

Polina Marinova Transcript

Jim: Well, hello everyone. It's Jim O'Shaughnessy with my colleague Jamie Catherwood, with a very special guest whose name... Honestly, Polina, I think you should be a Bond girl, or maybe even a Bond villain, Polina Marinova Pompliano. I love it, just fantastic. How are you?

Polina: I'm good. I could be a Bond villain or in the Italian mafia.

Jim: I love it.

Polina: It could go either way.

Jim: The possibilities are endless. And I think it's high time that we got a really great female villain.

Polina: It's about time, I'm here for it.

Jim: Now tell me, "I'm coming for you, Bond," but say it in Bulgarian.

Polina: Oh God. Oh no, hold on.

Jim: Mr. Bond.

Polina: [foreign language 00:10:42] Mr. Bond.

Jim: Here we go.

Polina: That means, "I'm waiting for you," because I couldn't remember how to say the other way, but we're all good.

Jim: That's great, that's all we need. I think we'll lead with that, won't we, Jamie?

Jim: Okay, Polina. This is fun for me because, being an entrepreneur, I always love to hear the story of other entrepreneurs. And you took a really big leap, and you actually wrote about it, and I want to talk about it with you. But you were a writer for Fortune, and you were at CNN before that, and you had several other media assignments. But then you decided, "Bam. I want to go off on my own, and I'm going to do The Profile." And you said something that really resonated with me. You said, "You are the most powerful when your identity is tied to your name."

Jim: So when I was launching my first company, I went to my wife... And this is '87. Sort of the dark ages. And I said, "Well, what do

you think?" and I gave her all these names. And she looked at me and she goes, "Don't be an idiot, O'Shaughnessy Asset Management." And I'm like, "Okay." She was so right, but tell me, why did you conclude that?

Polina:

So Anthony, who you've had on your podcast, who is my husband... When I was trying to make the decision whether I should leave Fortune or not, I kept going back and forth. I was like, "Oh, but how do I know that people are going to want to talk to me, instead of someone whose email ended with @Fortune.com?" Because, make no mistake, I know that Steve Schwarzman took a meeting with me because my email ended with @Fortune.com. That's fine, but I was like, "Okay, so if I leave, who am I going to be?" Because when I graduated from college, I had this quarter-life crisis where I said, "Oh my God, I'm no longer a student, I'm no longer an intern, I'm no longer the editor in chief of my college paper. Who am I?" And I didn't want to be in that spot again.

Polina:

And the thing that helped me this time around is that I never fully wrapped my entire identity around something external, which would be my position at Fortune, because, a few years ago, I had started The Profile under my own name. The Profile was solely Polina. And so, when I was making that decision, I was like, "Are people even going to respond to me when they're like, "Oh, I'm Polina with The Profile." And Anthony was like, "There is nothing more powerful than tying your identity to your own name, because nobody can take that away from you." At Fortune, I could have gotten laid off, I could have gotten fired, god knows what could have happened, and if my entire self worth and confidence was wrapped around an external title, I would have gone on a ride of misery.

Polina:

So the idea was I'm going to leave and I'm going to use my own name, under The Profile brand, to write whatever the hell I want to write about, and I think that tying your identity around your name actually gives you a level of freedom that most people who work at organizations don't necessarily have. So, for example, when I was at Fortune, I couldn't suddenly be like, "You know what? I feel like writing about interesting cat videos." They'd be like, "What the hell are you doing?" And I'd be like, "But that's what I'm passionate about right now." And they'd be like, "No." When I interviewed James Clear recently, I asked him why he started the brand under his name, "Why is it JamesClear.com?" And he said he went back and forth a lot, just like you, and he ultimately was like, "You know what? I don't know when I'm going to want to write about in five or 10 years, so I'm going to put it under James Clear." That way, yes, he's

built a brand around habits, but if he ever wants to write about anything else, he has the freedom to do that.

Jim: Yeah, yeah. And that is a great explanation, and that is certainly what we've found with O'Shaughnessy Asset Management. And it also keeps you honest, right?

Polina: Yes.

Jim: Because if it's your reputation that's on the line, you're going to make sure every I is dotted and every T is crossed, and you're not going to just take somebody's word for it, right?

Polina: Totally.

Jim: So I think that that's very empowering as well. What have you found, so far, has been the biggest difference between writing about entrepreneurship and being an entrepreneur?

Polina: Oh, so many things. But the biggest one being that at... When I was purely a writer, I never had to think about the business aspect of anything that was going on. So I never had to think about licensing deals, or advertising, or sponsors, or the infrastructure. The only thing I focused on was writing a newsletter for Fortune. Then when I switched over completely to The Profile, Sub Stack, which is a platform I use, does take care of the infrastructure in the backend and most of the tech support, even though if a reader is having trouble, they email me and I'm the first level of tech support. But it's forced me to think in ways that I've never thought before.

Polina: So for example, in the beginning of working on The Profile full time, I had all these crazy ideas that would require me to work on them every single day for like eight hours. And Anthony, because his brain is totally the opposite of mine, he was like, "Right, but if you work on that, how will that help grow The Profile?" And it actually reminded me, before Fortune, I worked at a media startup briefly, for six months. And my boss at the time, I asked her... I wanted to write an article for the website, it was OZY, and she asked me, "Okay, but how does this help the bottom line?" And I was like, "What do you mean? It's an article, I'm just writing." But that level of thinking, of the thing that I am doing and spending my valuable precious time on, is it going to translate into some sort of business, or growing The Profile and getting it in front of more people?

Polina: I think asking yourself that question every day helps refocus you on the right things. Because I could easily take a whole week and work on something that literally nobody will see, but I'll enjoy doing, and those are okay to do sometimes, but you can't spend your time just not thinking about the business aspect of things.

Jim: One of the things that I have noticed a lot in starting four different companies, is thinking like an owner and thinking like an employee are very, very different things.

Polina: Yes. That's a good way to put it.

Jim: And so what happens... In my first endeavor, you are the... Like you on a tech support, right? So you start your own company and it's just you, and you are chief cook and bottle washer, and you've got to literally do everything. Then you hire some people. Hopefully, those are good choices and they very much help, but you still got to be ready and willing. In my case, asset manager, so one time our trader was sick and we needed to trade one of the mutual funds, and so there I was with the president of our company, Chris Loveless, we were doing it. And we had it done without any errors, thank God, but the fact is, in those early stages, what happens is you get to know every aspect of what's going on.

