this really deep kind of thinking around, how do you help those in need in a responsible way. And that was really hard, because we just didn't come from that background. So I think what I've learned is, you have to ask lots of questions, to be very curious. You admit when you don't know what you don't know, and you really look for people who are experts in these spaces. And so over time, the reason our quality of our shoes has gotten infinitely better than the first years is we've hired amazing veterans, that either worked at Nike, or Vans, or other companies that know how to make great shoes.

And on the giving side, we've hired incredible leaders of nonprofits from all different sectors, that are thinking deeply about our giving. Those are the tactical challenges. I think an internal challenge, John Mackey the founder of Whole Foods, told me once, and I got to spend some time with John when I lived in Austin.

Dave Asprey:

He is a great guy.

Blake Mycoskie:

He's an amazing human being, and he said that the consciousness of a business can only be raised as the consciousness of its leaders is raised.

Dave Asprey:

Amen.

Blake Mycoskie:

And I thought, "Man." And that was is like 2012, I'd just gotten married. I'd had real success as an entrepreneur and I was probably, I hadn't done really much

self-work at that point. And I really took that advice seriously, because I said, "If I'm going to continue to lead TOMS, I need to work on myself more." And that was a real ... and it turned out that working on myself more led to better relationships with my family members and friends, definitely a better relationship with my wife.

And I think as it relates to business, I have a lot more empathy, I think, and I'm a lot more emotional intelligence to our staff and to people we work with than I did before I started working on that. So I think of the challenges that I faced in growing TOMS and evolving it, a lot of them have been met by me working on myself more than working on the business.

Dave Asprey:

Thanks for saying that. One of my observations just in my own past, my own experience, is that a company is oftentimes a direct reflection of the psychological or emotional, even like the spiritual state of its leadership. If you're all jacked up, it seems like things just don't work. All right. So I'm happy that you went there because what did you do to work on yourself? Like what are the things that people are listening would want to know about that maybe they could work on themselves, whether or not they're leading a company or not.

Blake Mycoskie:

Sure. So one of the first things I did is I went to this amazing retreat called the Hoffman Institute. And the Hoffman Institute is, they have two facilities in the United States, one up in Napa and one in Connecticut. And what they really focus on is these patterns that we develop as young people as a result to gain the love of our parents. And we either are emulating and mimicking certain patterns of our parents to gain their love and attention or we're rebelling against to get their love and attention.

But it all comes down to that kind of central premise. But what happens is is those patterns end up governing and ruling and dictating our life more than our own free will.

Dave Asprey:

Yes, absolutely.

Blake Mycoskie:

And that's a huge thing. The crazy thing about it is, my wife went first and it took me a couple of years, even though I saw some really positive changes and benefits in her life, because I had this like kind of idealized family relationship with my mom and my dad. We were kind of the Brady Bunch and we got along. My parents were married for 40 plus years and I was like, "God, I was given all these opportunities, they were so supportive of me. There was all this positive stuff. I can't imagine thinking that there's patterns in my life that are holding me back that were developed because of my parents."

But what you find is, some of the things that have led to your success today, are actually holding you back to further evolving in the future. And I discovered a lot about myself and I learned some amazing tools to stay connected to that and to

keep myself from kind of going in the same cycles that was kind of dictating my life and I think my connection to my ... I want to say free will, because I always felt like I had free will, but I was compulsively making decisions and acting certain ways because I was still living as a 12-year-old, versus living as a 40-year-old.

And in doing that work really has had a huge difference in my business, and in my relationships, and definitely in my marriage.

Dave Asprey:

It takes a lot of courage to talk about that. And I'm hoping that over the next few years that this will just become common knowledge. It's not like any of us chooses to rerun patterns from our childhood, they run before you have the chance to notice them. So they're sort of invisible. And every one of my favorite entrepreneurs, like people who are building companies but people they also want to spend time with, they've all somehow chanced upon that knowledge like, "Maybe I could work on that," and there's many different paths.

And that is, I think, is what makes them fantastic leaders versus there are leaders who are fear based and crack-the-whip kind of people, but no one wants to hang out with them.

Blake Mycoskie:

No. And I think also what happened for me is, I became a lot less reactive. One of the cycles that I found in my business life that I'm happy to share, I came from his personal work, was what I would do is, I would work incredibly hard, have to tunnel vision, dedicate my entire life energy to the business and into furthering the business. And then, I'd been so exhausted and depleted, that I would almost resent the business for what I had given to it. And so then I would, luckily because we had had success and I had great people around me, I would totally check out.

