

Interviewee Name: Rod Verhulp

Occupation/Role/Title: Father Retired

Date + Location: February 7, 2025 + At Rod's House

00;00;14;08

Would you introduce your full name, your current occupation, and any other basic information that we should know about you?

00;00;21;19 - 00;00;24;19

Sure. My name is Robert Verhulp. I live in Palo Alto. We've been here the last 30 years. It's my wife. And then our dog, Hank. I was a finance executive. I'm retired now. I had the option to work with several very interesting companies. And, had a chance to work and live all over the world. So that always kept things interesting as well. Also, I have, I have two sons and a daughter. Our son. Both my sons live in the area here, and, and then, my oldest son has a son, my grandson. And then my daughter lives in Seattle. All three of my children have partners. My oldest son's married and then second son. He has a girlfriend. He lives with my daughter and has a boyfriend? She lives with him.

00;01;08;29

Okay. Thank you. Okay. At what point in your life Did you know that you wanted to pursue a career in finance?

00;01;17;00 - 00;01;18;07

Well, you know, it's interesting. I grew up on a farm up in northwest Washington, a small farm just south of the Canadian border. And, my plan was to go to law school. So, in high school, I played sports, played baseball, football and basketball. When I went to college and, up in Washington and continued to play baseball, when I got out of college, I went to a year of law school and then decided that's not what I wanted to do. So I finished the year that I went to business school, got my Master of Science in Business administration, and I ended up in finance. So I never really intended to go into business, into finance, but it just worked out that way. And then when I got out of college, I ended up working for a consulting firm. I was over in Phoenix and LA areas for a number of years. And, in LA is where I met my wife. And then, we were, yeah, just live there for ten years. And then we went overseas for several years as well.

00;02;14;27

Okay. Were there like, any people that you feel like had a lasting impact on, like, your decision on pursuing a career in finance?

00;02;25;20 - 00;02;26;20

No. Not really. You know, it just kind of, just something, you know, basically was, good career path and all that type of thing along the way. I had several good professors that I really enjoyed working with. And then when I got into the industry, worked with, several bosses that were, you know, encouraged me and supported me and, and all that type of thing and a lot of interesting colleagues. So, yeah, you know, just, who's always surrounded by good people, a lot of people I learned positive things from and then some people. I've learned, negative things from, in terms of things I didn't want to do or the kind of person you didn't want to be. Yeah.

00;03;02;23 - 00;03;03;28

Okay. When you were, like, first starting out, what were some of your worries that were, like, brought up during that time?

00;03;10;09 - 00;03;13;27

Well, if you're talking about, like, going back to my childhood, I grew up on a farm there, and it was just always hard work, you know, in that type of thing. But that was good. I never regret that because it taught us the value of hard work, and just persistence and then just, you know, getting things done and doing it right. And there was no, no, thought of, not doing it or failing because you had a farm to run and get the animals to get the crops, and you had to get it done. So you learned a lot about that. And then I went into my professional career in college and in my professional career. Those life experiences just really were invaluable because it just told you that no matter what happened, you could handle it. Because when I was a kid, my dad also drove a truck, so he was gone for weeks at a time. So just me and my younger brother that were running the farm from the time I was about nine years old. So it just, the bad weather came and it pipes broke on the, on the farm and water pipes broke and we had to go and fix it in freezing weather and stuff like that. So you just learned that whatever problem came up, you could figure a way to deal with it. So that kind of mindset and that kind of experience going into my professional life was invaluable, because then you always figured, I'll be able to solve this, you know?

00;04;25;20 - 00;04;27;24

Like, just like some basic information, like, what do you think were your, like, core values to you?

