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### Oral History Conversation With BH Kim and Kaison Tanabe (Impact Without Borders)

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**BONG HWAN 'BH' KIM & KAISON TANABE  
(IMPACT WITHOUT BORDERS)**

with Austen Molano, Dylan Valdivia, Grant McGahey, and Randy Kim

Austen:

We'll start with the formative question that's where we would like to begin. So what was your childhood like and yeah feel free once we begin we can go off that

Kaison:

BH you had more time to think about this.

BH:

Age before beauty. Ok so what was my childhood like? Ok so I was born in Korea and came here when I was knee-high and I grew up in an all-white community in New Jersey, Berkenfield. And it was I learned early on what it was like to be different. I don't remember if I actually asked my mom this one time but I must have because I keep telling this story, but I came home one time and asked my mom, what does chink or jap mean? And you know she doesn't know, she didn't grow up in this country so she said, just study hard. You know, now I know you like can get a PHD in a highly credential profession and still be a victim of racism. My way of fitting in was to play sports. So I fortunately took to sports pretty well. So I fortunately I took to sports pretty well. I played football, I wrestled, basketball- just any sport that I could play. I ended up being the high school football captain, dated cheerleaders and all that. Yeah so from that I thin that sense of belonging and identity were very important values for me growing up and to find where my community was at, at this country. I tried this experience once after sophmore year in college of having this identity crisis take root and I actually got depressed. I'll go back to Korea cause my roots are back thee and I actually found out in the first month, I didn't belong their either. But I spent a year there just getting back the language and the culture and it was a really rewarding experience. SO then I came back and graduated college and ended up in California because there is a larger Asian community here and I was curious to see what that was all about. Ya so I met these folks that were starting a Korean community non-profit there and I became a director of a non-profit organization when I was 25 and I met a few key mentors there who really helped me to like understand the political contact- like these folks were older and were involved in the civil rights movement and really helped me to kind of place my identity in this historical context of you know-like- people of color you know struggling and fighting for their place in this country. I remember the autobiography of Malcom X made a really strong impression on me in high school- reading that book. Yeah that's it, yeah.

Kaison:

I, in fact was born born in London and then spent the first five years of my life in Japan, and then moved to the US in an area that was predominantly white. And yet to fit in, originally I was very academic and was doing very well in school. Then I chose to do sports to fit in so then yeah I did

football wrestling, lacrosse and ice hockey. I dedicated to that while focusing on academics. And I was always trying to break rules. I think I was always getting in trouble. But I was very lucky to have a set of parents who always kept me in line. I had a series of coaches actually who believed in me and saw things in me that I didn't see in myself and got me to keep working hard. I was always attracted to challenges and I always found myself trying to get a gig or hustle to get some money. So I was starting lawn mowing businesses, shoveling snow. I used to sell Japanese herbs and vegetables to all the supermarkets and restaurants in the area. I did a lot of coaching, I was always trying to figure out ways to occupy myself, where I had control. I think part of that was because I'm very restless, sports helped me stay focused. When I was in school I chose to keep wrestling because it was the hardest sport I could find and one where I could do well in that sport. And I wanted to study math because that was the most challenging. I would try to push myself to see how far I could go. Started a business with my math professor my Junior year because a class project went really well and we got some clients from there. My senior year I thought I was going to go into architecture. At the same time I was actually applying for consulting businesses and investment banking positions. Then we pulled a one all nighter with one of my best friends for this business land competition- this was September of my senior year and we ended up winning or getting to the top 20 of the New York City Next Ideas Competition. Top 20 out of a few thousand submissions. And we had never written a business plan before. You know I studied math and cognitive sciences and philosophy and linguistics no business whatsoever. But somehow this business idea we had they liked it and we saw a little bit of success. So that was enough encouragement for us to continue going and we ended up winning support and funding from our school to pursue this idea. I had no idea what social entrepreneurship was I had no idea what impact investing was, I hadn't heard of any ideas in these questions, it was just a business that made sense. An idea there was to just try to look at the people in our community and see how we could provide value in a way that was aligned with our interests and our beliefs. Got some support and funding to do that and it was to provide an alternative for wholesale revenue streams for small to mid size producers of food. So farmers, we were trying to help out small business farmers instead of Dos Antos and connecting them to purchasers of food and there are a lot of problems in the industry, but I won't go into all the the pivots about the details, but we did essentially make a ton of mistakes and I realized that if I wanted to actually try to create something that was an extension to something I believe in and to solve something I wanted to solve, I needed to learn more. So it's been about two years in Boston doing that, and I wanted to try to figure out how I could learn as quickly as possible the skills I needed in able to accomplish my goals, which had always been entrepreneurial. So I came out here, got really involved in the ecosystem here and then I think in terms of individuals that were particularly motivational, I think it was my grandfather so in, so he had served all over francophone, Africa, Asia, with the state department. So he and his four children would always be traveling. A very tight knit family. So I always had the sense of community I was always two or three times a year was able to just be with my mother and her three siblings and all of their children, who because they traveled so frequently when they were younger- they were each other's social circles. So I always had this sense of what I thought was an ideal which was being surrounded by friends and family and having friends and family be the top priority. Again he wasn't able to graduate college because he went to the internment camps in World War 2. He was a senior in highschool when they had to go to the camps and I received college without ever taking a loan. That was just purely through hard work and dedication and commitment to family. So I think that's what- when I think about values and what is the type of or what type of goals do I want to have, it's usually attached to that sort of experience.