Like I would go somewhere for a month or two, and just like no email, no phone. This is Blake time, I got to claim my freedom back. And so then what would happen is, after a month or two of being somewhere and totally checked out, I was starting to feel guilty that I wasn't putting enough time to the business. And so I'd come back into the company, talk about a disruptive founder, I'd come back into the company with like thinking I had to have the silver bullet to solve whatever the issue at the time was, and then the whole cycle would start again.

And so now, I take a lot of time off in the summers, I spent a lot time Wyoming with my family. But instead of like checking out, like I would have done before I did this work, I actually work a couple of hours every day. And so even though technically I'm on kind of summer time with the family, I'm staying engaged, I'm working with people, and then when I come back in September, it's not like a tidal wave is coming back. It's just like, oh they see me more in the physical form instead of on Skype, or on this robot on a stick that I use to go around the office.

Dave Asprey: You have one of those? I do too.

Blake Mycoskie: It's amazing. Called Double, do you use it?

Dave Asprey: Mine isn't called Double. I'm forgetting what the name ... Beam. Mine's called a Beam. It's like a little face.

Blake Mycoskie: It's like a Segway on a stick, and then it has like an iPad.

Dave Asprey: With your face. A similar idea.

Blake Mycoskie: Same thing. So I use that a lot in the summertime to stay in meetings and stay connected. But that was a really interesting thing of understanding that that kind of needing to be the savior, needing to be the center of attention led me to this thing where I was like all in. And I was just like 100% committed and then I was all out, versus more constant connected role to the company. And now I feel much, much worse even. And that has helped a lot of things not just in the business of TOMS, but also just in my personal life.

Dave Asprey: And what brought that awareness to you was going through the Hoffman process?

Blake Mycoskie: Yeah, going through the Hoffman Process, because part of what you're doing is not only identifying patterns that are causing this compulsive behavior. But also kind of more like, what those patterns lead to in terms of cycles that ultimately leave you feeling depleted.

Dave Asprey: When I figured out the patterns that had driven a lot of my success, in a not so positive way, I actually had a lot of guilt where I was like, "Good God, how could not how could I have allowed myself to like go an act like an asshole all the time without knowing it?" Did you deal with any of that, you're like, "Oh my God, I can't believe I was doing that?" Or was your self-forgiveness kind of built into that?

Blake Mycoskie: I think the thing that was the most interesting to me was this pattern or this thing around identity creation. when I was 13, 14 years old, I was really good tennis player, and one of the better tennis players in the state, and probably the best tennis player in my neighborhood. And so, I quickly formed an identity as Blake this great tennis player, which was very different. I grew up in Texas, where most guys were football players or basketball players. So I was already a little different because I played tennis. But then because I was a really good tennis player, it was a sense of identity.

And then that led through college, until then me starting my first business. And then at 19, I became known as a young entrepreneur. And so for my 20s and even in my early 30s, I don't know when you stop being a young entrepreneur, just an entrepreneur, I still curse that day - I really liked when people referenced

to me as a young entrepreneur. That was a huge part of my identity. And then when I started TOMS, it was the social entrepreneur. And it was like, "Wow, this person is redefining how business can play a role in improving society and dealing with issues and things that are important beyond just making money."

And so what I realized was, I had been chasing, and it was really important for me to be having these really tightly defined identities that also led to a lot of attention. And so, I was comfortable when I had a lot of attention. One of the things that I didn't realize I didn't really like about myself was like, I don't want to be the person that needs attention. I've been at dinner parties with that person at the table, and that person is obnoxious. If I'm doing things that are causing people to give me more attention, and my patterns and my life is kind of being directed towards doing things that drive more attention my way, it just didn't feel good.

That was a really eye opening and liberating feeling because now, I still struggle with patterns of course, but I catch myself and I'm like, "Am I doing this because I really want to do this and this is my authentic self, or am I just doing this to get attention?" Because if I'm doing to get attention, I'm just the monkey there not in control of the way I'm living. And it has had an impact, and I think it makes me just more present, more aware and in all aspects of my life.

Dave Asprey:

All right. Do you meditate?

Blake Mycoskie:

I do. I do. I wish I meditated more. I started doing TM about four years ago, that's transcendental meditation for anyone listening doesn't know what TM is. I had tried several different types of meditation before that and what I found about TM is that it's utter simplicity was effective for me and the idea of having a mantra that is kind of a sound feeling or vibration and allowing your mind to go there versus like trying to control your mind to not think of things or to think of something or construct something. For me, it was a much more calming form of meditation.