00;04;32;07 - 00;04;35;03

Well, I think it's honesty and hard work. And I'm always thankful that I came from a good family. My dad. Probably the best guy I've ever met. I'm just really lucky. He was just a good man. He was a World War Two veteran football player. And, what I call a hard ass Dutch farmer. He's just a very tough guy. But he was also a very good guy, so he probably had more influence in my life than anybody else. And once again, just taught me the values of hard work and honesty and just, you know, getting things done and then integrity, you know, basically what I've learned from him is that our, Our job in this world is really simple, it's just to work hard and it's to help others. And our purpose in life is to help others, you know? So he was always very generous helping other people and all that type of thing. And so I just think the core values really started there. And then as you go through, you find people that share those values and you kind of gravitate towards them and you find other people that have different values. And I'm not saying one's right or wrong, but you learn that there's differences and you learn to accept that and not judge, you know.

00;05;35;17 - 00;05;38;17

Thank you. So, like, what was like a moment that you feel like you were like, under a lot of pressure to, like, be with, like, certain expectations or like, accomplish a certain task that, like, really stand out to you.

00;05;56;23 - 00;05;58;00

Sure, sure. So in terms of my professional career, you know, we had major projects going on. The company's future was at stake. You know, like, if we got these projects done right or these acquisitions and it would be very good if we made a mistake, you could set us back, you know? So, there was a time, when I was with this, when I was with Yahoo, you know, we, we had, we had bought a couple of small Chinese companies in China, but they were struggling and a lot of it was just due to lack of leadership, their local leadership. So then we decided to invest in Alibaba. And when we invested in Alibaba, it was a much larger, much more mature and well-run company. The founder and the CEO was Jack Ma, a small little guy. But you walk into a room and just you can see the brilliance there. And so he was a great guy to work with and all that type of thing. But, there we had to get it right. We, we spent a couple billion dollars investing in them, so we had to get it right, and we had to structure of line up with our operations so that we got

value from that. So that was pretty challenging. There were other cases like that. That was one of the larger ones we did. But yeah, when you go and spend that much money, you got to get it right, because if you don't get it right, then then, you know, a lot of people are depending on what you do and all that type of thing, all the employees, the investors, you know, the, shareholders of the company. So you got to get that right. So it's really very challenging in Alibaba. When we did the Alibaba investment, I spent months over in China just, you know, working with them, figuring out how to value it, but then also how to integrate it into our operation, you know. Yeah. Thank you. So like about like your involvement like Yahoo.

00;07;48;24 - 00;07;53;12

Like what part of finance do you think like managing risk and like, do you think played a role in this like experience?

00;07;57;27 - 00;07;59;29

It's always a combination. I think, you know, skill is a very important skill and experience. So you have to have the skill and then the more experience you have, the better you're going to be the better you're going to be. But people really underestimate the amount of luck I always see. I'm a very lucky person. I was lucky because I was born to a very good family that taught me values. I was lucky that I got to play sports and that really, you know, I go a long way. Luckily I got to work with some really good companies and really good people, so I just always figured I've been very lucky. I met my wife in Los Angeles, and she's by far my best friend, you know, and just a person I respect so much. And then we got great children because of her and all that. So I just think, like, people really underestimate that a lot of times You see people, especially with ones with big egos, they think I did this all on my own. Truth of it is for every person like that, there were probably ten that took the same swing, but they just missed. These guys got lucky and it wasn't just luck. They had skill and they, they had you know, the knowledge and the experience and the expertise to go through and make, to become successful, do whatever they're doing to make it into a success.

00;09;11;22 - 00;09;14;06

So, like, I was like, reading about, like, your website and that you, like, spent time in Saudi Arabia during, like, the first Gulf War. So like, why were your thoughts on the situation?