Jim: But then, when you do... And hopefully this will happen with you, I'm pretty sure it will. You'll get very successful and you'll start putting staff on, and the thing I learned there is hire super smart people and then let them be super smart. Do not tell them, "This is the way we do it." Well, wait a minute. I'm not running a kindergarten here. I want people like Jamie, who are super bright and very engaged, and guess what? They're going to figure out a much better way to do it than I am, especially if I'm asking them to do it. So I think you'll probably... We'll do a podcast after you're super successful, and you'll say, "Yeah, Jim, hey, you were right about that."

Polina: Oh God.

Jim: You actually wrote a piece called 10 Things You Learn By Doing This. Can you take us through some of the most important things, as you are thinking about them right now?

Polina: The most important thing that I've learned... I checked today. So I have been writing The Profile... I've sent a newsletter every single Sunday since February 19th, I think it was, of 2017. So

almost four years, and that's more than 200 edition. And I subscribe to a lot of newsletters, and a lot of times I notice that the writers, outside of James Clear, they say, "I'm taking a vacation, or I just had a baby, or I got married." Whatever the life event may be, people often take time off.

Polina:

I think that's okay and good, the problem is that if the reader doesn't know you very well... Like for example, if I had just signed up to their newsletter and the next week they're off, it's out of my mind. Like I will not think about it anymore, the next time I get it, I'll be like, "Wait, did I sign up for this?" So I think the biggest thing, and the most important thing that I've done, is to make sure that I've been consistent, and to make sure that I've never, so far, knock on wood, broken the promise that I've made with the reader when they signed up, that they will get this newsletter at 7:03 AM Eastern, in their inbox on Sunday morning.

Polina:

And that's the thing. I know people are going to hear this and they'll be like, "God, Polina, you're a workaholic. You should take a break, self-care, all that stuff." Yes, but my thing is that I know those moments will come up. I also got married, I also did had moments that were ups and downs in life. In 2020, nothing was predictable. What I did was I always made sure that like I had enough content or things that I could just press send without having to do a ton of work that week, in case an emergency happened or I had to take time off, or something like that. So I think putting the controls in place where they allow you to be flexible-

Polina:

... a control in place where they allow you to be flexible and consistent is the best weapon I have. If somebody doesn't get the profile, like one time I accidentally scheduled it on sub stack and I scheduled it for the wrong day and it didn't go out on time. I got a million emails that were like, "Are you okay? Why is this not in my inbox?" I want that level of "I am so excited to receive this that if I don't receive it I'm worried." I always say, "I'm not the most talented. I'm not the smartest, but I am the most consistent." If you put me in 2017 with another writer who was a much better writer, much more thoughtful, had better ideas, and you put us at the start line and in February of 2017, I am willing to bet that I will still keep going, whereas they might have moved on to another project.

Jim:

Yeah, it's so interesting because I had an opportunity to have dinner with Jamie Diamond of JP Morgan. This is a long time ago. This is when he was not the chair or CEO of JP Morgan and it was during his little fight with his mentor. Anyway, one of the

questions I asked him was around this, right? His answer was, "You can have the best idea in the world and if you can't execute against it, it doesn't matter. It just doesn't matter."

Polina: Totally.

Jim: He was like, "I'll take a C+ idea if I can get A+ executor's on that idea." I have to admit that a lot of my career was built on ideas and sharing them with the public. I was a little skeptical because I hadn't run a big organization by that point. That was before starting an online investment advisor where I had more than a hundred people. Man, did I ever hear him in my ear when that was going on. That scales, right? It's important if it's just you, right, that you understand, you're thinking that way. How many backups do you have, if you're willing to let us know? How many?

Polina: Yeah. The thing that takes me the most time is the column at the top because I try for it to be an original idea or an interview that I've recently done, so I have two or three that I've pre-written that are ready to go or interviews that I've done that I'm just holding or guest posts that I have. It's kind of like a content bank. The other thing is the curation of the actual profiles does take a while, but I do those as I read them throughout the week. I'll read an article anyway and I'll type up something either on my phone, in my notes or in Google Docs or Notion.

Polina: The third thing is for the profile dossiers that I publish every Wednesday, those are deep dives on an individual person. Those take the most time because probably Mondays and Tuesdays I just sit down and I read and I listen and I watch everything I can about this person. Once I hear their ideas two or three times, I'm like, "Okay, this is important." Then I basically succinctly try to explain their ideas in this dossier. I have a month worth of those just in case something goes wrong. I finished one on Stephen Hawking, Chris Jenner, David Goggins. I have one more that I'm blanking on, oh Belinda Gates, so those I have not published yet. That's the thing. I don't just write them and then forget about it. I keep doing it every week. Then just in case one or two weeks I just don't have the time, I can use the bank to publish it.

Jim: Very smart. Very smart. How do you pick your profile subjects? It's just something that you're interested in, you think others are going to be interested in? What's your criteria?

Polina: Yeah, so I've never in my life ... I've been writing for a long time, since high school. I've never actually thought of anybody

reading my work. I think that's a little bit the opposite of what most writers will tell you to do. They say, "Think of your reader and then write for them." I don't have a reader in mind. To me it's if this is interesting to me, people who are interested in the same things will find it interesting, as well. In terms of the dossiers, I actually start with an idea first and then I pick the person. In the beginning when it was the pandemic started I was like, "How do people make good decisions in uncertain environments?" The person that came to mind who you've had on your podcast is Annie Duke, poker player. She makes good decisions in uncertain situations.

Polina: Another time I was like, "I want to know about what happens ... How do you give back in a way that makes sense and actually makes a difference?" Who better to profile than one of the best philanthropists in the world, Melinda Gates. I kind of start with the idea first, and then I try to find the best person to embody it. I've found that works. Sometimes I'm just fascinated by a human and I'm like, "I want to do one on them." I've found the certain idea first is better because there's a theme to that week's dossier.

Jim: Do you have kind of a list of themes that you just are like, "Yeah, I wanted to explore this" and then you add it to list, or just sometimes you just, whatever you're reading, I'll bet you consume a lot of content, right?

Polina: Yeah.

Jim: Does sometimes it just hit you in the face or do you have to thank ... Let me ask it this way. Have you ever come up dry? Have you ever like, "You know, God, I can't think of anybody I want to even talk to today"? I'm like that a lot.

