

Disrupt Yourself Podcast

EPISODE 264: JEFF & JAMI DOWNS

Welcome back to the Disrupt Yourself podcast, where we provide strategies and advice on how to climb the S Curve of learning in your professional and personal life. Stepping back from who you are to slingshot into who you want to be. I'm your host, Whitney Johnson. Today's episode is all about goals and the tiny steps we take every day to realize them. Jeff and Jami Downs are authors of the book *Streaking: The Simple Practice of Conscious, Consistent Actions That Create Life-Changing Results*. Their thesis seems simple. If you want to achieve any goal whether to run a marathon, start a company or write a book, create laughably small daily steps, and keep a record of them. We know this is a powerful skill, but so many of us struggle to put it into practice. Why? I really enjoyed hearing the origin story of their work and all their practical tips for climbing a new S Curve. Jami and Jeff, welcome to the show.

Jeff Downs: Thanks, Whitney.

Jami Downs: We're so excited to be here. This is awesome. Thank you.

Whitney Johnson: I would love to start with a formative experience, something that happened before you were 21.

Jami Downs: So, my mom became pregnant with me when she was a senior in high school. So, I am a teen pregnancy child and so raised by a single mom until I was about eight when she remarried and when I was four years old, she at the time we were living in Colorado, and she decided that she wanted to celebrate the bicentennial and go to San Francisco and see the Grateful Dead play in concert. She loved the Grateful Dead. And it was, I mean, I love my mom. She has been a free spirit forever and kind of a hippie child. And it was the seventies. And so, she packed us up and we moved to San Francisco that summer to see the Grateful Dead. And when we got there, the concert that she was going to see got canceled. And here we were stuck in San Francisco. And as I look back at that time, I was like I said, I was four years old, and I have such vivid memories. She took me to a Hare Krishna event, and I remember the people and the bright orange outfits that they were wearing and the smell of, of the incense being burned there.

Jami Downs: And I remember we lived in a taller apartment complex and there was a family that would help watch me. And I remember there was a little boy that I would go play with and he would throw his Cheerios out the window, the cereal. He didn't like the cereal. He would throw it out the window and try to hit the people below. And I remember the bubble lady that was pushing her cart along and would come by every day and blow bubbles for us.

And as I look back at those memories, I remember one vivid memory I have is my mom playing guitar on the wharf and me sitting in the guitar case as people would throw money into the guitar, into the case. And as I look back on those memories now, I recognize I see them very differently now than I did as a four-year-old, in the sense that the bubble lady was probably a homeless lady as she was pushing her cart around and playing on the wharf. Was my mom as a single parent, trying to find a way?

Jeff Downs: Didn't she run out of money?

Jami Downs: Yeah, she ran out of money. And so, she was trying to earn some money for gas so that we could get back to Colorado. But I love that. That was really one of the things my mom has always been amazing at, is recognizing people and accepting them wherever they are. And I feel like that experience was my first foray into seeing how many different people there are in the world. And I just remember the colors and the smells and, and the vitality of San Francisco in the mid-seventies and thinking that this world was a big, amazing place and all these different people. And I love that as I look back on that memory, even though now I look at it and see it differently as an adult, I still remember those memories as the bubble lady and the Hare Krishna concert being so colorful and smelling so neat and playing on the wharf with just me and my mom. Just these feelings of seeing those people through the eyes of a child. And I think that that was really formative for me to be able to recognize how much I've loved people.

Jeff Downs: Because that's really where you got your love for people. Is that going forward? That's where you had it.

Jami Downs: I reckon it's this love and passion I have for how many different people there are in the world and all the different things that interest them and the different paths and places that they go in their life so.

Whitney Johnson: I did not see that story coming. That is awesome.

Jami Downs: It's a fun one. It's, it's fun. We did end up making it back to Colorado.

Whitney Johnson: You did? Well okay.

Jami Downs: So, that's where I spent the rest of my growing up years.

Whitney Johnson: Okay. So, so, question for you. Can you think of an experience as an adult? You said you love people that you look at and you think, wow, I probably wouldn't have handled that this way or seen the world this way. Maybe with your kids or just an experience that you've had that you would not have had the capacity to handle in the way that you did without that experience of being four years old and your mother playing the guitar on Fisherman's Wharf.

Jami Downs: Yeah, I think I think it's helped me to accept people and I don't know that I have an exact experience as you're thinking that, but the one that came to my mind is that as a mother of. So, I have seven children and my first three children are girls and they're all two years apart. And they and so when I had those first three as a mom of lots of small children, you start to kind of clump them together. And I had three girls and they kind of looked alike and they were doing the same things. And I remember at one point my mother-in-law gave me the book Parenting with Love and Logic. That changed the way that I parent but also helped me to see that each one of my children is a person. I think sometimes as parents.

Jeff Downs: I think as an individual.