00;09;22;27 - 00;09;24;02

Yeah. You know, it's interesting. Saudi Arabia is just a different world, like going to Mars, you know, for most Americans. And so I went over there and then it's very challenging. It's more restrictive and all that stuff. But once again, I was very lucky, lived on a very good compound, made a lot of good friends, you know, expatriates, third country nationals and also Saudi. So I made good friends and all that. I'm funny thing is, I told my wife it's the safest place in the world because it was very stable and safe. But then Saddam Hussein decided to invade Kuwait. So first Gulf War broke out. So then they sent Scuds in on us, sending it in from Iraq, into Saudi Arabia. So every night we'd have Scuds blown up around us and stuff like that. So got a little bit scary and a little bit hairy and all that type of thing. So, you know where we were there. My wife got it. Women virtually can't work there. They just don't have a role. But then she got a job at the U.S. embassy. They really liked her. So they put her in charge of what they call you. Sarah, U.S. Employee Recreation association. So she handled all the social occasions for for the ambassador. And then, she also during the war, she supported the troops there. And she actually got a, she got a unit citation from the Patriot missile group for all the contribution that she did there. And then at the end of the war, when it was over, we had a big victory celebration. So we got to meet General Schwarzkopf and his staff, and that was a real honor. You know? But that was a good experience. It was hard at times. Very hard, because a different culture. And then we were trying to take this, Bank. It was a Saudi banking company called Red Bank, second largest banking company, but they were really behind in so many areas. So with that, we were doing process re-engineering to make them more competitive with some of their competitors and all that type of thing. So I had a staff of about 125 people. It's a combination of Western expatriates and third country nationals and Saudis and all that stuff. And and it, it was challenging at times because of the culture, cultural differences and all that. But, you know, in the end, we were very successful. Yeah.

00;11;24;08 - 00;11;25;05

Could you, like, tell me about a moment that you felt like your morals were, like, really tested?

00;11;29;20 - 00;11;30;20

Sure, sure. So in the role of finance, the key thing is it's a fiduciary duty, which means that you have an obligation to the people that fund you. So in a publicly held company like Yahoo or like Equinix, the data center company, the last company I work for, you've got a fiduciary duty to the shareholders to what? What we're trying to do is just, make sure that their investment is protected and that we have value. And there were times when

people want to take shortcuts. One of the key things is transparency. So when you have a publicly held company, they have the Securities Exchange Commission that you're accountable to. And then what you have to do is certain standards of reporting. So there were times when I had colleagues that wanted to misrepresent some things to look better, you know, for the investors and stuff like that. And me and several of my colleagues, we just had a firm bright line saying, we can't cross this line. You know, there's areas of gray that we can discuss, but when, you know, it's all over the line, you just say, you can't do that. I think there's a couple times people want to do stuff. And I just said, if it's your decision, if you do that, but if you do, I have to go tell the board of directors, you know, we have to have that discussion. They have to be informed. Do they want to take that risk? You know, so that's that's and once again, that was our how I saw my job is making sure that the that the investors were represented and then their spokespeople were the board of directors that I would go and talk to and all that stuff and let them know how things were and that type of thing. So there were times, you know, different companies where people wanted to be less than transparent and to make things look better than they were. But I just always held the line saying, we just can't do that, you know? And then thankfully, the board of directors I work with always responded in the right way and never took the, you know, the wrong road, in my opinion, you know.

00;13;23;06 - 00;13;23;21

Like, can you tell me about a time where you felt like you were very emotional that it like, would affect your, like, decision making?

00;13;31;15 - 00;13;33;19

Yeah, I know that's a good question. And, you know, the one thing I'll say, if somebody asked for my super strength instead, I don't get, I don't get too emotional, you know, I stay I, I have a reputation of being very calm. So my philosophy is you don't, you can't make decisions when you're really happy or when you're really sad, you know, or when you're really up or when you're really down. So, to be honest, I don't think I have a good answer for that question. I then say that I always guarded myself not to be emotional when we had to make key decisions. And then the other thing is a leader. I never felt like I never had the luxury of, of being emotional. I had to just be objective and make the best decision I could based on the information I had. So, yeah, it's not that, you know, it's not that I never got angry stuff like that, but I just always kept it under wraps, and I just, I just think, that that's probably one of the biggest challenges individuals have is managing their emotions. You know, we let ourselves get too emotional and, and then in certain situations, it might be okay if I'm watching a ball game, I might, you know. Yeah, crazy.