Austen:

Do you want to speak to any specific experience that kind of connects to what you're doing now to Impact without borders?

BH:

So I, my work has been most solely focused in the social sector so I have managed several non-profit organizations, learned how to make money, raised a ton of it- and I think, I've been a social entrepreneur ever since I started non-profit work. The first non-profit I worked for, we, I knew that a lot of immigrant Koreans immediately launched into self-employment, small business. You know? A friend of mine knew about, back then it was called community economic development. He said- "did you know you could buy commercial real estate, get some federal funding, and use that as a small business incubator"? I said you know, that sounds pretty cool, so we applied for a grant, got it, he knew how to structure shareholders and raise money for investors. So we got 300, 400 thousand but total almost 2 million dollars. Took down some commercial real estate from Oakland, you're from the bay area right, so if you go to telegraph and 54th around there, it's like mini- Koreatown there

Austen:

Haha

BH:

There was nothing there and the anchor tenant was one of the most popular Korean restaurants in the bay area. That project just took off, I think they ended up selling it for about 6 or 7 million or something after that. So that was the beginning of my understanding you could actually use both the non-profit and for profit model for community development for helping others, and I've just done a whole bunch of things like that, like another non-profit in LA there was this grand proposal for recycling and conservation- department of conservation and I thought, and uh well you know Koreans love to drink beer. There's a lot of bars in Koreatown; there's a lot of glass and I go "wouldn't it be cool to get some trucks and figure out like how to collect that glass divert it from the landfills, make some money." Sure enough we got grants to buy two trucks, two flatbed trucks and we got some people to run routes and we were making like \$100,000 a year just on recycled glass. So there's a lot of that like, there's a lot of opportunities that nonprofits can explore to diversify their revenue stream while contributing to their mission. And when I, so then I left, after the nonprofits, I worked in government for a while and then I worked in philanthropy and that's the position that brought me to San Diego, which was to work for the San Diego Foundation. And they um, they're a community foundation which basically handles funds for high net worth individuals where you can protect your money from taxes by keeping it in a fund that's managed by the foundation and you can donate to nonprofits so I got to learn the region really well through that position. It was a startup within the community foundation and so I saw how under resourced the social sector was relative to Los Angeles, you know, and so when I left the foundation doing something like this made a whole lot of sense. So just started talking to a lot of people um and at that time Impact Hub was the model I was looking at and that's like a coworking space for social entrepreneurs. So the idea is if you take down a space, create a community for social entrepreneurs to meet and build relationships, and build companies together: Impact Hub is a global network of 85 centers across the world. And they have not exactly a franchise, but they give you a license and you pay a fee in return for them giving you access to this global network. In engaging with our team, we made an early decision that was too much of a real estate focus, so we decided to do programmatic focus so we teamed

up with unreasonable Institute out of Boulder, Colorado. They've launched, they started one of the world's best social enterprise accelerators and so we got our license from them and we got off and running, but I think it really started with community connections. Like being able to know like who are the people in San Diego that our values aligned, that really wanted to improve the quality of life for as many people as possible and use this combination of non-profit, for profit model; and there's a lot of interest and I think that's what allowed us to gain a lot of traction.

Austen:

Any of you guys want to ask a question?

Grant:

Well, for that I wondering if any people with the values, or any of them from USD that you've met, or like are there any ventures coming out of USD that kind of--

BH:

Mhmm

Grant:

Have there been, really?