Jami Downs: As an individual, they each, they each have different likes and different things that are interesting to them. And so, because of recognizing that and seeing all those different people and recognizing there's lots of different ways to do things. I was able to see my children differently in a way that helped me to look at each one of them as an individual person. And that definitely impacted the way that I would parent them and the thing the way that I would respond to different things, recognizing that the way that I felt about something wasn't necessarily the way that they felt about it. Even at a very young age, they could feel differently than what I felt and to, to, to take time and understand and respect that. And think they're a person and their feelings are important, and they can feel

things differently than I do. So, I need to talk to them and ask them questions and find out and understand where they're coming from.

Whitney Johnson: So, you had that experience of your mother, so very, very experientially based. And then you read the book, so the logic piece and you're able to put those two together in rearing your children.

Jami Downs: Very much so, yes.

Jeff Downs: And just to show how different they are as far as raising them, we've got training lawyers, oldest or oldest to well, the daughter and son-in-law are training to be lawyers. The next two are an artist and then the one after that is going into education. So, they're all across the board as far as that's concerned, for the top three.

Whitney Johnson: All right, Jeff, what about you? What's your formative experience before the age of 21?

Jeff Downs: I had been asked to give a talk in church, and it was going to be to a very large group. And I was a senior in high school. So, this is now several years later from when I was a freshman, I was a senior in high school. I was feeling pretty confident of myself. I may even go as far as arrogant. Jami?

Jami Downs: Maybe.

Jeff Downs: Maybe. I was asked to give a talk in church, and I remember it was a very large audience, and I got up and I gave what I thought was one of the most powerful talks that I had ever given in my life. And I went down after giving that talk, and I sat next to my dad and he kind of sat there quiet for a second, and then he leans over to me, whispers in my ear. That was the worst talk I have ever heard in my life. That was his words. I was kind of like, uh-oh.

Jami Downs: But you have to give a little context. You thought it was a great talk, but you put very little preparation into this talk. It's you relied on your accomplishments to that point.

Jeff Downs: Yes, exactly. And so, at that moment, what I thought was just fantastic. Everyone loved me just because I was up there. My father helped me realize and pull it right back that, that a talk or anything without preparation is not going to be good at all. And he, you know, and he was rightly saying that because the talk now to just give you a little bit more specifics, it was a minute and a half, and I covered off on a couple of things and I was supposed to speak for 10 minutes. And so, it was really awful. And I just wanted the praise and the greatness. And, you know, I had just spoken off the cuff, and it was awful. Well, that changed the trajectory of my life in the sense that I have to have preparation. I've got to be humble. I've got to realize that there's a lot more to this life than a senior in high school, right. Where I thought that I had the world by the tail.

Jami Downs: And I think that's what started your passion for, for public speaking, not just for yourself, but really looking at all people that are in public and evaluating how do they do that? How do they keep my attention? How did you become a master student of all public speakers because of that?

Jeff Downs: Which, Whitney, you are fantastic, and I love listening to you not just saying it because we're on your show, but when I when I, when we were invited, I started to listen to all of your podcasts and absorb some of the expertise that you've put into it as well. I mean, the thousands of hours that you've put into it and you can tell there's just a big difference.

Jami Downs: You know when someone's good at something when they make it look so easy. That it's that, it's almost invisible, the level of effort that's actually being put into it.

Whitney Johnson: I find it fascinating. I was just reading Dan Pink's latest book last night, *The Power of Regrets*, and he talks about regrets when something doesn't work the way we want. That's a disappointment. So, it's outside of the locus of our control. But a regret is where it's something in within our locus of control. And what I think is so powerful about what you just shared is this idea of you regret that you didn't show up for that speech the way you

did. But because of the way you've relived it and relieved it, as he describes, you've made meaning of it in a way that it became a pivotal moment in your life.

Jeff Downs: Yeah.

Whitney Johnson: And so, he talks about how regrets can actually be very useful.

Jeff Downs: Very well put. And I agree 100%.

Whitney Johnson: One other thought about your dad, I have to say. Don't you feel like that took a lot of courage for your dad to say what he said to you? As parents, I think we, I know I all too often want to please my children. I want my children to like me. And in that moment, your dad cared enough about you to not care if you liked him.

Jeff Downs: That is very true. And my father, just, just to give you a little bit of color around that, my father was at everything that I did. I mean, in every play and every band competition. As the drum major, at every speech that I gave, at everything, he was there. He was number one fan cheering us on, making sure that he, we knew he was there. So for me to go sit down and to share with me his utter disappointment, it really, it did help me in a significant way. I mean, I just sat there for the rest of the meeting because I was the first speaker to it was just it was awful.

Whitney Johnson: Tell us about a major disruption in your life. So, this is post 21. And without this disruption that completely upended you, although you've already talked about some disruptions. But tell us some more because we like disruption on this podcast, without which you would not be who you are today and where you are.