But there's nothing at stake there other than, you know, just letting it go. But then, but when it comes to your family or business, I think, you just owe it to yourself, into your family or to your company to remain level. So that's one of the things and one thing I tried to coach, younger people that work for me is like, don't get emotional about this stuff. You know, at the end of the day, we're going to go home to our families and all that. But during the business hours, we just stay focused. We stay focused on the job and then we sit there and look at all the information that we have and make the best decision we can make. And sometimes it's going to be wrong. You know, sometimes you're going to be wrong. And, when, when wrong, we look at it and we and we accept responsibility for it accountable and then we adjust and all that type of thing. But yeah, emotions. I just, I pride myself upon not let that be part of the equation as much as possible. And I've had to deal with emotion people, you know, when I was at, Equinix, the data center company, we were really doing well. We were growing fast, but we had a quarter where, they did what they call pre-announced. When you go into the details of that and it backfired on us and then, our stock price really took a hit, went down everybody. And I'm just really upset and angry and that kind of stuff. And the way I looked at it was I had me and a couple of my colleagues advise the executive team not not to do this pre announcement. Let's not do it. There's no upside to it. It's only downside. But they went ahead and did it and it just blew up in our face. So like I try to explain to people it's a learning experience as a team. And I've been through those wars before and as a team. We learned something here. So let's just, you know, take that into account the next time we face the situation. We have this experience now that we can sit there and look back on seeing how does that impact our future decisions, you know, so, so that, that, I think, a very important aspect of it all. Yeah.

00;16;33;28 - 00;16;36;28

Thank you. Was there ever, like, a time where you felt like, really like, discouraged and but you, like, just pushed through it and didn't quit?

00;16;44;29 - 00;16;47;03

Yeah. Yeah. There's lots of days like that. I mean, these things are hard, you know? Things we do. So for a couple three of the companies I work for, we were starting off about \$500 billion in revenue. And then by the time I left there, we were 7 billion. To get there is such a hard journey, you know, working long, long hours and traveling a lot and stuff like that. So, yeah, There were definitely times when I was very discouraged. Interesting time. Interesting time, when we were in Saudi Arabia. So we were putting in all these new systems to help us compete better. The first one we do is the treasury

system in a very critical system. That's where the that, Red Bank made most of their money trading reales for dollars, another foreign currency. And, so we were just ready to switch over to the new system, and, but before that, two weeks before that, I went to the building engineers to do we have a, a backup system in case we have a power outage. He said, oh, yeah, yeah, we do, and it's fine. I said, well, I want to test it. And he said, no, no, no, don't worry, don't, don't, we don't have to test it. I know it worked. I said, yeah, but I really want to test it. And then we went up to the managing director, one of his Saudi buddies, and he said, oh, don't worry, Mr. Rudd. It'll be fine. So anyway, we cut over to them, the day comes, we cut over the new system power outage across all the city of reactors, power gone, you know, and all that. And then so I sit there and scramble, and I go, and I tell the, the building engineer, I said, okay, we got to generate the, backup system. So he goes and generates it. Then we plug in, our systems are on the floor. So it's a ten story building. So we're like on the eighth floor and where the Treasury operation is. So we plug in the systems and all that stuff. Nothing. And then say, hey, what you. Yeah, it's a and then he said, oh, that's fine. We only have power on every other floor. So just yard floors like nine, seven. All that. And that's one time I, I got I got close to emotional that. And so what I said was, okay, I told my team, go find every extension cord you can find in the building and then go up to the, we were on that, obviously the, eighth floor. They go up to the ninth floor, plug it into a power source, drop it down the elevator shaft, and pull the, then pull the, all the extension cords. So we get to at least one machine so we can start, you know, trading and all that kind of stuff. And, we got it done. But but, I was we worked so hard for months. We worked, and we finally were there. We were going to sit there and show what a great system I just felt. So, you know, confident that everything was going to be perfect. And then we had that. And once again pre mortem I did the pre mortem step. But I wasn't allowed to sit there and test the system and all that stuff and it was beyond my control. But anyway we responded got it going and all that kind of stuff. But that was, that was pretty scary. And we worked so hard and we did everything right. It was all there. And then just because one guy decided, I don't want to test is too lazy to test it. You know? But anyway. Yeah.

