

# Disrupt Yourself Podcast

## EPISODE 189: BETTINA HEIN AND ANDREAS GOELDI

I'm your host, Whitney Johnson. And today we have two guests, wife and husband duo, Bettina Hein and Andreas Goeldi.

I would call them the dynamic duo, in fact. Bettina is a serial entrepreneur who is currently the founder and CEO of Juli Health, a company that helps people manage their chronic diseases with an AI powered app. She's also the founder of Pixability, a company that optimizes video on social media. And she's currently an investor in Dragons Den, Switzerland's version of Shark Tank. Andreas, the other part of this dynamic duo, is also a serial entrepreneur. He's formerly the co-founder and CEO of Namics, or Namics, Switzerland's leading e-business services firm. He was the Chief Technology Officer at Pixability and is now a partner in btov, a European venture capital firm. As impressive as all their credentials are and as you have heard, they are impressive, what I find fascinating is how they understand and apply the S curve so beautifully in their careers and as a couple.

Bettina and Andreas, we are so happy to have you join us here on the podcast.

**Andreas Goeldi:** Thanks for having us.

**Bettina Hein:** Thanks for talking to us, Whitney. It's our pleasure to be here.

**Whitney Johnson:** I would love for each of you, just at a high level, to give us a quick overview of where you grew up and where you're from and then how the two of you met.

**Bettina Hein:** So, I am German by origin, and I was born in West Berlin and during the height of the Cold War and when I was six years old, my mother married someone from the United States, and we moved for five years to the U.S. Then I moved back to Germany with my mom and my brother. And when I finished high school in Germany, I then went to college in Switzerland in the small town of St. Gallen. And that's where I met Andreas.

**Andreas Goeldi:** Yes, and I am Swiss. I actually grew up in the small town of St. Gallen, which is a university town, and I decided to go to university here, which is not terribly original, of course, but the University heads a study program that really like. The mix of Computer Science and Business Administration... this was really my main two areas of interest. So, I decided to study here and that's where we ended up meeting.

**Whitney Johnson:** You have both been very heavily involved in starting and running companies. You both have, as you just said, Andreas, a background in technology. And, and one of the things that I see in my work and thinking about personal disruption is a lot of people have a difficult time taking a step back in order to see things that are familiar in new ways. And both of you have done that over and over again in your career. And I'd love to hear each of you share a story around when you did that... When you took a step back and you saw something differently, whether it was a new company, a new user interface, leading people? What are your thoughts?

**Andreas Goeldi:** Yes, maybe I can start. So what comes to mind is kind of one of these moments of taking a step back and really of disruption was when I was running my first company back in 2004, already was running it for nine years. And I went through a lot of ups and downs. It started in the dotcom boom of the 90s and then experienced the whole bust in the 2000s area. And it was really a wild time. And in 2004, the company, after three years in crisis where we had to lay off half of our staff, was actually back to profitability. We were growing again. Everything looked great. I was the CEO of the company. Got a lot of public recognition. It looked like it was really going to be smooth sailing from there on and a lot of many good years. And still, I was very deeply unhappy for some reason. And initially I didn't really understand why that was the case, because things really looked great and I did a lot of soul searching during that time. And I can actually still remember the specific moment. I was taking a long walk along the River Limmat that flows through the town of Zurich.

And I can remember this specific spot where I suddenly had the insight that this was simply not what I wanted to do. If I really looked at myself from the outside, because I have always enjoyed starting stuff from scratch, kind of having a blank sheet of paper, figuring something out from nothing, and running this company after almost a decade just wasn't that. So that's what was the moment when I decided I have to really play to this particular strength that I believe I have really starting from scratch, which is something I tremendously enjoy in all my startups. I have been the person who wrote the first line of code and really came up with the original ideas typically. So I want to go back to that. And I also wanted to go back to a more technical role. And after a few iterations, that's where I ended up. I ended up starting another company as the CTO and really going back to writing code every day. And this was really kind of my personal moment of disruption and of looking at myself from the outside.

**Whitney Johnson:** So what did people say when, you know, you're like, "Yeah, I'm the CEO of a company that's profitable. We've got a couple hundred people, but I'm going to step back and go into a startup and to be the CTO of a company"?

**Andreas Goeldi:** That they were quite surprised, of course. This wasn't something that, I think, a lot of people expected, I would say. Except the people who knew me well, including Bettina, of course. I think she, she saw that I was quite unhappy with just, you know, building up on something that already existed and just more of the same. So interestingly, it also inspired, I think a few of my colleagues who had a little bit of that same mindset were around in the early days of the company and just felt, you know, "It's getting big and complicated." After me, actually, several other people left and also started their own things.