Jami Downs: We'd reach that age in our married life where you couldn't just eat and do whatever you wanted and still look the same. So, Jeff started actively becoming more active and started running. And at this time, we had five small children and he was busy with work and busy with the volunteer and busy with church. And he decided that he wanted to run a marathon. And anyone that has run a marathon knows that training for a marathon takes a lot of time. So, he started training for this marathon and through that training, I'm embarrassed to say, but I was not extremely supportive of this. I was rather annoyed that it was taking so much time, that it was Saturday mornings and that. But in wanting to be supportive, I showed up obviously for the race and so I brought all the kids in tow and were watching this race waiting for Dad to come in. And we were there pretty early, and I sat and watched these people just cross this finish line. And literally, within about 20 minutes, I was just almost like, teary-eyed, watching all the different kinds of people that were crossing this finish line and the magnitude of what they had done of running a marathon. And at that point, my, my mind changed, and I was like, this is amazing. This, I think I want to do this. And I mentioned that to Jeff, and my experience with running was zero except for the mile that I had to run in college to pass PE. And I and I puked after I ran a mile. So, in my mind, I was not a runner and would definitely never be able to run a marathon. Except that I just loved watching these people cross this finish line and wanted to be a part of this in some way.

Jeff Downs: So, when she told me that she wanted to be a part of it in some way, I decided, and this is probably not the best husband move in the world. But what I decided is that I would register her for a marathon and give her, as a gift for Christmas, the whole training program. So, that, but there were two parts of the gift. One was that I would give her the whole training program, and the second was I would do all the runs with her that, that she and I would run the, the entire training together. Now to know a marathon training is 528 miles before you actually ever run the marathon. So, we decided that that was, that was the gift. Is that because we were going to do it together. Right.

Jami Downs: And, and in the moment, the feelings that I had when I unwrapped this training schedule. And I'm like, what did you do? He's like, I signed you up for a marathon. And he's, of course, excited. And I'm like, you signed me. And in my, in my mind, I'm like, okay, sign me up for a marathon. But it ended up being both the best and worst gift, in the sense that at times it was so hard. The gift of being able to, to run together. So, we, we had to work through so many different things. Jeff is six-five and I'm five-two. Jeff had running experience and I had none. The time taking away from our kids and going and training. And, but it ended up being honestly one of the most pivotal things that we've ever done because we had to talk through everything. Emotional stress, physical stress, social stress, everything.

Jeff Downs: Yeah. So, you, so you talk about disrupting ourselves. I mean, that was, we decided to we're going to do this together. You start right at the bottom of the curve on that. And as we did it together. We came, there was one 13-mile training run that we had that was particularly tough. And not tough because it was weather, tough because we were arguing with each other. And we would you know, when we were arguing, one of us would stop and walk and the other one would run ahead. And, and there came, there came a point where we just decided, though, together, we said, look, we go together, or we stop. And that became our mantra right there is we go together, or we stop, and we had to learn how to talk and work through physical frustration, emotional frustration, and everything that Jami said. And it became one of the formative, I mean, disruptive bonding things in our marriage that we've ever had.

Jami Downs: We had to, we had to learn to be able to work through challenges. I had to learn to stop competing with Jeff to be able to. And from that discussion came our mantra of, we go together, or we stop, and if we're going to go together or stop, then we have our own pace. Like we have a Jeff and Jami pace. Yeah, Jeff has Jeff pace when he's running by himself, and Jami has Jami pace when she's running by herself. But when we're running together, it's our pace. And, and that's a different pace. It was a different thing that we were doing because we were running together.

Whitney Johnson: That's so good! So, my thought is, if you're having trouble in a relationship, go sign up for a marathon.

Jami Downs: Yeah, go train together for a marathon.

Jeff Downs: Train together for that particular marathon, right?

Jami Downs: Yeah. Every possible issue that you need to work out, we'll get trained. We'll get worked out on that train.

Whitney Johnson: That's a great story. All right, Jeff, what about you?

Jeff Downs: So, this particular disruptive moment was significant because the other thing that was happening in our lives is we also chose. I chose, and Jami supported me on this, to quit my job and to start a new business. And so, this just kind of gets better, right? So, I started a business with two partners, and we put a second mortgage on our house and we, we had just moved into a new house. We had a second mortgage on our house. And at the moment, at the career I was in, I was at the top of the S Curve. I was feeling good about it. I was in sales. I had done a lot of sales work, and I'd said to Jami, the one thing that I don't know is, Can I do this from scratch? Can I actually make this happen from scratch? Do you remember this conversation? And I didn't know. And so, I had a friend who was starting a business. It was an electronic billing business. So, you receive bills online and, and send them. And he asked if I could come on board, and I was in sales and he and he and I worked out a deal where I would be the chief revenue officer and get a percentage of the company. And, and we started, we started in an apartment in a two-bedroom apartment. One of the salespersons I hired was in the living room. I was in the bedroom, and we started to make calls to see if we could do this. Now, this was at the beginning of the whole electronic billing industry getting started. And through that, we just, we started to make sales.