Kaison:

So our closest relationships with all the universities is probably with USD. So we have a lot of relationships with different community leaders and I think there's four areas in which we are working with the University; and i think specific to social enterprises--the Social Innovation Challenge like Rachel and before Grace, Michael, have been great partners in their work last year. We sponsored two of the Social Innovation Challenge winners to go through our programs and this year I think three participants are going to go through our 5 day Unreasonable Lab. So yeah, there's a ton of overlap especially with lots of the energy in the school, the desire for services, for trying to figure out how to make change right, you guys are a ChangeMaker campus right? So there's many individuals within the University that we speak to that are great people to have in the community.

Dylan:

Do you want to go Grant?

Grant:

So you guys both are like social entrepreneurs and you're trying to help create like a better world for people as well along with your business. So I was wondering if there was any really meaningful experiences that you guys have had in your life that have really, not necessarily, maybe not the venture you're doing now but any experiences that really makes you think about what you actually want to do with your life: a change that you can make at that, by, yeah just the end goal or what changes you can make, any experiences that have made you want to maybe change the path of your life or that sort of thing?

Kaison:

For me it was the first, as soon as soon I graduated, when our school was like "Hey here's some funding and support, go do you venture right?" That was the second year that my college

Williams had a business plan competition--they didn't know what they were doing, we didn't really know what we were doing and so we're just kind of thrown into this crazy man. I never realized what it was like to, I hadn't really interacted with a lot of chefs and farmers so this business that I was starting, I had to speak with hundreds of chefs of farmers and also speak to people that I dedicated their lives and careers to fixing food systems, and I had never really realize that the quality relationships in that space seemed that so so much richer than the quality of relationships in the other areas that I was considering. And it was the first time I'd got a window into what it was like to be in a community that actually cared about itself, and cared about the quality of life, and cared about future generations, and cared about the way in which they operated on a day to day basis and the way in which they spent their money and the way in which they tried to look at every action in their lives. And I just never realized that I could live in a way that was aligned with my values, while trying to make money. I remember thinking and having this conversation with my cofounders, my co-founder at that the time had gone to India for his study abroad program Junior year and that the time he met a lot of social entrepreneurs. And he was the one who educated me on what it was because I didn't understand that people were doing, this thing where you could try to pursue financial profit alongside an impact. My whole viewpoint was I need to make as much money as I can now so I can have an impact later on, so I was convinced because I had kept meeting people that believed that it was possible and I kept meeting people who were doing that that they didn't have to make that sacrifice to do something that they believed, in order to serve themselves, and people that they loved and cared about. So I think it was that year immediately after I graduating when I realized that what I thought was a choice, didn't have to be a choice. And being able to meet and, I use it a lot and it's a word that I didn't really like using until, it sounds odd, "a tribe" the people in the social entrepreneurship space called themselves a tribe and there's specific groups and communities where people have values aligned, are invested in each other's success, can give you resources that are unavailable in other communities. And it's just the people i mean consistently meeting people that believe in the same thing, willing to go out of their way to help you out that changed my mind. So it was that first year after I graduated.

Grant:  
Cool

BH:

I think for me you know growing up, growing up the way I did was kind of feeling what it's like to be the other. In '92 i was in LA and the LA riots erupted so you guys are way too young to remember, but it was the worst urban riot of modern history. So Rodney King riots and at the same time that was going on, police brutality in the black community, there was a lot of Korean recent immigrants that were buying up stores in South La. And so there was this tension between recent immigrant Koreans and black residents, and prior to the Rodney King verdicts, this black girl--LaTasha Harlan--16 year old was shot and killed by a Korean store owner and that just lit up like scapegoating and targeting of Korean store owners. They were shot, they were firebombed, they were boycotted. It was literally a city that was imploding over race and class issues, and I was right in the middle of that. I was coaching this Black-Korean Alliance which was a multiracial coalition to maintain dialogue and build bridges and town halls and I joined because of my experience. I could see both sides. I could see both the black side but I can also see the Korean immigrants side, and I said this is crazy what's driving this is really about economic inequality. You know South La I was just left jobless and the economy was restructuring, LA was going through, the whole country was going through a recession, a billion