Polina: Yeah. Because that's happened to me in the past when I started doing it anytime I had an idea I just wrote it down. Now I'm never at a loss, right? Every single thing that I read I'm like, "Ooh, that's an ..." Actually the other day I created something and I wrote it down because I thought that would be an interesting ... While we talk, I'll look it up, but I thought that would make for an interesting column because it related to people and what you tweeted, but I'll find it and let you know.

Jim: Hey listen, I do a lot of threads on Twitter and sometimes my friends who've known me a long time, they're like, "Why aren't you doing this?" I'm just like, "Because I think it might be helpful to somebody." They go, "Well, but do you care?" I'm like, "Absolutely not." I mean, I care that I put it out there and I hope

that there's somebody there who can find it useful, but listen, I learned a long time ago that I, Jim O'Shaughnessy, the only person I can change is me. I can't change you. I can't change my wife. I can't change Patrick. I can be around to help, but I've seen in life that unless the person wants to change, they're not going to change.

Jim: You can compel. You can bully. You can make them comply with you, but that's really low level big footing stuff and that isn't the way to live your life. It's like the way I think about things is I just kind of put it out there and my people who are interested in it, they're a self-selected sample.

Polina: Exactly. Can I tell you the idea that I got from your tweet?

Jim: Please. Please. I might steal it from you, just so you know.

Polina: Great. A lot of my ideas actually come from conversations I'm having with people that week. One time I wrote about why the language that you speak affects the way you see the world. That came from a conversation that I had with my mom initially. Then I started asking all my friends who spoke different languages, but I was like, "I just feel like I'm a different, much more outgoing and emotional person when I speak English versus definitely more introverted and more logical when I speak Bulgarian." Then I was like, "I wonder if it has to do with the fact that, first of all, sentence structure, the way you express yourself in English when you talk you'll say, 'I feel like' when you actually mean to say, 'I think.' One is emotion-based and the other is logic based, so that, by saying, 'I feel' makes you more emotionally minded."

Polina: I thought that was interesting. I spoke to a bunch of people. Everybody I talked to, I brought up this idea and they pointed me to different things to read. It took me like a month, but then I wrote it. It resonated with people, I think, because it was rooted in research, but also a lot of anecdotal that's true.

Polina: Another thing I was talking to people about was have you ever noticed that the people that you dislike the most reminds you of yourself?

Jim: Bingo.

Polina: You tweeted, "A good way to discover your shortcomings, said the master, is to observe what irritates you in others." I was like, "Ooh," because that's the thing. Every time I'm like, "Why did

that person just annoy the crap out of me?" It's probably because they reminded me of things I don't like about myself.

Jim:

Yeah. It's so true. I've evolved a lot in terms of writing about beliefs, for example, because I just did a thing called the thinker and prover. It's a long thread and it's from an old idea written that a guy by the name of Dr. Leonard Orr came up with. It's too long to go into here, but the idea that I learned when I started, because I work with people too, but man, they've got to make it through ... Talk about self selectors and self starters, to actually get to do a Zoom with them, these people have to be Jamie like. He emailed Patrick and said, "Hey, can I take you to lunch?" Patrick thought he was here and he goes, "Yeah, tomorrow's fine." Jamie, in Washington, DC, wakes up 4:00 AM, leaves to get to Connecticut by lunchtime.

Polina:

Wow.

Jim:

Anyway, but one of the things that I've found, and I wonder if you've found this to be true, as well, if you're trying to write about beliefs, so beliefs are, I have found, people tie their beliefs to themselves and to their ego. They view any disagreement or any questioning of that belief as an attack on them as a person. One of the things that I tried to do was essentially replace my beliefs with mental models. People think it's weird, right? If you think about it, beliefs for the most part are designed not to be challenged, right? You got to have faith, right? I'm not a big believer in that, right? Models are formed, mental models and other models are formed on looking at all the available evidence, but the other thing about models that are interesting is they're meant to be tested, right?

Jim:

It's like if they weren't, we'd still all believe Ptolemy, right, and think the earth was the center of the universe. Models are meant to be continually tested and upgraded. The thing that I've found with myself is it really helped me because I also used to say, and this really freaked people out, all of my beliefs are wrong. Some are useful, right? When I say that about a model, they don't freak out as much. The other thing that I have found that is really interesting is it allows you to be considerably more dispassionate if you are not immediately putting up the shields because your ego or what you view as your self is under attack. You're far more willing to say, Yeah."

Polina:

I've thought about this in the sense ... I don't know why, but I've long been fascinated by identity. Identity is shaped by beliefs, by emotions, by your upbringing, by a lot of things. For me, I love that whenever we talk to people they can't put me in a box

because I'm an immigrant. My family and I moved here from Bulgaria. My parents won a green card in the green card lottery. We moved in the year 2000 to Atlanta, Georgia, not in the best area. Then I grew up in the South. I went to the University of Georgia. Then I moved to New York city. That is a different type of environment, right?

Polina:

I've had these three different lenses through which I can see the world in a much, much more moderate way where it does not piss me off. I find that a lot of people get angry when they cannot understand why the other person does not believe what they believe. For me, it's much easier to understand why because I've seen all sorts of people. I've seen all sorts of mental models and how they employ their identity to see the world. I think the best question you can ask yourself is whose words are these? If you find the things that you believe, they're probably not your own words, right? It might be your mom's. It might be your grandmother's.

Polina:

Tara Westover who wrote Educated talks about this. She grew up with her father basically giving her her beliefs. When she grew up she was like, "Hold on a second. I've held sexist, racist, homophobic beliefs." It wasn't until she got to university where she could say those things out loud and people challenged that world view. She was like, "Whoa, I've never thought about it like that." As she learned, she changed her beliefs, which in turn changed her identity and the way she saw the world. The other thing is Tim Urban in his really long posts about Neuralink and Elon Musk, he explains how Elan, when he looks at people, he looks at their brains and he sees computers. That's a really helpful way to think about it because he talks about how you're born with hardware, which is your brain. Then the software is the beliefs and the things that you consume that upgrade your hardware every year or every other year, whatever, however often you learn new things.

Polina:

I think I hate, and I use that word very rarely, but I really, really do not like people who are so stuck in their belief systems that they will not hear another side. They're just unwilling to even have their beliefs challenged. I think that's really dangerous. It's really scary for me, but by hearing other opinions and challenging yourself to see the world through mental models, you're actually upgrading your software so you're not stuck in iOS 7. You're on iOS 14. You've changed the world. I just think those people are really rare in the world, which is why I'm fascinated by things like studying them for the profile because I'm like, "Wow, okay." The people who are great, cool, but the

people who are exceptional, they're willing to challenge their beliefs all the time.