**Whitney Johnson:** I really admire how you were willing to do that introspection and say, "This is what I need to do." And I think what's fascinating about personal disruption is that so often you're in this place where the functional job of what you need to get done in life is, is there, you know. You're making money, you're putting food on the table, maybe even building wealth. But there's an emotional job that's going undone and it's oftentimes hidden. So when you do the calculus to an outside observer, it doesn't make sense. But it makes a lot of sense to you internally because you're solving for both the functional and the emotional job.

**Bettina Hein:** I remember how miserable Andreas was, and lots of people were really surprised about that. But I actually told him before we got married, I said, "Here are a couple of things I need you to do. If you, if you want to marry me, you need to do the following things. One is get a driver's license. Two is get a personal assistant, because we're not doing anything for our relationship. And three was quit your job." And that was obviously a little bit shocking, I think, to Andreas that, that I would come up with that. I actually drew it up in, on paper as a contract, um, because I had just finished my law degree and needed to use my skills. But I could just see how hellish it was for him.

And he was doing a great job for everybody else, but not taking care of his own needs and also not really taking care of our relationship well enough.

**Whitney Johnson:** So quitting this job as a CEO was one of the condition precedence, part of the contractual obligation to getting married because you knew that he would be happier. Hmm.

Bettina, what about you? What's a story that comes to mind for you as you think about taking that step back to see the bigger picture?

**Bettina Hein:** What I've learned over my entrepreneurial career is that you constantly have to disrupt yourself or disrupt your company because otherwise you will not grow. You won't be scalable enough. And one of the things when I founded my second company, Pixability, I started it with an idea in mind that we would create videos for families and create these happy moments. And I founded it right into a huge disruption, which was the financial crisis of 2008.

And in October of 2008, I launched Pixability, and I found out pretty quickly that my idea of what I wanted to do was only available not for a broad swath of consumers, but for people that had household incomes of a quarter of a million dollars and above. And, you know, I know enough math to understand that that was not a market. You know, I couldn't build a business on that. And so I really was essentially disrupted by this, but then had to also not be so stubborn to say, "No, my idea has to work." And I had to take a step back and say, "I love this video area. I think it's the technology of the future. What else could we do from what we've been working on for nine months? What else could we do with it?" And so my journey of pivoting Pixability started. And that was only the first time. I executed for the company, probably around seven pivots over, let's say, seven, eight years that came after that.

And every time it was, "We have to be able to reach more people. We have to make this more scalable. We have to get closer to the customer."

And I had to step back and say, "Look, what we're doing here is not working. You guys all keep doing what we're doing because it's bringing us revenue. Right? We're doing we're doing something. But I'm going to go to this other side and figure out if this part of what we're doing is actually the way forward."

And once we took that part of where I thought we should be going, had about 20 percent of our revenue there. I pivoted everybody else to that new direction and abandoned the old direction in order to keep going on that curve upwards.

**Whitney Johnson:** Oh, that's interesting. Once you got to 20 percent of revenue so that you had enough critical mass, you would say, "OK, time to change the direction of the ship."

**Bettina Hein:** Yep. You always have to test.

Are you getting onto the right S curve? Right? You have to have some signals there. If the whole thing is working, you don't really want to crash and burn.

**Whitney Johnson:** Hmm.. So what is Pixability do today? I know you've, you've moved on and you've started another company, but what is Pixability do today just so people can kind of close that loop? Yes.

**Bettina Hein:** So no longer videos for families, but we went to things for business. And after that we went to, so video marketing for business then video advertising for businesses and then we added a whole component of machine learning driven artificial intelligence optimization of video placements on YouTube. So something quite more, let's say, complex and sophisticated than I had originally envisioned. But the company is really successful. And, you know, two years ago, I handed it over to a professional CEO who's continuing the journey on Pixability.

**Whitney Johnson:** Hmm. Love it. You just mentioned this machine learning that sort of was the latest iteration of Pixability, and there are likely a lot of people who are listening to this who are very much at the launch point of the S curve when it comes to understanding artificial intelligence and machine learning and, and more

importantly, how to integrate it into their business. Any quick thoughts on, from each of you kind of rapid fire of what you would suggest people who are listening do in order to get up to speed and thinking about how they can make this a part of their strategy going forward?