Jeff Downs: But one of the things well, let me back up. I went a little too fast. One of the things that Jami and I agreed on is we had put enough money aside for one year, we could live on one year. And we decided that if in nine months we did not have a prospect or any type of company that could start to fund this company, that we would take the remaining three months and I'd go find a job. So, we were working through this and about month eight it was not quite there. We had maybe one prospect in the hopper, but it did not look good. And I just thought, we have got to have something here. So, through a lot of sweat and tears, we found a company, Graybar, that was interested in our e-bill services. But they also wanted the printing services as well, which was not something we did. So, we immediately contracted with a printer to do the print bill side of this, and we do the email side of it. They signed the contract. It was a multimillion-dollar contract. They signed it the, the 30th day of the ninth month that I was going to start. It was just right there. And that launched our business. And we became one of the fastest 500 companies growing in America. Best Practice Systems was the name, but we sold it. And but that, that was a moment where I just chose to ditch completely, and we really chose together to be disrupted in a significant way. Five children at home, six children at the time. Second mortgage on the house, just go all in. It was absolutely crazy.

Whitney Johnson: Okay. So, that's phenomenal. Since Jami, you were sitting right here. How did you feel when this all happened?

Jami Downs: It was an adventure. Life with Jeff is always an adventure. And it was, it was, it was a great opportunity. Because he again, asked that question where he had reached a point in his career where he's like, I know I can do all of these things. And it was a great learning point for me to recognize what motivated Jeff. Which was not necessarily security and money, but challenge. Can I, can I really do this? And those questions really nod at him. And he wanted to know, you know, I've been able to sell for this, but can I really do it in this situation? Is it really something? And I think the challenge of being able to learn how to do that and make that happen in the, in the situation that we were in. He thrived in that, and he loved that. And so, it was.

Jeff Downs: You were pretty scared, though, right?

Jami Downs: I was scared. I was nervous. And, but I just put a lot of trust in the fact that this was something that would motivate you. Which that motivation was going to keep it going and keep it happening.

Whitney Johnson: Yeah. Was this pre-marathon or post-marathon?

Jami Downs: This was, right. I feel like right in the middle of.

Jeff Downs: It was right in the middle. It was the marathon happened with it.

Jami Downs: Which is also an interesting thing because that was one of the things that I learned about the running was that it was a release for us. It was an opportunity too. When you're running, people don't stop and talk to you. Your kids don't call you, like because you can't do a lot when you're running. And so, we got a lot of time to work through things and work out that stress.

Jeff Downs: And the words that you use are shorter because you're out of breath and so you've got to

Jami Downs: Yes, your fights are shorter. So, so, it really, it became something that helped us bond together, and work through that challenging time as well.

Whitney Johnson: Yeah, that's interesting of, of you're going through this difficult or challenging time. Jeff, you're saying I want to jump to a new S Curve. Jami is saying I'm not sure I like that idea, but you're running together every day. So, you have an opportunity to work through it together and, and really skirmish around it. I think another thing that's really important for our listeners who are wondering, I want to jump to a new S Curve. How do I get buy-in from the people around me? What I heard you say is you made an agreement, you trusted each other. We'll do it for a year. We've got savings. I'll go nine months. We don't have something by nine months. Then I'll go out and get a job. So, there was a.

Jami Downs: I had complete trust that he would go get a job, that he would if it didn't work, he would, he would leave and go make it work.

Whitney Johnson: He would keep his word. Yeah. And then I think the other important piece of this is, is a recognition as, as a partnership. And in your particular instance, a marriage partnership is that being aware of what helps people feel alive. And saying, okay, this is scary for me, but I know that if he's not challenged, he's going to feel like he's dying because you're growing or dying. But we're in this together, so we're going the Jeff and Jami pace and I can trust that he'll keep his word that he'll go get a job. So, get guardrails around the risk.

Jeff Downs: Yeah. You know, and there's one other point to that and this is one of the things you bring out in Disrupt Yourself, which is constraints. And the constraints were really important because that, that allowed us both to look at it creatively and to say we, we have to live within these constraints. And the constraints helped us to say, okay, we can't afford this or do this in this way, but we can be creative about how we do something else. So, for example, we, we, all of the money that we may have spent on going out to eat, we didn't. But the running helped us

to be able to continue to bond with one another. So, we're putting constraints in different areas that allowed us and it's one of my favorite things to be creative with each other.

Whitney Johnson: How did the book come about?

Jami Downs: That started with, with me. So, at this point that at the beginning of kind of the genesis of the book, I had run two marathons and realized I do love running. And I'm super proud of my marathons, but I'm not probably a marathon runner in the sense that I'm going to be doing this for a long time. And I had young children still at home, and as I was getting older, I was feeling like I need to be able to keep myself physically fit so that I can give these younger children the same level of attention as I gave the older ones that I don't, that I don't peter out. I need to be able to stay physically fit. And so, I had this in the back of my head as one day I was at a hair salon getting my hair done, and I was perusing through the news and was feeling a little frustrated because it was very depressing and very frustrating. And so, I went to a news site that I usually can very much trust, being more uplifting and just kind of the better feel-good stories. And the first article I came across in this news site was couple streak runs for 15 years and in my mind, streaking was running across the football field naked.