dollars worth of damage, over five days of anarchy. You guys don't know what it's like to live through 5 days of anarchy where the LAPD basically lost control and they didn't know what to do and people just took to the streets, started torching buildings. 55 people were killed, most of them were Latinos that were dragged out of their cars in South LA and beaten to death. It was just horrible and so I've seen I've directly lived the impact that Injustice and inequality creates right and it becomes racialized. It's happening now with Trump right, so it's like who's in and who's out. And so I've been from that, it just reinforced my commitment to equity social justice making things fairer. I always root for the underdog, I just have this innate need to just try to make a difference and so you know when I left the foundation and had this opportunity, I think it just makes a whole lot of sense in terms of where the economy is going, where Millennial values are. I think that the values that are driving Millennials have like huge potential to basically save Humanity from a crash course, right? I mean it's quite possible to imagine the human race being nothing like it was the prior hundred, hundreds of years. Climate change, growing economic inequality, all these things that were created by basically a pure focus on profit maximization in the Twentieth Century, I believe will lead to society's collapse in the 21st century unless

something like this, more of these kinds of things are happening, right? Younger generations are realizing that we gotta figure out different ways to make money but also make a difference to create a fair society. And so, the people that you meet is inspiring for me as I do this work and you know, you meet these people who are in their 50s, 40s, 60s who have been financially successful and they realize that they're not satisfied. You know, they need something more and so I think this stuff has the potential to do is to create meaningful lives and really start altering the path that we're heading down which is not looking good.

Dylan:

Kind of building off of that, what advice would you give to a young person, millennial, who would want to get involved in a social venture or social entrepreneurship maybe they don't have an idea of their own what would you recommend to that community?

BH;

Kaison has probably the most recent experience I never benefited from the kind of ecosystem that exists now both in San Diego but also nationally and globally but I would say look for your tribe if you are passionate about this, go to the meet ups go meet people just talk to a lot of people that are doing things that look like something that you can be engaged in and look for every opportunity to learn more whether that is an internship whether you want to volunteer for something but you gotta get your feet wet. But I think the most important thing is making commitment and it's hard right graduating college doing exploring I consider myself as a skimo right after college you gotta live your experiences, Going back to Kaison find your tribe find your community and developing those interconnected relationships of support and inspiration and mentoring is really where you're gonna find meaning and purpose and ultimately you're going to be happier. But you know all the programs that

Kaison:

I would say finding as a student on a campus that might feel separate or enclosed from the rest of the city, probably one of the most hardest things might be to meet other organizations or other people outside of the University of San Diego. And I would say the more the people you can meet who are maybe doing careers or having jobs that you might wanna do. People will say yes if you ask for help so I think just reaching out and asking that question is exactly what

you're doing now. If someone is doing a really awesome job, nobody ever say no to an opportunity to offer advice or to help somebody out if they have the time. I think that is something that I realize is a very successful way to discover new careers or opportunities like who are the people that you think might be doing things that you're interested in and that's something we try to do too we try to connect people's if there's any kind of opportunity if there's something you're interested in that's one of the things we spend a lot of time on doing. So there's people like us that try to reconnect different parts of the system. And then I would say maximizing learning over risk aversion, i think there is a fine line between what's best for your career and I absolutely don't have this figured out I only graduated 4 years ago but I've just prioritized learning everyday and I can't imagine that I would learn this much if I would have taken jobs that were safer right after school. But I don't know, I like where I am now I feel like I am being challenged I feel like I am doing things that align with my values and I have a certain degree of autonomy with my schedule I believe are the things that are a result of some of the work that we have been doing and I guess I don't have a lot of advice except ask for advice when you need it because most of the time they will say yes.

Randy:

Going off that, when you get into your social venture, Impact without borders, How is your schedule and how you say your schedule is more autonomous, are you more free than that 9-5 job that everyone else has? How is that any different from the corporate environment?

Daison:

I never worked in the corporate environment, but I would say that a lot of days were much longer than 9-5. Sometimes I work weekends because we like to do it but in terms of clocking in and clocking out. We work in an open coworking center and there's no boss right now because it's so early there's just us dictating what the priorities are, what the actions are, what the strategy is. So...

BH:

I'd say it's a collaborative environment is the most ideal work situation. I've managed, I've led lots of organizations and you know this hierarchical organizational structure is not productive and my ideal now is a collaborative among equals. You know you got respective strengths that play much like a successful team. People play different roles that ultimately you are accountable to each other as opposed to being directed, being told. That's part of the 20th century labor force problem. The labor force is shifting that way anyway. I think the most successful companies are trying to figure out how to build that collaborative leadership and culture. I think those are the ones that are going to be the most successful because that allows people to maximize their own potential. This hierarchical structure just doesn't work.