**Andreas Goeldi:** I think two things I would recommend is, first of all, really try this stuff out. Use it yourself. So to give you an example, a while ago there were a lot of companies who invested a lot of money into these so-called voice skills on Amazon's Alexa voice assistant and so on. And this has completely fallen flat. And I would say that a big part of that is that managers and executives never really actually tried out this technology to see if it was compatible with mainstream users and robust enough. And it turned out not to be and I see this all the time, that people make major investment decisions in technology without actually understanding it and trying it firsthand. The second thing is in machine learning, you just have to experiment. It's a highly iterative and very rapidly developing field. You have to accept that. You have to start somewhere with very little idea of where all of this is going. And you just have to get started and cycled very, very quickly, iterate very quickly.

And that's a thing that a lot of people are not necessarily very comfortable with or familiar with in their businesses. But if you want to be successful with machine learning, there's no way around that. It's heavily about experimentation.

**Whitney Johnson:** So when you say machine learning, what do you mean? Like, if you were to explain this to a 10-year-old, what would you say? What is machine learning?

**Andreas Goeldi:** Basically, means that computers can learn from examples and then use this knowledge, this artificial knowledge to recognize other similar cases. So the simplest example probably is image recognition. If you show a machine learning algorithm, pictures of cats and dogs, at some point it learns to distinguish automatically between cats and dogs, at least with a high degree of accuracy. And you can apply the same principle on all kinds of business problems. For instance, think of something like credit scoring for your customers. They'll certain patterns in what you know about customers that can indicate how creditworthy they might be. And this is one of the fields, for instance, where machine learning is successfully applied already.

**Whitney Johnson:** Oh.

**Bettina Hein:** The fascinating thing about machine learning and AI is that for decades already, all kinds of data has been lying around, you know, as Andreas was saying about your credit worthiness or in my case, from what I'm working on right now, your health data, right? We've had step counters for a long time. We, we record the weather for, for a long time. We see how much time we use our phones for. But what the enhanced computing power and our capabilities of machine learning now enable is to bring that together and to see patterns in places where before we couldn't determine those patterns because we can feed so much more information into that and thereby help ourselves explain the world around us or in my case, with Juli health about our personal health.

**Whitney Johnson:** So, Bettina, you just mentioned Juli Health, which is your latest venture. Can you just tell us a little bit more about it and how, how it came about? And what are you, what do you aspire to do with this company?

**Bettina Hein:** Juli is a companion app for people that have chronic conditions. It takes all of the data that is around you from your step counter to your DNA analysis and in between everything else. What you do on your smartphone, your electronic health record, external things like the weather or air quality. And we put that all together to show you what influences your condition and give you recommendations on how to improve. So it could be, for example, if you stop moving around a lot, we can predict that you're going into a depressive phase or if you go on social media down rat holes, we can see that and thereby say, "Hey, you got to stop, go talk to somebody or, you know, take a walk outside. You need, you need sunlight, you've only gotten three sunlight hours over the last five days. That's not good."

**Whitney Johnson:** That's amazing, Bettina. Oh, I love that. I think with COVID, mental health has become definitely to the fore again. I love that that it will say to you, "Go take a walk. Go talk to someone." That is really powerful.

**Bettina Hein:** Thank you.

**Whitney Johnson:** I am always really curious about couples that choose to work together. Marriage, as we know, is wonderful and it's really hard. And then you add in that complexity of running a company together. You were both at Pixability together for eight years. You founded this company. And so I'm curious, you know, you've had to learn to work together on this S curve, both as professionals and personally. I'd love to hear from each of you. You know, what was hard and what did you learn?

**Andreas Goeldi:** I think the hardest thing is probably to know when you should quit talking about the business in the evening. So at some point, we introduced the rule that after 8pm there's no business talk. And I would say we stuck to that most of the time. And in the cases where we didn't, because there was a very difficult problem of whatever it might be, it wasn't typically a good idea to violate this rule. So I think you have to set up a certain framework of, of how you're going to work together and how you keep your personal life separate from that as far as that's possible. And I think it also worked well because we, we had a fairly clear separation of responsibilities. So I was the chief technology officer. Bettina the CEO and obviously we respect each other and trust each other. But it's never perfectly easy, of course. I mean, they're always difficult companywide decisions where you even might have a different opinion. And then coming to terms to that, with that and still being a married couple is, is definitely not easy.

**Bettina Hein:** One of the reasons that we started working together was that I was pregnant and Andreas and I had to figure out, you know, this was going to be another S curve. How do we do this? We have two startups and we're going to have a baby. That means we're not going to have as much time to work on, on these startups. And the decision was, well, his startup was sort of not working. Mine was. That we got together on that and we're in the same company, which made it much easier to coordinate our schedules.