Jami Downs: And I thought, why is this story even on this trusted site that I went to for the uplifting stories? And so, I clicked on it out of total curiosity to find out what this story was. And it ended up being a beautiful story about a couple that had been streak running. In other words, they had been running at least one mile every day for 15 years. And this just caught my attention. It was a huge paradigm shift for me in the way that I was thinking about running. Because I sat there and I thought, running every single day for a mile, rather than training for a marathon or training for a half marathon or trying to get a better pace than what I had before, or just this idea of running one mile every day. And I thought about and I called Jeff and I said, hey, I just read this article about streak running. Do you want to go streak running with me?

Jeff Downs: I said absolutely, without even a pause.

Jami Downs: You did. You're like, Yeah, I have no idea what that is, but it sounds great.

Jeff Downs: But that's totally a lot of fun. I'm in. And so, we started our, our streak and we changed it a little bit. We didn't do it to where we were doing at least one mile every day. We changed it to we would run or walk at least one mile daily six days a week. And we started March 23, 2015. We were in Mexico at the time, and we started on the beach, and it was beautiful.

Jami Downs: It was a great way to start.

Jeff Downs: It was. And we still do it today. We were just out this morning on our we chose to walk this morning and it was great to talk about it. But that's, that was the, that was the first streak that we started on. But that was something that led to what *Streaking* is really all about. Because first people look at it and as we've been talking about running, you can go to physical streaks, and there's all kinds of them. But 300 days later, as I was struggling with my teeth, and I had bad periodontal disease. And I had gone through one surgery and then I just been through another surgery. And any periodontist and any dental hygienist will tell anyone that has the amount of plaque that I had in my mouth that you only have to do two things consistently and consecutively in order to win the battle. And that is, brush your teeth and floss. If you brush and floss, you're going to be able to win the battle on the whole plaque build-up in your mouth. Well, I had done everything I knew how to do to get flossing, to be automatic for me. And it could I just could never get there. I hated it. I did not. It held no reward for me. There was no trigger that could. There was no cue. There was nothing. And I remember one morning I was getting ready for a run in the morning, and I was looking in the mirror.

Jeff Downs: And I had actually I was brushing my teeth and I was dressed in my workout clothes, and I just had a dental appointment. And the hygienist said to me something that was a little bit different than she'd said before. She said, you know, Jeff, because she knew I'd been struggling with flossing my teeth. She said, you know, Jeff, flossing is a lot like exercising your gums. You do it twice a day and they'll be healthy. And so, I was looking in the mirror at myself, at my workout clothes, and two thoughts converged. I've been doing this running streak for 300 days. Why don't I just set a streak to floss my teeth? Well, Whitney, that was 200 or 2222 days ago, and I haven't missed since.

So, all of a sudden, something opened up in our brain because I went in, and Jami was getting ready to go. Jami. Jami, this is amazing. I think I think I've discovered something that we need to do, and we start to talk about streaking and we and I'm like, it can apply not only to what we're doing physically or dental hygiene, but it can apply to so many areas of our life where we have a streak to get things done. So, I was very excited, and I came in to tell Jami.

Jami Downs: I was a little less excited, mostly because when we when I read about the streak running of running a mile every day, I remember being so encouraged by it, but also hesitant in looking at myself and thinking, I don't know that I could hold myself to that standard every single day for a mile. So, when you came in and said, I think we can do this on a lot of things, there was a part of me that was hesitant that I was like This idea of having to hold myself to a certain level of achievement and consistency was scary to me. I didn't need another thing that I felt guilty about or that I was beating myself up about. And so, I was a little bit less on board at first. And that's part of what prompted the different laws of streaking with the law. Number one, of being streaking, being laughably simple, that I recognized that in order to maintain consecutive consistency, I needed to recognize all the different variables that are in life and accommodate for those. And that if I, if the challenge was to be consistent, then the activity that I was doing needed to be something that I could be consistent in. In all the different aspects of my life, not ignore that those things were going to happen, but acknowledge that I would have sick kids. Acknowledge that things would get behind. Acknowledge that the life falls, you know, the bottom falls out of life sometimes, and say, okay, what could I do even in those moments? So that changed again. That was an integral part in understanding what makes streaking successful.

Jeff Downs: Yeah, because we started to talk about what, why are we successful when we haven't been before? And we recognize that there's three laws. First, we made it laughably simple. On our worst day, we could do it. Second, we kept a record. No record, no streak. And that's law number two. And law number three was we created a community, whether that be with ourselves or with others, we had this record that we would keep. And, and so then we started to put everything around those three laws and that became streaking. And that was the start of the talking about it. And then the, the book was five years of crazy, disrupt yourself writing.