The TM kind of world would say meditate twice a day, I'm doing pretty good if I get five mornings a week. Like if I get five out of seven mornings a week for 20 minutes, I feel like I'm in the meditative zone and it's having a positive impact on my life. As I think about the next two months, that I'm going to stay home in the house and take a paternity leave, with our new daughter coming. I'm curious to see if I can get once in the morning, and once in the evening when the baby and mommy are sleeping.

I'm going to try to meditate more, that's one of my intentions for the next two months, and see if it feels different than my five mornings a week right now. But for about four years now, I've been pretty consistent with five mornings a week.

Dave Asprey:

Nice. I wish you luck on becoming a more advanced meditator, as a brand-new dad. This is your second child.

Blake Mycoskie: I know. I'm always optimistic and usually naïve. So we'll see.

Dave Asprey: I just had to run an experiment with “The Bulletproof Diet” when I was still testing things out, and I started that experiment that day my son, my second child was born, because I knew that I wasn't going to get a full night's sleep for a long time, I'll sleep five hours or less per night by design since I'd probably would have slept anyway. And then I'll add a bunch of calories, and look at what happens, and all this kind of stuff. And it was kind of funny, because it started doing really well but I can't say that I advanced my meditation practice or that I was a particularly ...

I guess it was a productive time for me, and I was working I started Bulletproof but at the same time, it was it was sort of like it's always disruptive in part of meditation is 20 minutes of no disruption, even though it feels like there's a lot of unpredictability. So you may manage that really well, in fact I suspect you will, but that type of unpredictability, how do you deal ... That is a micro example just because I wanted to meditate, I'm not going to get to ... How do you deal with bigger and predictable things? What happens to you emotionally when you expected things to go this way, whether it's business wise or personal wise and they just completely don't go that way? What is your inner response? How do you deal with that situation?

Blake Mycoskie: It's interesting. I think it leads back a little bit to meditation and I'll show you how I get there, is that I feel that I am better, capable and prepared to deal with unpredictability and just, I'll even say things going not my way, when I have certain things in my life that I do have control over. So for instance, about two years ago when I was 39, I decided that I was going to get in the best shape of my life by the time I turned 40, up until that point for like the last decade of building TOMS, I was working crazy hours, I was not eating very well. And I definitely had lost my athletic ability and fitness level that I once had, when I was playing college tennis.

Not having control over that, I think was creating anxiety around other things of my life. And then when things were further unpredictable, I didn't have something I could go back to to get that control or that predictability. So by taking my diet and my fitness seriously and getting in the best shape of my life, which I have continued to be and since then, for now almost a year and a half, it allows me to be more comfortable with unpredictability in the rest of my things. I was like

It allows me to be more comfortable with unpredictability the rest of my things, as like, “I know I'm going to get my morning workout in, and I'm going to eat healthy meals so I have sustained energy through the day.” So, when things don't go as I want, at least I have a little bit of sense of control of my schedule, and of my time, and my personal well-being, and so, I think it just allows me, equips me to be more open to things not going my way. Does that make sense? I don't know if I explained that very well.

Dave Asprey: Yeah. I think I got to it, you're basically saying, "I've got control of my body now, therefore at least I have that, even if I don't control something else," you still have that level of like, I don't have anti-anxiety or just that level of calmness that comes from like, "I've got something anyway."

Blake Mycoskie: Exactly, and I think that's where it also goes back to meditation. Where if you have a meditation practice, then you know that you're going to get at least 20 minutes a day that's just for you, your time now, hopefully you'll choose the right time so you don't get interrupted. But in theory, if you can find that time, then it gives you a sense of empowerment, so that when things don't go your way or you do get interrupted, you feel like you already kind of checked off one of your needs.

I've gotten that really ... It's funny, my wife and I are very different in our activity level needs, I need literally to burn energy and until I burn that energy, I have like a sense of like "I'm revving, revving." And if you're around me that can start to get annoying and I can get annoyed, because I haven't gotten that energy out. So, we discovered in our relationship that she doesn't like to get up particularly early and I don't mind get up at five, five thirty.