Jim: Yeah, and I think it's one of the best things that you can do for your own life trajectory, right? I think that dogmatic ... It's one of the reasons why I'm so worried about kind of the current environment we're in because I call it an emotional plague. It has these very powerful mind viruses attached to it. I don't care what team you're playing for. You could be playing for team red or team blue. When you sink into dogma and dramatic thought, it's a metaphor, but you're brain dead because you refuse. Therefore, information theory, Claude, Shannon, right, everything that we have ... He should be as famous as Einstein because everything, this Zoom call, certainly this little bad boy, everything that we have is because of Claude Shannon and his incredible information theory that couldn't be proven when he came up with it, but then they proved it.

Jim: He came up with the terms bits and bytes, right? There's a great thing and I think Amazon Prime or one of the sites or TV networks called The Bit Player and it's about him. Highly recommend watching it because kind of one of those things where when you tie Shannon in with what you see going on in propaganda, for example, let's not kid ourselves. If you're watching TV, you're watching propaganda. I always say to people, I beg some people, especially older people, they have the hardest time because it is their habit to take their information from TV. It's poisonous. I always say to people, "I stopped watching all television news 10 years ago." I was still doing media back then. I'd go on whatever network, but I wouldn't watch it because it was hardcore and I was maybe being a little silly, but it frees you so much because propaganda works.

Jim: I mentioned the whole thing about the thinker and the prover. That's what that whole piece is about.

Jim: I love hearing you as a young person and Jamie, as well. This leads me to another thought. I want to get your thought on it because another thing I see with people is we're word thinkers and label thinkers. Labels and symbols control us much more than we realize, right? I put up two thoughts from, and I picked people that I've been interested in in the past or I have notes on, because I believe that you should take notes on everything. One of them was when you label me you negate me. It's so interesting to me the pushback I got on that. People really, really dislike I'm poking them. I'm doing it intentionally, right?

Polina: They don't like ambiguity.

Jim: No, no. Again, zero/100, black/white. That is not the way updated software, to your metaphor, thinks. We are optimized human beings pretty much for 50,000 years ago. That's because aggregate cultural evolution is bigger than any one of us, right? So-

Jim: ... solution is bigger than any one of us. Right?

Polina: Mm-hmm (affirmative).

Jim: So aggregate cultural evolution gave us the iPhone, right? Now, Steve Jobs did a good job too, but this wasn't possible without that aggregate cultural evolution. And so I always also say, be careful who you let in your head.

Polina: Yeah.

Jim: And so you're in a unique position. I was going to start on the whole thing with people... Baby boomers are bad. So I have a friend who I always tease him, I'm not going to name him, because I don't want to name and shame, but he's always like, "Baby boomers suck." And I always send him a text, "They don't. Not all of them, some of them do, but how would you feel..." He's a millennial. I love millennials, by the way. I mean, I [crosstalk 00:46:55]

Polina: Oh, we're great.

Jim: And you know who's greater? I have three grandchildren-

Polina: Gen Z. Oh, I know.

Jim: Gen Z. Zoomers. Whoa.

Polina: They're going to... Yeah. I have a lot of faith in the next generation.

Jim: Wow. I mean, but they're natives that... Haptics are interesting to me, right? So haptics, the way most people think about haptics is when you're doing virtual reality, but haptics is touch, right? And so there's a woman that I'm friends with on Twitter who basically opened my eyes to... She's propounding for digital currency, digital everything, because Gen X and down don't have the haptic memory for currency that we Boomers have. I think that's really interesting, but the black market is priced in

US dollars, specifically currency, and it's huge. So it might take a little while for that, but do you ever run into, and obviously I wouldn't ask you to give us a name, but have you ever... because now I want to get into the people you've profiled and talk about what drew you to them, what were the most interesting things that you learned, and then what you kept hearing over and over, but let's start with the question. Did you ever, and I have a guess as to the answer but I don't want to say it, but have you ever profiled somebody that you came away and was like, "Fuck. Oh my God, they're closed minded. They're awful. I don't like them," and obviously no names.

Polina:

So if I'm being honest, no. And I say no because when I was in college, I had this journalism professor and I was maybe a sophomore and our assignment was to go profile someone. And I don't remember, I think I was profiling another student or something. It was someone, and then I very clearly remember going into his office and I had a million other things to do, and I walk in and I'm like, "I can't. I have to switch subjects." And he was like, "Why?" And I was like, "Because this is the most boring person I've ever met in my life." And he told me then, and I've kept this in mind every single time I talked to a new person, is, he said, "No one is inherently boring. It just means you haven't asked the right questions yet." And I was like, "Oh. You mean they're not there to entertain me?"

Polina:

So now I see it as a challenge of, even if you appear close-minded, I want to know why and I want to know how you got to the conclusions you've got to, and what your upbringing had to do with it. I'm just, writer slash therapist. But I'm just really fascinated as to why people made the decisions they made and believe the things they believe, because in a way it has to be serving them in some way. Even the craziest person you know, they're doing it because somehow something is reinforcing that behavior. So I'm just really interested in people and I think I've always been that way, that's why I started the profile.

Jim:

Yeah. I agree. For example, book titles, right? How to Win Friends and Influence People, by Andrew Carnegie, I would not read for 25 years because I thought the title was the worst title I'd ever heard. I thought that, "I will not deign to read that." And then I had a good friend was like, "Jim, honest to God, rip the cover off. Read the book, because what you're going to find out is you agree with almost everything this guy has to say." And one of the first things that he has to say is your philosophy, which is people, you got to ask them questions and they're not there to entertain you, but you, through your questioning, can find them very entertaining, right?

Polina:

Yes.

Jim:

So now of all the people that you've profiled, what are some of the ideas that really resonated with you where you were like, "Huh. I didn't think about that."

Polina:

Yes. Okay. So the biggest theme, I think, from the people that I've profiled is that they're truly independent, original thinkers, and those are the most innovative people, those are most disruptive people, those are the people that we say are crazy, and I've already mentioned Elon. So the other person that I'm absolutely fascinated by, I would love to interview him, is Grant Achatz, who's the founder of Alinea. It used to be the number one restaurant in the world, I don't know what it's ranked now. It's in Chicago, but he is just the most original thinker I've ever encountered from reading about him and watching everything he's done. Basically, even though he's a chef, he is inspired by everything in this world. He's hyper-aware of his senses so whenever he goes... Let's say he went to a museum and he saw this beautiful piece of art on the wall.