00;19;45;13 - 00;19;48;10

Thank you. So, like, what are some things in the corporate world that don't sit well with you?

00;19;55;09 - 00;19;56;23

Well, I think, greed for one. You know, there's just so much greed. You just see, if you look at the last, say, 30, 30 or 35 years, the discrepancy between what executives speak

and what the, typical worker make has gotten wider and wider and wider. And then the tax burden of the worker has gotten heavier, and then the tax burden of the executives has gotten lighter, and corporations gotten lighter. So I think greed is one aspect of it. The other one is accountability. And this comes down to character. Well, I think one of the biggest problems in our society is that people want all the privileges, but they don't want to accept accountability. So they want all the privileges and all the rights that go with, say, being a U.S. citizen. But then when it comes time to, for them to be accountable, they've made a mistake or, you know, something comes up, it's not their fault or, you know, nothing's ever their fault. So I think just, you know, the greed and the lack of character, especially in terms of accountability. I'm a firm believer my basic philosophy in life is that if somebody walks through the door that I don't know, it's what I call an assumption of mutual respect. I assume they're worthy of my respect until their actions prove otherwise. And so I think we should all treat each other that way. And the thing that usually, proves that they may or may not be worthy of, other people's respect is accountability. if they did something and they cause harm to somebody else, or they made a mistake, are they going to sit there and take responsibility for that? Are they going to hold themselves Accountable? I think that's the biggest weakness in people in general. But you definitely see it in the in the corporate world. It's just, people not always want to look perfect and stuff like that. And so they'll sit there and deflect and all, it's their fault. Their fault. They never sit there and say it was on me, you know. So I think that's that's a couple of the biggest things that come to mind, you know. Thank you. Yeah.

00;21;51;12 - 00;21;53;17

So like during the times, like when you were, like, working a lot, how do you like, manage time with work and also with your family?

00;21;58;01 - 00;21;58;29

That's a good question. In and it was and you know, it's always been challenging. So yeah I would work probably 60 or 70 hours a week. You know, for quite a, stretch of time or a be traveling, I'd be gone for two days, two weeks at a time and all that. And so I did miss my family. And looking back, that's one thing I regret missing certain things with my family, you know? But the thing is, when I was here, I tried to be here and, and, you know, my kids, school activities or their ball games and stuff like that, and then coached a couple of my sons in different sports and and all that type of thing. And, yeah. So I tried to attend, in as many of their activities as we can,

but yeah, there's just no way around it. There's only so many hours in the day. And then plus you just get exhausted. You know, you work that many hours, you come home late at night, got to get up early in the morning. So just limited to time. So you just have to accept that that's the price you pay to be able to provide for your family, and you give them a future and stuff like that. So it's, it's a balance, and it's one thing I, I tell my kids, it's like, don't get caught in that trap. Don't don't sell your soul. Don't sell everything, you know. Sure. You got to work hard to win hours. But then the other thing, this is what's real important. One of my basic philosophies,

what I've learned over the years is that, people always look back to, you know, that was the best time of my life. Well, the truth of it is, the best time of our life is right now right in front of us, you know? So enjoy the moment. You know, so many times we we let that moment pass. We don't realize till later what a special moment that was. So one thing I've learned is enjoy the moment while you're there. So when I was home, I tried to really enjoy the time with my family, not to get distracted with work and stuff like that. So time with my family, I tried to make that up. Their time and, you know, give, give everything I could to them at that point and, that type of thing. But I think that's one of the key things for something I'm trying to teach my kids. And I tell young people like yourself is like, enjoy the moment. Look at it for what it is. Don't sit there and let it pass you by without really appreciating that moment. You know? Yeah.