We were masters of our own schedules and could really trade off. During that time, Luisa, our eldest, was a couple of months old and we had to write a book.

We had gotten a book contract to write Video Marketing for Dummies, and we were running during the day and during the week we were running the startup and then on the weekend we had to write these book chapters. So I mean, I held the baby. He wrote a chapter. He held the baby. I wrote a chapter.

You know, this would have probably not worked and this seamless handoff if you weren't in the same company.

**Whitney Johnson:** So what does support look like for each of you? So Andreas, how do you know when you're, you know, what does it feel like or what is something Bettina does that you're just like, "You know what? She's in my court." Is there something that comes to mind for you? And then I'll ask the same question of you, Bettina.

**Andreas Goeldi:** Well, I think it just starts with listening to some extent. We have a somewhat similar background, obviously, as entrepreneurs. So I think we have a very good understanding of what our challenges are. It's a little bit like just exchanging thoughts and then getting her advice is something seemingly very simple, but extremely important, of course. Because it's somebody who really understands my challenges and perspectives and therefore is much more helpful with her advice than probably anybody else in the world.

**Whitney Johnson:** Mm hmm. What about you, Bettina?

**Bettina Hein:** Well, sometimes there are these really fundamental things. I really thought that I would be able to have a more successful entrepreneurial career in the United States. And Andreas left his home country, his comfort zone, to come to MIT with me. And then afterwards we founded these startups. I don't think he would have done that if it hadn't been for supporting me and, you know, vice versa. We moved back to Switzerland two years ago, and that was because it was Andreas turn. He wanted to do something here. He wanted to go home. And I said, "OK, it's your turn now." And then finding once you've done those things for each other, finding one's place again. And that's, that's what you do as a couple. Sometimes that's not the easiest thing, but eventually you become stronger.

**Whitney Johnson:** Yeah. I really love hearing both of you talk about that. I can feel that you've both given each other these beautifully wrapped gifts. And so I love hearing about that.

Andreas, you wrote an article called "Why S Curves are probably the most important concept in entrepreneurship," which of course makes me so happy. I would love to hear your thoughts on this.

**Andreas Goeldi:** Sure. And it's, by the way, my most successful blog post. But I wrote it very quickly because it's kind of by now a natural concept to me. But I kind of saw that a lot of people still don't really necessarily understand it. In startups and I think in many other areas as well, of course, the development of many things is definitely not linear, but typically follows these kinds of S curves. You start doing something and it doesn't really move and doesn't go anywhere. And it's really frustrating that it's not taking off. And then suddenly it does take up, off. You cut across this inflection point and the things go crazy and then everybody expects, "Oh, is it going to continue like this up until the right?" And then everybody's suddenly disappointed and, and surprised when things start to flatten out. And I've experienced this many, many times. You see this in all kinds of shapes in a startup like let's say how a new product takes off, how your new salesperson performs, how your expansion into another market performs and so on.

And I have found very often that people don't intuitively grasp this because it's a very unnatural thing. But once you understand this concept intellectually, you start seeing more and more of these patterns, which is really useful in managing a company.

**Whitney Johnson:** So I'd love to hear if either of you have a story that you would like to tell about either jumping to a new S curve or being pushed to a new S curve.

**Andreas Goeldi:** So in my first company, I already talked about how we went through a very difficult time in the dotcom boom, got busted basically.

And every... that the whole bubble burst. And in the good times of the dotcom boom, in my first company, our most important target market for a tech company. So we had companies like Microsoft, HP, Erickson and so on, is our biggest customers as we worked amazingly well. And at some point, we started also taking on some government customers, which was something deeply unsexy because obviously everybody thinks they're slow and tedious to work with and so on. But, you know, we got a lot of interest from them. So we said, "OK, let's serve at least a few of them." And the tech boom suddenly went bust. This leads... we would save the company because we brought in this new S curve of serving government customers, which initially was a tiny part of the business, but kind of trained us to work with these special types of customers. And at the same time, the tech boom burst, the government customers were suddenly ready to work with this newfangled Internet technology and things went really through the roof. And within months, literally, government became our most important target market. And again, this basically saved the company because we got pushed to this S curve that fortunately had already started without necessarily having a clear strategy around that. But it was to some extent a lucky coincidence.

**Whitney Johnson:** How do you know... do, how do you know when it's time for you to jump? So you've written this article and you said there's a lot that's really counterintuitive, but how do you instinctively know when it's time for you to jump to something new?