Polina:

And he was like, "I want to eat off of that. Why can't I eat off of that?" And then by asking that question, it made him rethink, "Wait a second, as people who cook and we're so original, why are we letting the plate manufacturers dictate what a meal looks like? You have to eat in a plate with a fork and a knife." And he was like, "I want to completely just blow that up, let's start over." So part of the experience, and it's a sensory experience is what he calls it, the entire tablecloth looks like a giant piece of art and you can eat off of it without a fork and a knife. And then he was like, "Okay. So why can't we make food that floats?" So he and his team invented a balloon made of sugar that you got, and you had to eat with your mouth, not in the traditional way.

Polina:

He's basically disrupting the oldest thing we have, which is eating, and the way he sees it as is, he's like, "I'm a storyteller. I'm not a chef, I'm a storyteller. I'm going to take you from the beginning to the end, with several courses, and they're going to tell a story." And what's even more fascinating about this guy is that he was the best chef in the world, and then he got stage four tongue cancer. How crazy is that? Right? So he gets tongue cancer, and suddenly he goes through chemo and all these things, and he loses his sense of taste. And it's like, how can you be the world's greatest chef, but you're not able to taste? So that made him even more creative because he realized that a very small portion of taste is through the tongue, through your taste buds. A very large portion of it is your nose and your eyes.

Polina: So he played with that and it made him even better, and the restaurant even better because he was forced to reinvent. So I think people like that who genuinely ask, "Why do we do things this way?" Are the people who end up succeeding. For me, when I first started working on the profile full-time and people were like, "Where do you see this in five years?" And my immediate response was, "Oh. Well, ultimately what I want to do is I want to write original profiles. I'll go out and I'll interview people and I'll write profiles." And then I was like, "Hold on. That's so stupid, because first of all, who's to say the profile is just text and a photo or text? Who says that's what a profile is?" That's how I grew up reading newspapers and magazines and journalism school and all that stuff. The better question to ask is, what is the best way to tell this person's story? And as we've seen with Brandon Stanton, who's the creator of Humans of New York, he told a 32-part series story on this woman, and it was amazing. And it was in her voice and it was a photo and it was on Facebook. He changed everything about a traditional profile, but it made it not only a profile, but arguably, even better than a traditional profile.

Jim: Yeah. Wow. That is awesome. I've eaten at Alinea.

Polina: Oh, really?

Jim: Yeah. Quite an experience. Quite an experience. They tried to do it at... What is it? 12 Madison, or... I'm getting the name of it wrong, but I've been there too. And they did the whole dessert on the table and then you eat the tablecloth too, which is funny, but I agree. So creativity and open-mindedness, and the question why, right? So I've always... People who are really curious, I'm a sucker, because I love people like that. But I've also found, again, back to mental models, people who continually ask why, why, can be very annoying, but it's beginner's mind, man. And if you don't ask why, why, why? And marry that to, I don't know. Your husband found me very amusing when he had me on his podcast, because my... And I think he titled it, I Don't Know, because that was my answer. And there's Anthony trying to... Yeah. I mean, my God. This guy... Have you ever seen the movie, The Music Man?

Polina: No.

Jim: Okay. So watch it because the music man is your husband.

Polina: Oh, God.

Jim: I mean, he can convince anybody of anything, right? He's a very persuasive guy. I love him, but like persuasive people, he'll just keep changing the question until he gets to the answer that he wants. And all he got from me was, "I don't know. I don't know. I don't know." But it was fun.

Jim: So what other characteristics would you say are common to... that you found again and again and again, because [Taleb 00:57:35]... now there's a guy, right? So Taleb, I read everything that he writes because I think he's brilliant, but I also think that he's a massive asshole and he has a super huge inferiority complex, and he starts feuds with people over ridiculous things. It's a classic example of, don't be so concerned with who said it, be concerned about what they said much better, right? And then people will always come back, "Well, what if Hitler said it?" And it's like, "Oh. You're not getting the point." But what other things... if you were going to jot them down and maybe do an anniversary issue...

Polina: Yeah, yeah.

Jim: Yeah. What would be some of the other things? Because that's what fascinates me.

Polina: You're catching me at a good time, because I actually wrote something like that yesterday for Jack. He's also great. Another attribute that I found is that the most interesting, fascinating, successful people, they are mentally resilient, and that can mean a lot of different things. But for example, Sara Blakely, founder of Spanx, I think she might be my favorite entrepreneur. So this is interesting. So when she was little, her and her brother, her mom and her dad would sit down at the dinner table and her dad would say, "Okay. We're going around the dinner table today. Give me your biggest, meatiest, failure today. What did you try to do, and you just fell flat on your face?" So they did that every single day. And she said that if she didn't give him a good failure, he was genuinely disappointed because he was like, "Looks like you didn't try hard enough today, because you didn't risk anything to fail."

Polina: So because she had that mental model or framework, that's how she grew up. So originally Sara Blakely wanted to be a lawyer, but she bombed the LSAT. Then she wanted to be Goofy at Disney World, but she wasn't tall enough so she couldn't even do that. Then she ended up moving back home, living with her mom and selling fax machines. But every time that happened to her, she wasn't like, "Oh my God, I'm done. I'll never have another idea." Again, her mentality was, "Okay. It

means I've been trying, but failing. But that's an opportunity to come up with another idea." Right? So she ended up inventing Spanx, which is massive. She's a self-made billionaire. And she said, which I love, she said, "Spanx wouldn't exist if I had aced the LSAT."

Jim:

Wow.

Polina:

And so many things in life are like that. Whatever you're doing today may not exist if you had succeeded at something totally different. That's one example. Another example is Courtney Dauwalter. She's a ultra marathoner. I mean, she goes 19 hours without sleeping. She's incredible. And I wrote here, I just pulled it up, she has managed to stay calm through bouts of severe nausea, a bleeding head injury, and temporary blindness. So imagine running a race and all this is happening to you and you're still calm. I call it, emotionally sober. To me, the most fascinating people are the ones who are able to stay calm in really, really emotionally charged situations, and she's one of them, obviously, because she's trained herself. But what I found interesting is that she said, "Basically, you can't just sit on your couch and expect to become mentally resilient. You have to put yourself in situations where you'll be stress tested." Right?