Dylan:

What experience or shared experience with you and your cofounders founded and start impact without borders, was there something you guys all had in common like common thread or was it the right place at the right time?

BH:

We kind of found each other I have been at this the longest by talking to a lot of people and I just started by organizing gatherings you know we said at that time it was impact hub. Does san diego want an impact hub? And start raising the questions here so that people will come and we



met a number of co founders that way That was our early iteration where we had seven people that wanted to build this thing over time that didn't work out because there was too many people and I think it's part of that community engagement process through which we met each other and there's like a web of networks that we have that are supporting that kind of movement and a lot of people are successful beyond just us. And I think that is what it does require. It really does need a community of people that are live and ready to support us in making it happen. Yeah that's what it took but it does take a lot of persistence, it does take a good network, it takes a collaborative mentality, you know as opposed to my way or the highway. We run into plenty of those people too. They're not interested in a collaborative they just want to build whatever they want to build and we choose not to work with those kinds of people.

Austen:

I understand you guys are both social entrepreneurs so I enjoy all the talk and I'm just wondering what is the challenging or most challenging part about your line of work as a social entrepreneur. Just speak about some hurdles that you guys have faced?

Kaison:

I think just from the onset you're trying to juggle both a business and the impact the additional complexity which in the end it makes it challenging ways in which there is an advantage to look at people or resources that are typically under utilized or not maybe taking into consideration with traditional business so I think that the challenge and the advantage that it is more difficult but I think there are ways in which it can be an advantage it tells you the whole onset of a social enterprise is that i think here is San Diego is tough and I was at boston and boston has a thriving social entrepreneurship community. Here just getting to know the city is the biggest challenge trying to find those people took a little more time and so we are still trying to build that community.

BH:

I don't think that we are clear about our business model just yet I think we made a number of pivots. We know what we do and it is making an impact but the ideas like tying your revenue directly to the impact that you want to make. So that the more revenue you're making the more impact you will be making but we are not there yet but we are not clearly But we don't know what our revenue stream is gonna look six months from now We are constantly working on where is our pipeline we have some clients willing to pay us for our services but is that the right business model? I think we are still working on that and it is constantly iterating. We Kind of know the we have kind of the elements that what we think it will take but to actually say that we are in a scaleable business model we are not there yet.

Grant:

Well you guys we're talking about business and impact and revenues vs. creating an impact so I'm curious how it compares, BH I know you said you sold or raised for your company over six to seven million dollars or around there so how does it compares, I'm sure it feels a lot better deep down to know you're making an impact and how it would compare seeing that profit you made vs seeing the clients you help accelerate, you help their company accelerate seeing the impact they make on the actual world as compared to the money you guys are making. How would you say it compares, I'm sure the impact is more meaningful but...

BH: Well, it's very different. You know being a start up you gotta be ready to bootstrap it right meaning your own personal finances have to be in order for you to be patience enough for you to kind of hang with it. Right, Kaison finds other sources of income and I do the same to make sure we have enough time. So I think that's the first thing personally is for you to be financially educated about what it takes to sustain yourself. I've been reading this blog by a guy named money mustache. Have you ever heard of him? You should read him. He has gotten to the point where he's retired at 35 and he did it by, you know he was making 6 figure income but saved his money so he could put it in a mutual fund/ investment fund that pays a certain percent and now he's living this lifestyle where's he got this family of four and he's spending less than \$30,000 a year or something like that but he's more happy and has more freedom than ever. Right, so that's one part of social entrepreneurship and the values alignment and MONEY, and your own what makes you happy relative to money and purpose and values and that's an individual thing you have to figure out. But How do you make yourself financially sustainable so you can do what you really want to do? That's one key puzzle that you need to figure out, it used to be most people say I gotta make as much money as possible to get freedom but I don't think that's the case I think there's a lot more options than ever before and the economy is shifting so I think there's a lot more opportunity. So in the past vs now how we're thinking about our own sustainability as a company there are investment funds that are tied to the success of the entrepreneurs that we help to grow. So there's some models that say we invest in you and raise some capital we invest in you but then we share revenue in relation to your company's growth. That's one way we can think about how we can become financial sustainable which is very different from growing a company then selling it.

Grant:

Yeah, ok. Cool. Cool.

Austen:

I think we've got about 5 more minutes. Have you been timing?