**Andreas Goeldi:** That, that's probably the most difficult question of all. It's very similar to when do I know if I should quit a project that isn't going well? And sometimes the S curve actually turns out not to be an S curve, but really a flat line that never goes anywhere. Over time, you will start learning to look for weak signals and tiny changes in the trajectory of the S curve. And most people ignore that. But I think with some experience, you really start looking for these things very consciously and can identify these weak signals and then hopefully make the right call to jump to the next S curve.

**Whitney Johnson:** So pay attention is what you're saying? Pay attention to the weak signals. All right, Bettina, what about you? A jump or a push? And how do you know when it's time to jump?

**Bettina Hein:** It's sometimes really hard to do that. For example, we're just about to launch our MVP, actually. In very short time, we're going to go into closed beta. And I would say maybe three or four weeks ago, all of us and the team, we were so downtrodden. It was like, "Oh, this MVP is not going to be as good as we thought. You know, these things aren't going well. The weather is getting worse." You know, everybody was like, "Oh," it's like, "Oh," and, you know, one thing came to the next, we were all sort of down into the dumps.

And what then I had to do consciously as the CEO is take a step back and teach the team about the S curves and say, "We're in a flat part right now. This will come together. I know it will. And let's just keep going on what we've been doing."

And magically, like last week, we were all we're like, "Oh, we're getting this investor interest. Hey, the, our demo day went really well with our tech team. We're getting these people that want to be beta users" and stuff started happening.

And so you have to coach your teams around you to understand this concept and be able to sit with it, right? You have to sit with that pain just a little bit and not drive yourself too crazy. Keep working for a while. You set the right strategy. Let's just keep going, do what we're doing.

You have to train yourself as someone that's leading a team to be able to do that.

**Whitney Johnson:** To be able to say, "I know it feels like nothing is happening, but trust me, there is a lot happening right here. I can see that mountain. We're going to get there." And really, just like you said, inspire confidence and hope in people so that they can keep going. And then you hit that sweet spot. You hit that knee of that curve, and then things start to, to grow.

Bettina, you were on Shark Tank Switzerland, which is probably not called Shark Tank, Switzerland. Lots of people around the world love this show. Any little tidbit sort of inside baseball thing that you can share with people, they'll be like, "Oh, that's interesting. I didn't know procedurally that that's how it worked." And anything you'd like to share.

**Bettina Hein:** Sure. So in Switzerland, it's actually called Lion's Den.

**Whitney Johnson:** Ooh.

**Bettina Hein:** Yeah. Interesting, right. And the U.K., it's called Dragons Den. But the interesting thing is, you know, I used to just watch this show as a viewer at home and then I became a judge on the show.

And what was not clear to me is how strict it is that the judges beforehand know nothing about the companies that come on the show. So it's all real. They have strict rules. There's this rule book because it is a licensed format from Sony.

They have a binder that's like, I don't know, five inches thick or something with, with rules on how to make the show.

And one of them as the Chinese wall between the Lions and the startups that come on the show. We're not allowed to see them beforehand. There's really two parts of the studio. And when we walk into that room and we see, you know, how they've changed the set and there's something the conversation about that is, is real. And otherwise, I don't think I would be able to do the show because I'm really bad actor.

So I could not pretend that I have never heard of this. So. So, yeah, that part is totally real.

**Whitney Johnson:** Oh, that's good. So you're having that same experience that we as a viewer were having. When they first step out, we get to be in your shoes, or your chair, as it were.

Andreas, as you said, you grew up in Switzerland, and then Bettina, you grew up in Germany and the U.S. and both of you are multilingual. Any thoughts on what American businesses and startups could learn from their European counterparts?

**Andreas Goeldi:** One thing that Americans struggle with is just because they live in this huge country that is very similar across the whole country, has the same currency, more or less the same business culture and so on. Expanding to other parts of the world is something that they often struggle with. And that's definitely something that Europeans are better at, especially the ones that come from small countries like Switzerland. I mean, Switzerland is a market roughly the size of Massachusetts. So if you build a startup, you almost have to go international pretty much from day one. There's no option. And you have to, you know, adapt to all these different business cultures and so on, just in neighboring cultures, neighboring countries, business cultures, very, very different from your home country. And that's something that you just grow up with as a European. And, which makes it easier to grow internationally. And Americans often struggle with that. I've had discussions with American companies that expanded to Europe, and they're really surprised that we don't use U.S. dollars here as a currency. And so, you know, they have a harder time to adapt to that.