Polina:

So whether that's signing up for a 5k or something basic where you will push yourself a little bit more than you do on a day-to-day basis, that readjusts the levels in your head of, " Oh my God. I can handle a little bit more than I think I can." And when she's in severe pain, she thinks of pain as an actual place she goes to. So before a 19 hour race, she knows that she's going to feel pain and she personifies it, it is this thing she will enter, and then she will leave, because it gives her control over her body, her emotions, her environment. Most people are like, "Oh my God, my knee just gave out, I'm dying." That was me when I tried skiing last year. But if you see it as a place, you know you're going in there, you know it's coming, but you're mentally prepared to enter it and then leave it if you want to. It's fascinating.

Jim:

Wow. That is fascinating. It's [crosstalk 01:02:17] the treasure you seek is in the cave you fear to enter, right?

Polina:

Yes.

Jim:

I love that. Any other of those... The two you gave are amazingly good examples. Anything else that our listeners might not think about, but after you did the profile, you were like, "Oh man." Because something you were saying a moment ago made me

think of Tren Griffin, who I've had on the podcast and who's actually become a good friend, and he said something along the lines of, "Putting your stuff out there is brave." And I'd never thought about it that way, but... By the way, you should look into him. He'd be a great profile for you because this guy is... He's been everywhere and done everything.

Polina: Yeah.

Jim: He's just such a fascinating guy. Anyway. But like me, we joke, "Yeah, you do it for the stories."

Polina: Right.

Jim: But I like that aspect about the brave, and I like the way she deals with it. Make it a place that you understand, "Yeah, I got to go there, but I can come out."

Polina: Yup.

Jim: And it fear is the mind killer, right? To borrow from Dune. It's really true though, and I've seen so many people... Like I mentioned earlier, I like to work with younger people in our industry, not just our industry. In fact, I am working with a couple who aren't anywhere near finance, but one of the things that shocks me and I learned a long time ago, so I've been lucky about it, is how many people that you would never guess, have really limiting beliefs.

Polina: Oh, so many. Everywhere.

Jim: And so the first couple of sessions with these people, it's literally talking about this stuff and some of them are like... One guy, "I don't deserve to make more than a hundred thousand dollars a year." That was his belief. He believed that.

Polina: Mm-hmm (affirmative).

Jim: And he got it from his dad, who wasn't really successful and who therefore made money evil. And there was a lot of, and then, and then, and then, right, because that stuff just feeds on itself. But I love hearing about these people who figure out ways to work around that. Do you have any other good examples? Because these are gold.

Polina: Actually, I have another one that directly pertains to fear. So another thing that I've noticed, and it's so funny, because I

noticed that one time, and then I kept reading about it and more and more people were doing it, had done it, successful people. So a lot of high-performers actually adopt alter egos. And again, this realization came when I... Jim, I can't even describe to you how painfully shy, I was if you had met me even seven years ago. I mean, I'm outgoing, but put me in a situation where I have to give a speech or talk in front of a lot of people... I hate being the center of attention. And in the beginning, when I had to start doing videos at Fortune, I was so nervous. I mean, I can't even... I interviewed Frank Abagnale, who is the guy... Yeah. Leo plays him in Catch Me If You Can.

Jim:

Right.

Polina:

Basically, I wasn't supposed to interview him. There was another reporter who was supposed to interview him, but he was out of town and he was calling up [inaudible 01:05:51], "He's coming into the office today. You need to interview him." And I was like, "Oh God, okay." I've never been on camera before. My major in college was a newspaper, not even journalism, newspapers. So I stayed away from the camera for a very long time. And when I had to do this... I still sometimes go back and watch that video because I mean, it's painful. I'm red, because I'm nervous. My voice is really high and it's shaking as I'm asking this man questions and it's so stupid, but I just was painfully aware that there was a camera here and I couldn't mess up, and all these things that I put on myself that I honestly shouldn't have cared.

Polina:

But the second I realized that happened, I was like, "I can't ever do that again." I started putting myself in those situations more and more. So every time somebody was like, "Hey Polina, do you want to moderate a panel? There's going to be 200 people in attendance." I said, "Sure," because I needed to get over that fear. I knew it would limit me in the future. And the way... I always talked about this, but I never had a word for it and now I get it. So in high school, for example, because both of my parents were chemical engineers, I thought I would be a chemist. So I was in this special science program. And then I really hated, during the experiments, people would groan when they found out I was in their group because they knew I would break something and we'd have to start over. So I had made a deal with them by the end. I was like, "You guys do the experiments, I will happily write the 15 page lab report. Happily."

Polina:

And it worked for me, but I really liked writing and I liked research. Because I knew that, I decided to join the newspaper

club or class or whatever, in high school. And in private, when it was just Polina, I was super shy, nervous. I would never talk to a stranger. But when I had a notepad and a pen, I would go up to anybody and be like, "I need to talk to you because this is my job." So suddenly I became this other person in a weird way. I didn't think of myself as Polina. I thought of myself as this big time, high school journalist. And so then, fast forward at Fortune, when I was super nervous, when I would go to do a panel or interview somebody on stage, right before, literally to the second that I sat in that chair on stage, I would be shaking. I'd be super nervous. I got out there and I'm like, "Okay, this is my job." I became a different person for that moment, and I felt so confident. And I always thought about, "I wish I could feel that confident in real life," which is so funny that it flipped for me.

Polina: So then I started reading about this and apparently Beyonce, because I went to her concert and she is probably the epitome of confidence on that stage, she's actually really, really introverted and really, really shy, or at least she used to be, early in her career. So she invented this alter ego called Sasha Fierce. So she was like, "I'm this way in real life, but when Sasha Fierce comes out on stage, she..."

Polina: ... this way in real life, but when Sasha Fierce comes out onstage, even one of her albums is called that, she wears these boots and these leather things and she's out of this world, over the top. Because she was able to create that, she was able to perform under really, really high-pressure situations. Kobe Bryan, I recently read, he came up with, at the lowest moment in his career when he would go out and people would boo his name during a game, he came up with this black mamba mentality. So suddenly, he was this other very confident, "Nothing can shake me," person when he had to perform.

Polina: So it's kind of like a mental crutch. And then I read an interview with Beyonce and she said she no longer needs that because she's become ... Her old identity has met her new identity and she's okay being herself. But I think, especially during really hard times or really early in your career when you need a mental crutch, it's good to create something in your head where it's like, "Okay, if they attack me, it's not me, personally. It's this persona that I've created."