So, if I go and just crank a workout, or surf session in, or rock climbing in the summer time, from like six to eight, even before our kids get up, I'm actually really pleasant, and I'm really chill from eight to eleven, when we have breakfast, when I take the kids ... I've already taken care of something and I've kind of expended energy. But if I haven't done that, and then I'm going into my day, and I'm still having that kind of like, "I need to get this out," And then all of these things happen in my day that give me no control of my day, then it can put me in a funk.

Dave Asprey: It's really cool that you said that's what works for you, I see so many people are like, "Well, this person does that, so I'm going to go do it." And I know some people who are wired the way you are, and I know others who are like, "if I had to do that every day, I would hate my life." So, how did you discover this worked for you versus some other thing that might not work for you?

Blake Mycoskie: I think that goes through a lot of what you've written about in Headstrong, in other podcasts that I've listened to that you've done, it's all about experimentation.

Dave Asprey: Just by testing it.

Blake Mycoskie: Yeah. It's really about testing. I think it's like, you do something for a week or two, how are you feeling? You do something ... it's great to get knowledge and learn from other examples and to read books and listen to ... I love information, I love new ideas, but ultimately, it has to work for you. Something I've recently learned in my working out, is that I was over-training.

Dave Asprey: I was about to ask you about that, beautiful ...

Blake Mycoskie: I got to a point to where I was actually feeling like I wasn't as vibrant and as excited for these morning workouts, and I got to a point where I was like, "I think I'm just working out too much." So, I cut it back to like really just two hard sessions a week, and I'm really looking forward to those sessions now, I feel like I'm getting ... I'm keeping the same level of fitness if not getting stronger, and I'm training half as much. So, that's something that, no one could have prescribed that to me, I had to be listening and in tune in with my body and myself, in order to know that and to notice that.

Dave Asprey: I think you've just helped a lot of people by talking about that, because I've seen this over and over with like high performing CEO types, I've done a lot of coaching although lately with Bulletproof Radio, is I'm not doing as much coaching, but I still do it, like with neurofeedback stuff and all, and it seems like it's a guy thing mostly, and like, "Okay, I'm running a company, I'm doing well, and I'm going to be an Ironman triathlete, and I'm going to fly around the world to do all these things."

And it's like recovery becomes the big variable, not how hard can you push yourself, because like we're wired to push ourselves especially when there's a mission, which you clearly have. So, you recognized just you felt that ... Did not measure heart rate variability, or any of those things like that, or sex hormones, or testosterone levels dropping or you were just like, "I don't have that zest I used to have."

Blake Mycoskie: Yeah. I know. It's more of just an intuitive feeling that I wasn't fully recovered by the time I was going back into the gym, or into the next workout, or I was surfing too many days in a row in the morning.

Dave Asprey: Is there such a thing?

Blake Mycoskie: There is. Your shoulders get tired, you get exhausted, and you're doing it out of habit, and not out of really listening to your body, where your body is saying, "God, really, just sit and have a nice cup of coffee and maybe read a book this morning." It's funny, one of the things that I've really been working on, going back to the personal development is like, just getting better at sitting, being really comfortable at sitting, like watching my son play in the yard, and not feeling the urge to do anything, but just be sitting there. I think that is as challenging as some of the athletic pursuits I've had over the years.

Dave Asprey: Well, that's basically another form of meditation, it is just practicing awareness.

Blake Mycoskie: Yeah, absolutely.

Dave Asprey: I think that's challenging for almost every CEO, and just for a lot of people in general now, partly because of Facebook and everything else. But you can

always be doing something, and that's maybe an area where I'm capable of that, but I'm not sure that I would choose to do that, given a choice. At least it's a choice versus an automatic behavior for now, because you're realizing, "Okay, I feel the urge to do this but I'm choosing to do something else," and then you feel like you've got the control there.

Blake Mycoskie: Yeah. I think it all goes back to if you're taking care of yourself, if you're getting these basic kind of checklist of things that allow you to live with the most energy and awareness, then these things are easier to do. And then when your world starts spinning out of control and you don't feel like you have that control, then it's harder to be present and to sit, and to do these things.

Dave Asprey: So, did you hire like a personal trainer, and a personal chef, and a nutritionist, and a massage therapist, an army, an entourage of people to like help get in the best shape of your life? How did you go about doing that?

Blake Mycoskie: No. I've actually just been slowly but surely adding those people into my life, but no, I originally was just really working with the trainer. That was the main thing, having the knowledge that I was getting the most out of the amount of time that I had to commit to that. I think from a diet standpoint, it was really just mainly cutting out sugar and a lot of senseless carbs, for me that was ... Once again, everyone's different. But for me, it was recognizing that by cutting out a lot of senseless carbs, and also almost all sugar, the weight and the body fat just fell off.