**Whitney Johnson:** Fascinating. So where can people find you? Like Bettina, you just talked about this Beta for Juli Health. Can people sign up to be part of the Beta. Like is that possible?

**Bettina Hein:** Sure, yes. We are looking for beta users right now and we're specifically looking for people that have asthma, depression or bipolar disorder. And if you want to participate and join us on our journey to making people healthier, you can sign up at [juli.co](http://juli.co). That's J-U-L-I dot C-O.

**Whitney Johnson:** So that's one way that people can find you, just any other ways of, you know, if people are like, "I want to know more about them or interact with them in some way." Anything else that you would like to share around that?

**Andreas Goeldi:** Well, my personal blog is on [innospective.net](http://innospective.net), and I write not as much as I would like to, but I have quite some, I hope, interesting articles about entrepreneurship, things that I learned along the way. I now work as a venture capitalist and another one of my most popular articles is what I learned about venture capital is now being one. Things that I didn't really understand when I was still an entrepreneur. So that's the kind of content that I offer on, on my website.

**Bettina Hein:** One of the things that I have been doing for over a decade is helping entrepreneurs' sort of as my community service in my entrepreneurial office hour. So I offer anybody that would like to share their idea or their questions around financing or marketing or product or anything that they're struggling with as the founder of a company. I give anybody that is willing to wait for a slot on my calendar half an hour and just do that to pay it forward.

And if people want to contact me, they can write me an email at [bettina@bettinahein.com](mailto:bettina@bettinahein.com).

**Whitney Johnson:** Hmm. Oh, fantastic.

Andreas, any final thoughts or comments or musings that you would like to share and then we'll, and then we'll give it, hand it over to you, Bettina?

**Andreas Goeldi:** Well, one thought is that whenever I did something in my career that was interesting and new and ultimately successful, it was really because I disrupted myself. I really stopped what I was doing and took on an entirely new direction. I've quite systematically done this several times. And it has always worked out for me. And this is really something that I would recommend to anybody. Think about where you are in life and maybe you're perfectly happy and fine and a great trajectory. But if you start feeling uncomfortable or unhappy, then I really think fundamentally about where you're going and what may be your deciding skills could be that you could use in a much more effective way.

**Whitney Johnson:** Hmm. So good. Bettina?

**Bettina Hein:** I have a real passion around entrepreneurship, and I always want to encourage people to take the plunge and do it.

So I want to encourage your listeners, if they're carrying themselves with any thoughts of an idea that they think has great potential. This is the time right now to do it. A crisis is a terrible thing to waste. Go found your company now.

**Whitney Johnson:** Oh, well said. Go found your company now. Go find your company people. Bettina, Andreas. Thank you. This was so interesting. So fascinating. So fun. Thank you very much for being with us.

**Bettina Hein:** Thank you Whitney.

**Andreas Goeldi:** Thank you for having us.

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I love when people get the S curve and these two, they just get it. They really do.

First, Andreas, a successful CEO, he finds himself restless. He's lacking inspiration and suspects deep down that it's time to move on. Bettina confirms the suspicions, even making his resigning from his CEO position, a precondition to their getting married. What insight... What courage that took for both of them. Andreas made it to the top, at least what many consider the top and realized this isn't for him. He'd be much happier swimming in code, starting over. Being at the top of the heap and having the prestige that comes with it. It is hard to give up, but they both knew for Andreas to be happy for the two of them to be happy as a couple, he had to take a step back. They had to step back to grow. It turns out that they step back the fourth accelerant of personal disruption... they step back routinely.

I was blown away to hear how many times Bettina pivoted the company while leading Pixability seven times. But I loved her approach... 20 percent. That's her number. She'd take a step forward, gather feedback and adapt. And once that new direction had enough momentum that it accounted for 20 percent of revenue, the idea validated, they would change direction. So smart.

One of the benefits of this past year, this dismantling that has taken place, the fact that we've all been pushed to a new S curve, we didn't have to decide if we were going to jump. We've all just been pushed. There's this unexpected liberation. There's this freedom.

Now, we just need to take that step forward, gather feedback and adapt, because the best way to thrive in disruption is to Disrupt Yourself.

Thank you to Bettina Hein and Andreas Goeldi for being our guests. Thank you to our team, Jennifer Brotherson, Emily Cottrell, Whitney Jobe, Steve Ludwig, Melissa Rutty, and Nancy Wilson.

I'm Whitney Johnson and this is Disrupt Yourself.