00;24;04;13 - 00;24;07;22

Thank you. So can you like, like tell me, like what are, like, the dangers of being, like, prideful in your accomplishments that you have seen from personal experience or from other people?

00;24;14;15 - 00;24;15;22

Sure, sure. Yeah. You know, and I do think that it's a good question. I think one of the, or one of the frailties that we all have is that we, you know, we do think, that we're more than we are, you know, and all that kind of stuff. So I own thing, I see, especially in the corporate world and things like that. So a lack of humility, you know, the best people I work with, the CEO or vice chairman of the board, that we had a guy named Peter Van Camp, PDC. We called him just a good guy. He'd be walking down, one of the hallways in the office, and then he would talk to the janitor Staff. The same way he would talk to a member of his executive team, you know, with respect and just, you know, showed genuine interest and all that. And he was just, I just think a great example of a very successful person that was very humble and just very respectful. People think about pride. It kind of goes back to what we were talking before, when you have so much pride and that means do you have so much pride, you won't hold yourself accountable, you

know? So if something happens on your watch, it may not be directly your fault, but you have to, if you're managing that area and something happens, you don't sit there and throw your team under the bus. You sit there and say, what? What do we got to do? So we don't have that problem again, except the fact that we make mistakes and that we hold ourselves accountable. And then, you know, that old adage is that sometimes you win and sometimes you learn, you know, so we don't always win. So when we don't win, from my experience, the companies I was at that struggled more. I learned more there than I did at the companies that did really well.

And then that gave me the advantage of, when I went into other companies, I saw how hard it can be. And the things you do when you lose that, it taught me a lot more. And I was a lot more. It was more valuable than all the successes. We have learned. You learned so much from your mistakes. If if your pride doesn't get in the way, if you sit there and say, well, that wasn't my fault. So therefore, I don't have to think about it, you know, if you're part of a company and then they have a failure, you have to assume part of that responsibility somewhere in there. And so a lot of times I just work for so many people. I just would never acknowledge, a mistake, you know? And I just think that, once again, kind of the frailties of, a lot of people in the corporate world, you know.

Yeah.

00;26;34;21 - 00;26;36;12

So could you, like, define what being content means to you? And do you think, like to be content is like, conditional?

00;26;45;00 - 00;26;48;27

So I've got a very simple definition of contentment or happiness. And this basically is to me, the definition of happiness is wanting what you have. Okay. I think so many times, and you know, we've all been guilty of it, myself included, all through our lives. We keep talking about things. We want to accomplish things that we want to own or have and stuff like that. And what I found at a certain point in my life is just saying, you know, I'm a real lucky guy. I've got so many things. I mean, I couldn't ask for a better family, you know, and all this kind of stuff. There's nothing else in this world I want or I need. So I'm just very happy with what I have. I feel very blessed, very lucky that way. And so I think if you come to that realization and live it, then you'll find the contentment. You won't always be searching for that. And then the term conditional happiness is saying, I'll be happy when I reach a certain level and a promotion in my professional career, or I'll be happy when I own this kind of house, or I own this kind of car. That's conditional happiness. And once again, it robs you. It robs you of the very moment, enjoying the