Dave Asprey: Nice. That seems so hard for a lot of people, but there's some people who seem to need their carbs, right?

Blake Mycoskie: Absolutely.

Dave Asprey: So, this is another case of, "Don't do what worked for me, do what works for you."

Blake Mycoskie: Absolutely.

Dave Asprey: Good advice. Now let's talk a little bit about your sense of mission because that's something that really struck me when we first met, like you genuinely love what you're doing, why did you pick this mission?

Blake Mycoskie: It's interesting, people ask me all the time, like there's all these problems in the world, how did you decide that you wanted to help give kids shoes? And I'm always saying, "I did not choose shoes, I feel like shoes kind of chose me in a way," because I was down in Argentina and I wasn't looking to start a nonprofit, or wasn't looking to start a social enterprise, I wasn't looking to do anything like that. I was just on vacation, and noticed that there were lots of kids in the street that weren't in school, that didn't have shoes, and met some people that were working at a nonprofit, that were helping get kids shoes.

There was a serendipitous series of events that led to this. What seemed like a very simple idea there is like, "Man, there's a lot of people in the world that literally don't have shoes that need them." And there's a lot of people in the world buying shoes every day because they just want them. So, if you can take what someone wants, and provide with something someone needs, that would be a really cool value exchange in the world of business.

And this is 2006, when this was not happening. And so, what I got excited about in kind of what became TOMS, was just kind of, I think it was that rebellious spirit in me of wanting to do something different than just starting another business. And so, I got very excited about using business to help people, and at the same time create a successful business. And so, the mission of TOMS, of what we call using business to improve lives, and the one for one model of buy a pair of our shoes and we give a pair, that very much came out of a very simple idea and observation.

And it wasn't like a big elaborate kind of plan, or I didn't have any background in like public health, or I definitely hadn't been involved in charities before. So, it really was something that very organically grew out of a series of observations and kind of pieces that I put together. Having said that, as TOMS started to grow, as other companies start to emulate one for one model, as I got kind of put on this pedestal of like social entrepreneurs, and that was kind of category of being defined by some of the actions that I was taking or the book I wrote, or whatever. Then I started to understand this idea of mission on a much more kind of macro standpoint of like, "Okay, I've been given these gifts and by using these entrepreneurial gifts, I can not only improve the lives of people who I will never meet, but I also can hopefully influence a lot of people that I do meet, or do get to listen to me speaking at a conference or an article that I've written."

And if those people take that information and start businesses that improve people's lives, then the impact is exponential. And so, what kind of gets me most excited today is not just the work that we're doing as TOMS, but what I can help empower, inspire etc., other entrepreneurs to do, because I truly believe that business can be a force for good. And the more that we think of it that way, the more successful the business is, because there's always values to having a business led by a mission from a profit perspective, and from an employee retention perspective, and the customer loyalty perspective. But also that this really can be the answer to many of the social injustices and issues that we face in modern times.

Dave Asprey: So, you sort of found it and it just resonated with you and you went with it. And lately though, it seems, in fact, not it seems, you've announced every year you're picking a new cause. How do you go about picking a new cause that's going to have the most impact?

Blake Mycoskie: So, this is a great example of being a much more, I would say, aware or flexible entrepreneur than I used to be. So I announced that back in 2013 or 2014, we

had done shoes, we had done eyewear, where every time we sold a pair of sunglasses or prescription glasses, we either paid for an eye surgery or gave someone prescription glasses. Then we launched a coffee company, where we would provide clean water when the coffee that we were sold, and then the last product we did was bags, and we had this safe birth kit, that we would deliver to women who were giving birth in their homes.

Dave Asprey: That's the coolest thing ever heard. I loved that you did that.

Blake Mycoskie: Thank you. And it was so fun, because when we knew that there was an opportunity to sell bags, when you sell shoes and eyewear, it's like an accessory company. It made sense from a business perspective, but we couldn't figure out what to give. And then when we ran across this work that the U.N. workers were doing with delivering these safe birth kits, which really helped reduce infant mortality by a huge percent, because it provided just the basic need from a hygiene perspective, it was really beautiful.