Whitney Johnson: One of the things I love that you say is that focus on the number of consistent times you do an activity rather than the activity itself. It's very powerful. So, so James Clear's *Atomic Habits*, I think came out after you started thinking about this. Is there one thing in his work that helps you refine your thinking, or are you familiar with it?

Jeff Downs: Yeah, totally familiar with his work. In fact, that was, so before James Clear, Charles Duhigg wrote *The Power of Habits*. And we read that, and I read that with the specific intent to try and get my floss, my flossing, into a habit where it was automatic. And, and I, it just couldn't habit. And in fact, Charles Duhigg, he says in there, there's some things that will never become habit. He talks about that. And there's one particular, and we actually quote that in the book. And that's the other thing with *Atomic Habits*, because *Atomic Habits* follows the same principle as far as small things. I mean, that's why he talks about *Atomic Habits*. The one thing that was different with streaks than from habits and this is something we talked a lot about, was that habits when, when we would ask people, define a habit. And if you go ask and find a habit, there's two answers that they give. It's something I do repeatedly, and it's something that comes automatically. And what happens is people start to think, number one, something I do repeatedly is going to become number two. And that's not the case when you're talking about, especially in the S Curve of growth, you have to have it in the frontal lobe of where I'm working on this particular thing.

Jeff Downs: And that's where streak becomes powerful, is because it changes your mindset from this is going to be automatic to this is not ever going to be automatic and I don't want it to be. Therefore, I'm going to make it a streak. The second thing is with habit, I look at it and that's how I do something. If I fold my arms or if I put my hands together, I do that automatically without thinking because those things go to the basal ganglia and that's where they should be. I don't want to spend a lot of time there. And that's the other thing in their work is I notice that of the work that they did, which was profound and wonderful, it was also a lot about motor skills, learning how to walk again, learning how to crawl again. You know, Charles Duhigg talks about the stroke victims. And James Clear interesting with James is he talks about the British cycling team, and he talks about them being 1% better. And what's interesting is they had to be conscious about that. Theirs was actually a streak, not a habit, because as soon as a habit, you stop paying attention to it. A lot of times, especially some good behavior will fall off, and it won't happen.

Whitney Johnson: Yeah, I was thinking about as I was reading and preparing for this interview, I was thinking about a couple of streaks that I'm in right now. So, I've got one streak, I've got two streaks, actually. The first one is that I have been doing the Come Follow Me app every day for 88 days. And I've been doing Duolingo to do 5 minutes of Korean every day for 84 days.

Jeff Downs: Nicely done.

Whitney Johnson: To your point, though, you're right, the Duolingo. It's not a habit. It's not. I think I could easily if I didn't do it for a week, I could easily forget about it.

Jami Downs: Yes.

Whitney Johnson: Probably. Come Follow Me, not so much. I would say that's probably a habit, but, but that app itself is a streak. And so that's an interesting distinction that sometimes you need a streak to get you to do the things that you know you want to do that may never become a habit, even though you want it to become one.

Jami Downs: Exactly.

Jeff Downs: Absolutely.

Whitney Johnson: It may never become one.

Jami Downs: And my favorite, talking about the James Clear book, my favorite thing that he talks about in there is he tells a story of a class, a photography class. That the professor divides the class in half and gives one half of the class. The assignment that what you'll be graded on is the number of pictures you hand in. Don't worry about the quality. Just take as many pictures as you can and that's what you're going to be graded on. And the other half of the class was the opposite. It was said you don't have to hand in anything throughout the year, but at the end or throughout the semester, but at the end of this semester, I want your best quality work. And the case study of that was that the students that were given the assignment to take as many pictures as possible handed in better quality. And that for me really spoke to me about what streaking is because so much of the time people struggle. It's interesting that the hardest law of streaking, make it laughably simple is so hard. That it is so hard for us to feel good about doing something so simple, to feel like it's going to make a difference. And when I read that in James Clear book, that's when I was like, This is exactly what it is, is it's this. It's understanding that doing it repeatedly because what did he do? He focused those students on their input. They said, don't think about the output. Don't think about the quality of the picture that you're taking. Just take pictures. And that's what I feel like streaking does. Is it's this intentional action that allows you to be consistent and you don't focus so much on the quality of the action. Your focus is on, Can I consistently be putting these inputs in? And as I do that, the outputs have a way of taking care of themselves. You don't have to focus so much on that because you are consciously, intentionally thinking about it, participating in it, doing some aspect of that thing every day intentionally.

Whitney Johnson: Okay. So, listeners here's where I'm going to jump in around the S Curve, because for those of you who are saying, okay, I'm at the launch point of the curve, my dopamine is dropping because I haven't moved into the sweet spot yet. Streaking is a great way to get the dopamine that you need to move you off the launch point of the curve. Because all you have to do, like Jami was just saying, is something laugh. I call it ridiculously small. You call it laughably simple. Same thing, something so small that even if it's 11:00 at night, you'll still do it. And knowing that you'll still do it, you get that dopamine hit and you might exceed it and you get the dopamine over and over again. You start to lay those tracks. That's going to give you the momentum into the sweet spot. So, this is a great, great way for all of you who are listening, trying to move off the launch point of the curve. Thoughts?