moment that's right in front of you and enjoying what you have to sit there and always pining for things. I just think that's one of the biggest frailties that a lot of people have, you know, and all that. So when I got to that point in my life where, yeah, I always wanted to do better and stuff like that, but by the same token, I'm not a things person, you know, like, I don't, I don't get excited about things at all. I get excited about experiences and, you know, being with people and things like that. But, but things, you know, I've just never been excited about that. So I just think wanting what you have is probably the best definition of happiness. I could offer. The other side of that coin is, is, having what you want, you know, and so that means that you always want what you want and then so you're always striving to have that, you know, and so that's the inverse of that coin. You know, the other side of that coin is if you're having what you want and that just that kind of feeds into the greed thing is like you just want more and more and all that, but you get to a certain point in your life and then how much more money do you need? Or how much bigger house do you need, or fancy or the car, all that kind of stuff. So a little side note on that. Years ago when I was in Yahoo, we had a really good, year. And so we got, you know, my colleagues got a really big bonus and all that. So my friends all went out and they bought Maseratis, Mercedes and stuff like that. I bought a very low end Honda Pilot, you know, virtually had no bells and whistles and all that. I just don't see spending a lot of money on cars. Yeah, I could afford, you know, with the bonus I got, I could have gone up bottom of the body or whatever, but I just didn't see the need for it. To me, that's like \$120,000 or more sitting in my driveway 75% of the time. And then versus that Honda Pilot bike was less than \$20,000. And it was a very functional car, you know, all that kind of stuff. So, yeah, I just, I just, very cautious about, things and all that kind of stuff. I just, I just think, things people drive around these fancy cars. It's more for their neighbors. You know, people look saying, hey, what I got is supposed to give you a real satisfaction. You know? So, yeah.

00;30;02;23 - 00;30;03;17

Why do you think people should care more about finding a good character? What do you recommend to people that might be helpful in doing that?

00;30;13;00 - 00;30;16;00

Yeah, I, I just think, I mean, the most important thing about any individual is their character, you know, are they going to do the right thing, you know, when it's required and all that kind of stuff? All of us, all of us are really good. Until something bad happens, when something bad happens, that's when your character shows you true character. If you know you're going along as if you're working in a company and

everything's going really well and all that, everybody's happy, nobody's working hard and all this stuff, then something bad happens, you know, you lose some business or something, you know, breaks down. Then. Then you see the true character. People rally. They rally to the, you know, the good ones with the good character and say, how do we solve this? And then the ones with the poor character are the ones saying, well, it wasn't my fault, so why should I have to do anything? Why should I have to suffer? You know, sometimes it would be, well, that happens. So we will get our bonuses this quarter and then the ones with great character say, okay, but let's how do I make this better? So everybody can, you know, the company can be better and the investors and the employees, you know, be safe and all that stuff. They'll sit there and just try and solve the problem. One of the poor characters is saying, well, I shouldn't get penalized. I should give my full bonus because it wasn't my fault. And and so I think, characters, everything, I would rather, I would rather hire a, you got levels

A, B, c type players and all that. I always want the A players, you know, because they're the best. You know, that kind of stuff. But I'd rather have a B player with good character than another player, Because thing is a good character, you know, you can count on them, they'll be there. And or when things, go off the tracks there. But, people with bad character, you know, it just like you can't count on them. And then the other thing is, it's the example we leave for our kids. The legacy. There's a few people in this world that are visionaries that can change the world. And, you know, they're they're just, very exceptional. Most of us are mere mortals, you know, our only legacy will be it's not that we change the world or something like that, but it will be our children. And so when I leave this world, I'm just hoping that my, people look at my kids and say, those are good people, that good character. And that's that's the legacy most of us end up leaving. So that's why I think character is so, so important. You know, because that's we have good character. That's a great role model for our kids. You know.

00:32:42:04 - 00:32:46:00

So what are some things that you're Looking forward to in the future?

00:32:47:03 - 00:32:48:20

Well, it's kind of funny. You know, people always ask me, like, now that you retired, you can travel where you want to go. Through the days I've been everywhere, you know, just about everywhere in the world, and all that. So travel is not a big thing for me, you know? Fact the nine. I'll sit in the backyard with her dog, Hank. She planes going over, and I'll look up there and I point to that and say, Hank, that's another one. I'm glad I'm not