We did these series of products, and I was encouraged to keep on doing them. And then we brought in a CEO of TOMS, and I sold half the company to a private equity firm, and brought on a partner, and as we looked at it like, "Okay, let's stop for a second and look at the TOMS business." Both our CEO and my new partner said, "I actually think we can do more impact by focusing on less things." And as an entrepreneur, and as someone I know yourself as kind of an inventor like me, that could have gone really bad. But instead, because I had done some work on myself, and I was in a place where I had more awareness of my strengths and weaknesses, I said, "Okay, I'm going to be curious about this, so why?"

And so, I asked all the questions and ultimately, they were able to convince me, overwhelmingly convinced me and like, "let's really focus on our shoes, our eyewear, our coffee, our bags, and let's not try to launch something new every year because that puts so much strain on the organization, that we're not able to fully capitalize on the products in the categories we're in. And it confuses our customer, because they haven't even got fully into the new product yet."

And so we changed that strategy two years ago and it's been great, we've seen growth in all these other categories, and I think it's allowed us to operate with more excellence here in the building, and frankly I feel less pressure because I don't have to come up with something new every year. It's actually worked out quite well, but it was definitely not the path I would have taken if I was just left on my own. I think it's been a good example for the people who've been with me a long time to see how I've evolved as a leader, and open to other ways of approaching the growth of our business.

Dave Asprey: The focus thing isn't a good a challenge for a lot of entrepreneurial types, I'm getting this from my product team all the time, I'm like, "Let's do you see this, people will love it, it will change people's lives." And they're like, "Maybe, but not now because if we do that, we're not going to keep doing what we're doing,

we're not going to launch the latest Cold Brew or whatever." There are limits and like, "Can we just hire more people? We raise venture money."

But the truth is that, even if you do all these things, there's the customer confusion, and also you can only scale a company at a certain speed you hire new people, then you lose the culture, if you triple the size of the company in three months, how would you do that? So, your own path of awareness led you to be cool with that conversation saying, "All right, I said we are going to do one of these every year, and now I'm changing that decision, and now we're going to stick with the ones we've got and we're going to do those really well, and maybe do something later."

Blake Mycoskie: Absolutely. And I was very vocal in the media about that kind of proclamation of like, "This is what we're about, we're the one for one company, one new product every year." And so to kind of go back and ... That was an idea, and we decided change our plans. It takes a level of humility and openness, but I think with each of these things, which I think is a lot of the theme of this discussion, is get back to what John Mackey said like, "Raise the consciousness of the leaders in the business consciousness goes up to."

Dave Asprey: How do you deal with critics?

Blake Mycoskie: That's something that I've definitely been a journey for me, because I did not used to deal with them very well, and I took it very personally at first, especially because in the early days when we first had started in was 2006, the business really started growing in 2008, 2009, 2010. I'd say 2011 was when we started really getting criticized, and it was crazy to me, because we were doing so much more and donating a huge percentage of our revenue, trying to make the world a better place and improve people's lives.

And then we had people talking about how we're giving shoes, we're just only creating dependency issues in developing countries, or that we weren't creating enough jobs in the countries and we were just giving aid. And some of the criticism, in essence, from a purely intellectual level was correct. But in a practical level it was like, "Okay, you show me how you can make a factory in Haiti overnight? It just doesn't happen," like "They don't make shoes there, they don't have the raw materials, they don't have ... " It's easy to lob in this criticism from somewhere in cyberspace that I would take super personally.

Dave Asprey: Did you just say cyberspace?

Blake Mycoskie: Yeah.

Dave Asprey: It's because we're over 40, man...I love that.

Blake Mycoskie: But that's where it comes from and so, I would say like 2010, 2011, maybe even to 12, I would respond by taking it very personally, being kind of hurt. And then I

recognized that you can learn at least thematically, you can really learn from critics. So, I started really understanding like where is most of criticism coming from with our model? Because it's a very small percentage of people, but they're very loud, and so, what are they most loud about? And is there anything that we can do as a business to address it?

And the area that we ultimately really dug into was in job creation, I'm an entrepreneur, I love helping create more entrepreneurs, and so, if there was a way to use our supply chain and our business model to do more local manufacturing in the countries that we're giving, then I was all in, philosophically, intellectually, but in practicality could we do it? And so we set a goal of making 30% of all of our giving shoes, within three years, in the countries that we sell them in.