Jim: Interesting. That's kind of what I'm doing with the mental models. Right? I'm freeing myself from even having the thought that they're attacking me. They're attacking the model. That's fine.

Polina:

Exactly.

Jim:

That's really interesting, though. Well, it's right along the lines of you are what you think you are. Right? And if you read people who are, what I call, seekers, which are people trying to figure out why in god's name are we here in the first place, and honestly, we become our thoughts.

Jim:

That's another thing. Books like The Secret, I'm so repelled away from them because it just seems like such an awful gimmick and I feel like they're taking advantage of people, but then I really get upset when I see that they've taken a kernel of truth that maybe they got from Taoism or they got from Buddhism that's been around forever, and then they just pile everything on, but it doesn't negate that kernel of truth. Right? And so I just hope that people can get there without having to buy ... Listen, man. You're not getting anywhere sitting on the couch, manifesting that you're going to go out and win the Superbowl or whatever. Thoughts need actions. Right?

Polina:

Actions. And that's what James Clear talks about. Yeah. You have to do actions that vote for the person that you want to become.

Jim:

Yes.

Polina:

You can't just sit there and wish.

Jim:

Right, exactly. My mom used to say to me ... I guess it would be politically incorrect to say it this way now, but if wishes were beggars, horses would ride. Right? Or I'm getting that wrong. See, I-

Polina:

It sounds profound.

Jim:

She was always good at the ... and she was the first person to tell me that lazy people figure out ... She goes, "You always wants lazy people because you want smart, lazy people, because they will always figure out the easiest way to do something." And she told me this when she asked me to get something in the kitchen. I was 12. And we had this cupboard that didn't have the knob. And so my mom would always go and bend down and open it up. And I would go over and open it with my toe. And my mom was like, "I have great admiration for you." And then you start reading all the theorists and everything; "What kind of officers do you want?" The kind that I really, really want ... Jamie, earmuffs here. The kind I really,

really want is really lazy, but very smart people because people who are busy just to be busy, that's not a good model. Right?

Polina: Yeah.

Jim: And I've always had this problem with business. Don't confuse activity with effectiveness, Ben Goodspeed, who wrote The Tao, T-A-O, Jones Averages. But I'm not opposed to activity. It's got to be think it, but then do it. Right?

Polina: Yes.

Jim: If you don't do, it's just a ridiculous exercise and fantasies. Right? I guess, if we're all living in ready player one virtual reality, that might be something.

Jamie: I'm interested in how, as someone who also writes a newsletter and-

Jim: Yes, and a very good one.

Jamie: Well, thank you. And it's evolved a lot since I first started writing it. It used to be just five links and a tweet. Then it became having a website, then it became an actual newsletter I sent out. And the amount of time invested into each weekly post has also risen significantly. I'm curious how different your newsletter is now from the first day you wrote it and what kind of light bulb moments for you or along the way, looking back, it's like, "Now, how did I not recognize that I should've been doing that earlier?" Or maybe that's just me and you didn't have those moments because you were better prepared.

Polina: No, I had all of those moments.

Polina: So when I first started writing, it was really funny because I never thought that I would start this newsletter for it to become a business or that people outside of my mom and her friends would read it. So luckily, for me and everybody else, the very first issues are still online. And I sometimes go back to them and I look. First of all, the design was bad, the tone was bad, the voice was bad, the writing was bad, and I would have a gif in the middle, which had nothing to do with any of the profiles I was writing. I don't know. I think I just, in 2017, I had subscribed to somebody's newsletter and they had a lot of gifs and I said, "Oh, I must have a gif."

Polina: So what was interesting, though, is when people tell me they're a writer, I always say, "You're not a writer until you start writing in public and publishing and opening yourself up to criticism," because that's the best thing that ever happened to me. I used to have really thin skin in the beginning. When I first started writing Term Sheet at Fortune, which is a daily newsletter, I would get such brutal emails, but a lot of them were true. And if I was honest, they had a point.

Polina: So I think, in the beginning, somebody said, "Polina, I didn't sign up for Term Sheet to read ... It was like a high school girl's voice," about whatever, but basically I sounded really juvenile and sarcastic. And I thought that was cool to do, right? Like, "Let's all be sassy and snarky and whatever." That's stupid because it's not the right audience. There are certain times when that works, but that wasn't the time, nor the place, nor the audience. I learned quickly.

Polina: So I was doing that at Fortune, but I had been doing that, The Profile. And as The Profile got bigger, I got more and more voices telling me ... The first thing was, "I don't like the tone." And I heard that enough times where I was like, "Oh, maybe I shouldn't be so making fun of things," in a way. It's just people want to read profiles. They're not here to hear my lame jokes. So I professionalized the tone a little bit, but it was still my voice. I didn't change that. I didn't try to be somebody I wasn't.

Polina: Then somebody along the way, I think it was my mom, actually, said, "I don't get the gif." And I was like, "That's because you're over 25. You don't get the gif." And then I heard it from more people and I was like, "Oh, okay. So maybe it doesn't make sense," and also I think it hurt my deliverability. So I was like, "Get rid of the gif." And over time, it evolved into this thing that was much, much higher quality than what I initially set out to do, but like you, I spent so much more time on sentence structure and, "Does this belong here? And if not, I'll cut it," all this stuff that I'd never thought about before.

Polina: But I think writing in public and being open to criticism makes your writing better, makes your product better, makes everything better because you're writing for the people who read your work. I could sit here and laugh at my own jokes all day, but if people don't like them, they don't like them and that's okay. I'm not going to sit here and complain about it. Does that make sense?

Jamie: Yeah, no. Totally. Yeah. The complaint I get a lot is that they're too long, which is funny because I hate how long they are, but I

don't know how to make them shorter. So it's on the ground where-

Polina: Send them to me. I'm good at cutting.

Jamie: See, that's-

Jim: My wife would-

Jamie: ... the ironic part, is that I think that that's one of my strong suits. At OSAM when we write whitepapers, people will send it to me so I can gut it, but I think it's because I find everything so interested about-

Polina: I know.

Jamie: ... financial history that it's hard for me to cut, but yeah, you could definitely get brutal feedback. I got one last weekend that said, "To be honest, since the author started a course, the quality and insights from these has dropped significantly." It's just like, wow, brutal way to start my Sunday. Okay.

Polina: So funny.