Jeff Downs: What I absolutely love, first of all, the S Curve. And there's two types of streaks to think about. One is a floorboard streak, and the other are S Curve streaks. So, a floorboard streak is the floor on what I'm going to do. So, you had Harry Kramer on, and he was talking. And one of the things that I listen for is, what are these excellent people do? What do they do all the time? You also had Bob Proctor on, and if you listen to them, they do something every single day and they know that they do it and they keep track of it and they share it. So, Harry, for

example, every day for 15 minutes, he asks himself seven questions and that is a streak. He knows how many days in a row he's done it. He knows and he shares it with his students at Northwestern. He talks about it and they become part of his community. See, these are the three laws of streaking at work. That's a floorboard streak that every one of his S Curves is built on. When he was at Baxter, his floorboard streak, that was a floorboard streak that it was built on when he went to the CEO of Baxter. And then when he went to Northwestern, all of he kept that floorboard streak through the whole thing.

Whitney Johnson: Oh, I love that.

Jeff Downs: So, so that's one of the streaks. So, there are streaks in my life that are floorboard streaks that I do every single day, self-reflection being one of those. And I keep track of it, and I share it. Now there's S Curve streaks, which is when you start up a new S Curve, for example, you're starting a new position or you want to be in a different area of life, you're striving to do something. You're going to start what, what I look at as the S Curve streaks. Where I have, let's call it a ladder, and there's two rails to the ladder and there's goals on my S Curve that I'm climbing up. But the rails are the streaks that I'm going to do consistently. So, for example, I wanted to be a writer. This is a new S Curve for me. It's not something I'd done before. What is my goal? My goal is to write a book. My streak was to write at least one sentence daily. So, that's now the S, the S Curve streak. Now I happen to still keep that streak alive, but that's where you look at it. So, I have the floorboard, which is going to be consistent. I'll never drop below that floor. So, every S Curve I'm on, I can stand firmly on that floor. And then what's beautiful about the S Curve is now I can start to see, okay, what are the streaks in this S Curve that I need to have and do?

Jami Downs: And the thing that I see is that the floorboard streaks, all of the S Curves rest on those, like you said. But then as you jump from S Curve to S Curve, you can be more specific about what does this S Curve need? What is it that I need to do? And the streaking is the how I'm going to do that. What streak do I need to set so that on this particular S Curve of growth, it's specific to this S Curve. Yeah. And so, you have those kind of two different ways of streaking.

Whitney Johnson: Yeah. So, it becomes this. So, you've got this foundational piece like you were talking about with Bob Proctor and Harry Kramer, foundational to their life. But as you're moving along, the S Curve, like you said, writing a book. I just published a book. You just published a book; is what streaks do I need to put in place that will allow me to reach the top of that S Curve? In this particular instance, the laughably simple, as you described, you write one sentence a day, because we all know anybody who's ever thought about writing a book. It is so hard to start. It's so hard. But if you just say, I'm going to do this every day, that's why I talk about the S Curve, helps you understand why it's hard to start something, but once you do start, the momentum takes over and that's how you move into the sweet spot.

Jami Downs: And I think part of that is when you think about starting a book, it goes back to that photography example. We want the quality to be there right from the beginning, but it's not, and you can't get to that place until you start. So, we just, having that thing that helps you get started and focus on that input and set aside the quality for a moment and just keep doing it. Just keep, it's impossible to not get better when you're consistently, intentionally, focusing on it.

Whitney Johnson: What do you do when you break a streak?

Jeff Downs: First of all, before you even get to breaking a streak, you ask yourself or if you've broken the streak, is the streak really aligned with who I want to be? You know, is it aligned with the S Curve that I'm trying to climb? And if it's not, then there is a penchant to just let it go and to be like, you know what. It's not something that's aligned with who I want to be and it's not there. Now, there's other times.

Jami Downs: I did talk to a stalker one time that had set streaks around things they had heard other people set, and she was like, I just can't keep to my streaks. And as I was talking to her, we got to the point that we recognized that she didn't care about any of these things. They were things that she thought other people were doing. And so, she should be doing them, too. But they didn't have any relevance to who she personally wanted to be. And so that was a good revelation to realize, oh, I don't really need to be doing those things. That's not important to me. It's not who I want to be.