And we achieved that goal. So, I think that it is over 40% today, and we make shoes in Kenya, and we make shoes in Ethiopia, and we make shoes in India, we used to make shoes in Haiti, but that ultimately didn't work out. We still do design of shoes in Haiti, and do a lot of art around the shoes in Haiti, but not the actual physical manufacturing. And it was something to wear...once we stopped trying to fight the critics or defend our position, and we were opening to listening to it, that it helped kind of grow our business and it helped us with an insight around what our customers were caring the most about, and that was seeing that companies were helping in the job creation space, in dealing with poverty and not just in aid space.

Dave Asprey: So, I've noticed that there are two types of critics out there, the critics who are like, "I don't like this because ..." And then they list things that they don't like, things that they think should be changed and then give you a reason. And then there's another kind of critic that says, "You're a insert a bunch of insults here," because and maybe they're the same point, maybe they're not the other point. Do you see a difference between the two types? And do you treat them differently from a business perspective?

Blake Mycoskie: I think the first type is more constructive because like, "I don't like this because ..." And there's a list of reasons and you can disagree, and argue, and debate them. When somebody is like, "I don't like you because ..." Then I think it's more of a personal attack and I don't know really where that leads to, because we are who we are and none of us are perfect. And you don't even know me really, you don't like the media version of me right now. I think those are easier just to dismiss and to ignore, because they're just not intellectually stimulating at all, there's nothing to debate, I guess that's the way I look at it.

Dave Asprey: So, those don't push your buttons at all, because...

Blake Mycoskie: Not anymore. I mean, when I was younger, of course, they did.

Dave Asprey:

Yeah, same here. Like those certain parts were like, "Okay, it's all going back to seventh grade." And those patterns we talked about before. I feel like it's mostly people who are heavily bullied like, "I'm going to get even now, I'm 50." And I'm like, "All right." So, that's how you deal with critics, and how you make your decision making. How do you keep your culture that you've worked so hard to build in the company? Now that you have a CEO, now that you've sold half the company to a PE firm, what are the actions that you do to keep your energy in the company?

Blake Mycoskie:

Well, I'm really blessed because unlike some entrepreneurs, I mean, you hear horror stories with both private equity and CEOs, I have a CEO that I feel is like the greatest partner I've ever had. I feel so lucky in that, we both have different skill sets, we complement each other well, we have a ton of respect, which I think is the number one thing that you must have. And we also speak very openly to each other when we disagree, and in a very constructive ways.

That relationship is really great. And the same thing with my partners at Bain Capital, which is a PE firm that is my partner, we don't always agree on things as like, products we should launch every year, but we really are solution oriented and we both have the macro vision absolutely shared, and that is to use business to improve lives, to continue to grow TOMS into a highly profitable business that also helps a ton of people. And when you kind of agree on the big things, the little things kind of work themselves out.

So, yes, I think that I'm in a situation where I have really great support around me. Now how do you keep the culture? I think culture is such an interesting thing. What I found is, there's a lot of things you can do that you think help culture, and there are some really surface things that I kind of have fallen into the trap of thinking like, "Oh, we're going to have happy hour every Friday, or we're going to do ... we're going to put a gym in and offer wellness classes." Those are perks, those aren't culture, and culture actually is healthiest when you have a clear vision of what you're trying to accomplish, and the vision matters to people.

Actually the best way to have culture is to have a really clear strategy that's working, because people feel really good when they're coming to work every day, and it's clear what they need to accomplish, and they're given the tools and the empowerment to do so, and they're going and they're kicking ass. They love their jobs, they think that culture is amazing. The minute that stuff isn't clear, and we've had many times at TOMS that's not clear and I guarantee right now there's probably, I don't know, 10%, 15% of our staff that says it's not clear for sure, so it's never perfect, but that to me is what culture is.

Culture actually is, everyone with a shared vision, working hard and feeling empowered to do so, and accomplishing whatever it is your company is accomplishing, whether it's mission based or not. I think you can have great culture and probably be an evil company because everyone is there for the same reason, to create evil. It's really interesting, I think I've learned a lot of

things you think are increasing or improving your culture, are these kind of surface things that sound fun and that you do, and yeah, they're nice perks. But unless the strategy is clear and the empowerment is there, none of those things will make up for the lack of culture that you could have.

Dave Asprey: Nice. By the way if you're listening to this, you can tell that I'm picking Blake's mind about this stuff, because I'm an entrepreneur who hasn't done as much as he has so, you can see I'm getting my little lessons here right now. So, thanks for that!

Blake Mycoskie: Whatever can help! I've gotten so many people helping me, that's for sure.