Dylan: Yeah, it's at 40, we're at 40.

Austen: Ok. Sure. I don't know how you want to do the last few minutes of questions here maybe if you guys look at the sheet you can pick a question you would like to answer. Or individually you don't have to pick the same one.

Grant:

Is there any advice you guys would give us if we want to start our own social venture or venture in general? Is there any advice you would possibly have?

Kaison:

There's a lot of resources. So the curriculum we use is based off three things: lean, design thinking and impact measurement. I think our theory is that and there's some evidence, and we have not done as good at a job as research as we could but we're convinced that taking the design thinking methodology so really focusing on the customer first as the very first step is something that will at least increase the chance that you will learn quickly or not the solution you have in mind will match the problem or not. Um and I think combining the focus on the customer you are trying to serve and really empathising with them and what their world view is, what their experiences are, what their problems are, and how they view the world. Combining

that with the irritative very fast ways to reduce the process of need I think is a good combination. The two resources I would look at I would read Lean Startup by Eric Ries and then I would take human centered design workshops and I think those are good ways to start out with a good understanding of what people's problems are and then you can quickly gut check whether or not the solution you created really solves a problems. I think doing that will help resolve a lot of mistakes and save you time and money. And I know at USD some of that is here. And I would try and learn as much as possible of what successful entrepreneurs have said lead to their success. And I think those are two areas when combined are really cool. And that's what we believe in and that's the process we believe in.

BH:

I'm going to get a little Zen on you guys. Um when I was your age I believed that like external validation of stuff made me happy, right? I was always looking for external sources to validate my efficacy. Um I now know that happiness and peace is an internal game like you need to know yourself and then you manifest what you know you want for yourself then manifest that in the world. So it's the other way around.

Grant:

Yeah

BH:

So be clear in your values and if you live your values you will live so much richer life. Um you will pursue so many less blind alleys where you're looking for happiness outside yourself..It doesn't exist outside yourself. So meditate and do yoga go on spiritual retreats and really search within yourself. Right? Like what is it you want to manifest in this world and make a difference and you know ultimately for me I believe most people believe they want to help others and want to leave things better than when they found it. And 30 to 40 years from now you will have much less regrets.

Grant:

Is there any other ways besides yoga that you've kind of life, you know I try and think of my values all the time and what I want out of life stuff and I'm just curious if there's any other ways? I can definitely try yoga but how did you find the values that you really stuck with and you still use when you're 50 years old or 40.

BH: Part of it is really just living life, right? Just go out there and experience stuff. Fail forward, fail fast. That applies to your personal experiences too. There are programs out there, um like here there's Tavistock, Have you heard of Tavistock? It's a group leadership conference. So it's a weekend experience of group dynamics. I would recommend you try it, it will open your eyes to a different level of...

Kaison:

It's called the Leadership for Change here

Grant:

Leadership for Change? At USD? Not just in San Diego?

BH:

It's out of SOLES – there's Landmark Education, that's another weekend type retreat. They expose you to some mind blowing stuff. It's controversial because they got some of their curriculum from Scientology. But it's those kind of experiences that I recommend you check out where you find a community of people who are really searching for what makes you, I don't want to say happy but what is fulfilling for you. Only you can answer that. Right? What is it for you that you as an individual ultimately want to contribute to this world? That should be the driving question for you and then everything else will follow.

Grant:

Awesome.

Kaison:

I say challenges. When you're in a challenge and you have to dig deep and actually push yourself to do things that's when you need values to rely on. When you have difficult decision to make, when you think you're going to fail, when you think your going to give up, when you think can't do it. That's when values really come into play you can chose to go down paths that lead to different outcomes when you're in those situations. So I think if you're always in a safe environment you don't need to make those calls. I think the values are really useful when you need to make difficult decisions and I think if you can see challenges as difference ways to identify moments where you can further discover yourself and difficult moments are where you have to actually figure out what is the backbone and that's how I've had to figure it out because I've come from a very fortunate childhood and I didn't have to think of values for a very long time. I still don't a lot because I am very fortunate to have everything I have. So just look for challenges and I didn't grow up in the race riots or anything. Haha

Austen:

Alright, I think that's it. Was there anything else?

Randy:

No, I think we're good. I don't want to go over on time.

Austen:

Well yeah, thank you again so much for coming down and doing this. We really appreciate it. I think we got some great footage. actually though.

BH:

Glad to do it, Hopefully you guys get an A

— End of Transcription —