Jim: And you haven't figured out that that was one of my alts that sent you that.

Polina: Did it have a gif attached?

Jamie: It was shmindutchmoshmonassi@gmail.com.

Jim: There you go, there you go. I love it, I love it. Are you happy with what it's doing right now? Do you want to expand? Do you want to add people? What do you see your trajectory to be?

Polina: Yeah. So I'm very happy because I had a lot of autonomy at Fortune, but I feel a level of freedom I've never felt before. The fact that I can have an idea and then do it, I love, because I'm very much more operationally-minded than I am idea-minded. So the thing that I've been thinking about a lot lately is I focused on profiles, I'm learning about people, but a lot of that knowledge, I feel like, is kind of siloed. I haven't brought it all together in the same place.

Polina: So now, what I'm experimenting with, and I think this is scheduled for later this month, but I want to test something. I don't even know what I'm calling it. I'm calling it The Profile

Seminar Series. Basically, I'll take a topic because, like I told you, I come up with the idea or topic first and then I find the person. I'm going to come up with a topic. So for this seminar, it's going to be creativity.

Polina: And I'm going to take that topic and, across every creative person I've come across, I'm going to take their best ideas around creativity and I'm going to make it into a super practical, hour-and-a-half seminar where I'm like, "Okay, this idea from Elon Musk, this idea from Shonda Rhimes." They are totally different industries, but they're both creative. And I'm going to basically, quote unquote, teach a seminar on creativity with super, super practical ways that you can become more creative in whatever you're working on.

Jim: Wow. That sounds like fun. Are you going to have them on or you're going to distill it and it'll be in an hour and a half? Are you going to do a lecture, are you going to do a voice, are you going to write it? What are you going to do?

Polina: I think it's just going to be on Zoom, to begin with, and it's just going to be me distilling it, but hopefully when I befriend Dwayne the Rock Johnson, I will have him on as a guest teacher.

Jim: But this has been absolutely fantastic. You are a super achiever out there. I love your profile. I think it's amazing.

Polina: Thank you, Jim.

Jim: It's fun to read about other people, right? And plus, you're getting the most interesting and that's great. So my son, of course, is the superstar as far as podcasts go. And I just kind of do whatever I want, which is the only way that I could actually do a podcast. And Jamie, actually, had to lasso me into doing it,

Polina: I'm a big fan of the O'Shaughnessy empire.

Jim: Thank you. So he's got the great question that we couldn't do, but we came up with a pretty good one, too. And that is this. We make you the empress of the world for a day.

Polina: Perfect.

Jim: you can have two ideas that become earworms where people are just like, "Hey, I think I'm going to do that. I think that's a good idea," and voluntarily do those two things. What you got for us?

Polina: Okay. So the thing that bothers me the most when I see it is when I see friends or family members who are really, really good at something, but they don't invest the time in it that they should to see it through. And so if you're working in accounting, but you're really good at knitting, maybe spend a few hours a week and focus on that without thinking ... My problem is a lot of ... when you go to business school, people are like, "What's going to be the business model of this idea?"

Polina: But the beauty of something like The Profile and Humans of New York, they both started from just a place of pure interest. I was interested in profiles and reading profiles. Brandon Stanton was interested in photographing people. And never was that even a consideration, "How am I going to make money?" So I think I would say I would have people, whatever their interest or passion is, to set aside an hour or two a day just working on it after work and see where it goes in a year.

Jim: That's a good one. Okay.

Polina: Okay. And I have one more.

Jim: Number two. Yep.

Polina: Okay, hold on. This is a good one. I think I would require people to learn another language. Learn another language because a lot of the concepts that you know in your native language, there's different concepts and frameworks that you could see the world through by knowing different words and looking at the world through a different lens.

Polina: You know how, in German, there's all these sayings for very specific things we don't have in English? But that broadens your horizons just by knowing that that is a state. I think one of them is that feeling of where you're perfectly cozy in front of the fireplace. What? But they have a word for that. So it's just really cool. I think, if you can learn another language, it gives you a level of empathy and allows you to walk in a different person's shoes for a period of time without actually being them.

Jim: I love that idea. It's one of the great disappointments of my life that I do not speak another language, but I'm curious-

Polina: I'll teach you Bulgarian. Don't worry.

Jim: That'll be fun. Then we could go out and people ... the NSA, who's already listing ... When they started all that, I would always answer my cell phone, "Fuck the NSA."

Polina: I'm sure you're at the top of the list.

Jim: Of course. As I joke, come the revolution, I don't have to worry because I'm first up against the wall to be shot.

Polina: Perfect.

Jim: They won't send me to a re-education camp. Anyway, I love that idea because ... So I took, ridiculously, six years of Latin, but what it did help me was I'm pretty good at the derivation of words. So for example, credit. Now, I'm stealing this from the ascent of money, but it made me think of all these Latin terms. Right? Credit comes from the Latin word, credo, which means, "I believe." So in one of my current, little pet theories is people don't understand that everything you see around you, other than the actual land, and even that, might be human intervened, but everything you see came out of a human mind.

Polina: Whoa.

Jim: And so our world, like currencies, they're pieces of paper. And yet, we believe in them. And the power that the consensus belief puts on things makes it so. Go ahead.

Polina: Sorry. I'll raise you one with this. If you want to do an experiment, spend an entire week only watching reality television shows. Maybe-

Jim: Oh, [crosstalk 01:28:40].

Polina: Let's say, if you're single, spend an entire week, every single day, all you consume for a week is The Bachelorette, The Bachelor, Love Island ... What is the other one, Love Is Blind? I think that's one. Okay. So just watching that and you can literally see how the way you see the world, you're only going to think in those terms. Do they like me? Do they not like me? What do they think of me? Are they jealous of my hair? All this stuff, it has a tangible ... What you consume has a tangible effect on what you believe and how you see the world. I think it's fascinating.

Jim: You're never going to get me to do that, but I definitely agree with that. I definitely agree with, what you let in, that becomes

what you are. And that's why I think you need to be so careful about it. Right?

Polina: Exactly.

Jim: And guard it jealously because it's not just the people around you. It's what you read. It's what you watch. I have been able to get rid of so much interest in so many of these things that are meaningless that I used to ... like, "Oh, let's see what's going on over here."

Polina: Right.

Jim: So I just don't do it anymore, right? And it's great. Well, listen, this has been phenomenally fun.

Polina: Me too.

Jim: Thank you for giving us so much time.

Polina: Of course.