Dave Asprey: It's pretty amazing how people step up to help when they think you're doing good stuff. Now, we're coming up on the end of the show, and I'm looking forward to asking you the question I've asked every guest on the show, which is that, if someone came to you tomorrow Blake, and say, "Look, I want to perform better to everything I do as a human being, not just my work, not just sports, but just my whole life." What are the three most important piece of advice you would have for them?

Blake Mycoskie: It's such a good question. Okay. So, the first thing I would say, create a very simple daily gratitude practice. Like, hands down, spending five minutes in the morning, five minutes in the evening, writing in a journal all the things you're grateful for, is probably the most effective thing I've done to manage my stress level, my clarity of thought, my energy, my attitude, everything. There's something, I don't know if it's proven in science or not, but when you're grateful, it's really hard to be negative, or depressed, or whatever you want to add in there.

Dave Asprey: You can see in your brain waves, gratitude is real.

Blake Mycoskie: Yes. Gratitude is super real and I think in terms of high performing, you find people who are high performers, they're grateful people, and the more opportunities put in your day to express gratitude to others, the more oxytocin that's created, the more alive you feel. So, that's number one.

Number two is, drink more water. It sounds super simple, but in this last year, I have really made it a practice to drink a ton of water, make sure you get some Himalayan sea salt in there as well, so there's some electrolytes, because you can't drink too much water. But find out what the right amount for you is.

Once again, that theme is going through this show, but just drinking water all day long, now you will have to pee more, and that has some inconvenience, especially if you have a long commute. But I really have found it increases my energy level in a huge way, I feel like everything is working better in my body and it's such a simple thing, but it's a habit that you have to create, it takes a while like you have to get used to it like to carrying that Nalgene bottle

everywhere you go, starting every meeting with offering people water, filling your water up. I found that this has not been a habit that just happen automatically but it has taken some work. But now that I think it's fully ingrained, I'm definitely performing better at kind of every aspect of my life, by simply drinking water.

OK, so those are two that just immediately pop to mind. A third one, man, I'm trying to think. I think the third one would be setting goals, but really publicly announcing them so you have accountability. I think a lot of people set goals, and I used to write goals in my journals all the time. But I think I started accomplishing my goals, and some people call this manifestation, and I started manifesting things that I wanted to have happen in my life. The more I was not afraid of sharing them with loved ones, on social media, with my coworkers because once I shared them, the likelihood of me sticking to it went up exponentially.

Because people would ask me about, "How are you doing on that goal?" So like when I said I'm going to get in the best of my life by the time I turn 40, I told every single person that. Like if you went to dinner with me like, "What have you been up to?" "Well, guess what, I'm going to get in the best shape of my life by the time I turn 40." If I was reconnecting with someone I hadn't seen in a while, "Well, what have you been up to?" "Well, I'm doing this." I just kept telling people that and then enough people kept asking, "Well, how's it going is going, is it working? What are you doing?" And then it just became a part of my identity in a sense, and it led me to actually achieve it.

And I think that there is a lot of power in the personal accountability, and frankly I think this is a positive of social media, is it's very easy to get people to track your progress and to keep you accountable when you say you're going to do something to all of your friends and followers online. I think in terms of really looking at performance, being grateful, drinking water and then setting goals publicly is a great way to perform better.

Dave Asprey: You're basically outsourcing accountability for your goals.

Blake Mycoskie: Yeah. It's super important.

Dave Asprey: Or Crowdsourcing I guess.

Blake Mycoskie: Crowdsourcing probably more than outsourcing, yeah.

Dave Asprey: I like that. That's so cool. I don't think that's an answer I've heard before either, which is kind of cool. You might be the second person to say drink water, which is kind of cool too. Pretty unusual stuff. Blake, it's been a great pleasure to have you on Bulletproof Radio and thanks for having me here at TOMS headquarters.

Blake Mycoskie: Great. Thank you so much Dave. Appreciate.

Dave Asprey:

If you'd like today's episode, you go out and pick up a pair of TOMS shoes and when you do that, another person somewhere who really needs shoes is going to get a pair and I think that's awesome. Have an awesome day. If you like this episode, you know what to do, besides getting some TOMS shoes, head on over to iTunes, go to [bulletproof.com/iTunes](http://bulletproof.com/iTunes) and leave a review.

You just had gratitude, one of those things you can do, when you leave review for this, it's a way of expressing gratitude so you win and other people who find the show also win. So thanks for taking that maybe 20 seconds to do that.