on, you know, because I just enjoy being home now. So, you know a few things. It was in April. I'm going to go to New York with my wife, and we're going to go with a couple of our friends and, go and just hang up in New York. And so something like that. And just for the experience of New York's a great city, I really enjoy going to New York, you know, and spend a lot of time there. When I was with Yahoo, we bought a company there, and so I spent a lot of time during the acquisition and in New York and all that. And so I enjoy it there. It's a great city and it's just fun to go there, see plays or just, you know, see a lot of history there and all that. So I enjoy trips like that, going on trips with my family to Hawaii. You know, I'll never get enough of that. So that's probably one of the things I look forward to. Every year we'll do at least one, probably two trips, take the family to Hawaii and go there and just hang out, you know, for a couple of weeks. And that's so much fun. And I just really enjoy that. But, beyond that, not not too much. I mean, I work out quite a bit, so I try to stay in shape. So I really enjoy that. I need to physically be active and stuff like that, you know, by working out or whatever. So I really need that. So I look forward to that. Every morning I get up and I'm saying, okay, what am I doing today? I've got workout routines, you know, plan and stuff like that. I enjoy going for walks and hikes with Hank and all that type of thing. So, yeah, just, you know, things like that. So nothing special. Nothing. Nothing major, you know? And then like I said, I'm, I'm not a things person, so I'm not looking forward to getting the next car or whatever. You know, it's just, just very simple stuff. Is there, like, anything else we didn't talk about that. You think we should go over, You know, going back to the concept of family, to me, the most important thing in the world is family. I mean, that I put that above everything else, and, there's nothing I wouldn't do. There's nothing I wouldn't sacrifice, you know, for the safety and welfare of my family that I always joke with people saying I'm not qualified to be a parent. My wife's much smarter. So in terms of teaching the kids and raising them and all that, she's so much better at it. But my job was to be the protector and the provider, you know, and all that stuff. So I joke about that, of course, did a lot more than that. But, so there's something I read, this past year or two was based on a Bruce Springsteen, play that he did that Bruce Springsteen, one of the great artist of our time, he wrote a play and it talked about his family, and he came from a, kind of a broken, a dysfunctional home. His father was a no show. He was abusive when he was there physically and mentally and every other way. And then then his, mother was very supportive and just, you know, everything that Bruce wanted to do, she would support it. So an interplay. He came up with this concept. I just think it's brilliant. It just really touches my soul, he said. As a parent, you can play one of two roles. You can be a ghost that haunts, that haunts your children. For the rest of their lives. Or you can be an ancestor that gives them the foundation and strength, you know, and all

that. So I just I just love that concept. So that to me, I've been fortunate, that, I have ancestors, my, my parents and then my grandparents and all that. My, my wife's family to be, you know, they've all my my dad, my mom, Sarah, my grandma, they've all passed all that with their ancestors. But I draw a lot of strength from my ancestors. All that I don't have ghosts to haunt me. And so I think going forward, my hope is that when my time comes, that my kids will look at me and saying, like, oh, look at me as an ancestor, not as a ghost that haunts that, you know? So I just think as a parent, that's one thing we should have an awareness of. Are we going to be a ghost or are we going to be an ancestor for our kids, and are we going to give them strength? Or are we just going to kind of rob them, rob them of, you know, their security and stuff like that? So, yeah. So that's one thing I think is very important. Like say, family to me is the most, most important thing, you know?

Evaluation:

My annotations will help me with building a larger story about how to create in your life to be more successful in life. It covers how to be successful in the workplace and outside of it for the benefit of yourself that extends to other people in your life in a positive way. The parts that I highlighted show some aspects of my interviewee's life that lessons can be drawn from his own experience. A lot of it is redefining what success looks like that is rooted in morals and doesn't leave people with so many regrets in life. Through the knowledge of Rod, I think it can provide insights that have helped him not have many regrets in life because he has defined what success is and what it looks like in his life. My interview's angle on success is important today because I think we live in a time where there are a lot of people who are aspiring for the wrong things or have the wrong intentions such as common patterns like greed and not being able to have accountability. My audience are people who are just starting to have a career and people that are struggling to find the discipline in life that is fulfilling. Getting to learn from people who have worked a lot more in life is important for my audience as we can get knowledge from insights that were learned over the years and by learning this now, we can start early in potentially incorporating good discipline and a change in mindset that can positively impact our lives.