Jeff Downs: So, that would be one reason that a streak is broken. Another reason a streak is broken. What we found most often, if it's aligned with who you want to be and, and where you're going is you set it too hard. And, and that is the first evaluation is to say, I need to this floor is too high for me to step on. And I want, I want you to notice, and we've chosen this language specifically. A lot of people will say, well, that's a high bar or that's a low bar to reach for. Streaking is not about the bar, it's about the floor. It's about what you're standing on to reach for the bar. And so, if the floor streak is, write one sentence daily or read at least one paragraph of a nonfiction book daily, that type of streak. You know what? Yeah, I can keep that alive because I had one. So, for example, speaking of writing, I wanted to start the streak with right at least one page daily. Now, Whitney, you, you know.

Whitney Johnson: Too much.

Jeff Downs: That is way, that is over the top and the brain starts to reject it and starts to say, oh, you can't do that. You need to have a block of time. You need to figure out how to get the, the no distractions and everything else. Whereas when I have the floor be, look at least and, and the two words in there at least give the brain pause. And give the brain the opportunity to say, okay, well, I can do at least that much. And so, I can do at least that. What happens then is I've got a couple of minutes here. I'm going to write at least one sentence and I start writing and 20 minutes later I've had three paragraphs in. It gives you that place. So, when you, when you break a streak, it's a time to evaluate and to say, is it too hard? And it's okay to give yourself some grace to make it easier because it's a floor, it's not a bar.

Jami Downs: And then the second thing that I would add to that is that when you're building a house, when you're building a floor, you're building it one plank at a time. When you are starting a streak, most of the time you are adding something to your life that you want to be consistent. And it's going to take time to build that floor and and missing a day. When you break a streak, you look back, you miss a day, and it hurts because you're like, oh, I've come so far. And there's this moment of sadness and sorrow and the evaluation. And if you go through that evaluation and you answer all those questions, is this who I want to be? And it's like, Yeah, this is who I want to be. Is it laughably simple? And you look at it and you're like, Yeah, it was laughably simple, and I still broke it. That's when you look at it and you look at how long you were able to keep it in your life and say, hey, I was able to do this for 30 days. And I liked that, and I'm going to keep doing it and see if I can make it for 35 days this time. And, and what you're doing is you are literally teaching yourself to have this be a part of your life and that takes time.

Jeff Downs: Yeah.

Whitney Johnson: You grieve a little bit, but then you just get right back, and you keep going, get.

Jami Downs: Right back in and you keep going and you keep a record that shows, here's what I do personally. I keep a record of how long I did it, and then when I start my streak over, it starts at day one. But I keep the record of the streak that I did before so that I know.

Jeff Downs: What's the longest streak was so far.

Jami Downs: What's the longest streak was so far, and in my mind I'm like, Yeah, I've done this this many days in a row. But I've been doing it for this many days with one miss because I know that I've, I've been doing this as it's a part of my life. I'm having success. That dopamine that you said, you're like, I am doing this and I'm going to keep doing it because I know I can.

Whitney Johnson: So, I love the story about the one positive statement. Tell us about Randy.

Jeff Downs: This was a formative moment in the book. I had met Randy at an airport. We were we were college acquaintances. And I had the I was in the same gate area that he was. He saw me. He said, hey, Jeff, how are you? And I didn't even recognize him at the time, and I apologize for that. But Randy, and he introduced himself, introduced him to streaking. We started an email, a correspondence, and I gave him the rough manuscript of *Streaking*. And this was one of the first manuscripts. And Whitney, you know, first manuscripts are awful. I mean, it was just awful. And he was kind enough to read and give feedback. And it was wonderful the feedback that he was

giving. But there came a point where we had the manuscript to where it was the first three laws and some examples, and then there wasn't really anything after that per se. And so, he wrote an email and asked me. He said, you know, I don't think streaking works at all. He was just like, completely. It just doesn't work at all.

Jami Downs: It's like you're just, you're just streaking for streaking sake.

Jeff Downs: You're just trying to check the box, right? Which, by the way, we love when you try to check the box or when checking the box, when it's aligned with who you are, please check the box. But he said, so then he wrote this. He said, if I were to write every day that I'm an idiot, I don't think you'd have any impact at all.

Whitney Johnson: Oh.

Jeff Downs: Yeah. Now, that was what you just said and intimated was exactly what we felt. We were like, oh, it'd have an awful it would be awful.

Jami Downs: It would not be good.

Jeff Downs: And so, Jami and I were talking about it, and I said to Jami, I said, what do you what would you think if we instead of do what he said, what if we made an aspirational statement? Which turned into the BE statement, and we wrote that every single day? Do you think it would make a difference? And I challenge Jami. And she challenged me, and I said, well, let's try it. And so, we started to do that. And I'll tell you what, writing at least what we call one BE statement of who I want to be daily has changed our life. What is yours? What is your streak at 1565 days?

Jami Downs: And it's been great because I write that in my journal every single day and it, it reaffirms and I've changed it once or twice, kind of based on different things.

Jeff Downs: Well, on, on our S Curves as we're going different S Curves, that BE statement will be modified to match where,

Jami Downs: We're to match where we are. And I have a shorter one and you have a longer one, but it has had so much impact in just affirmation of this is who I want to be and also evaluation. Am I, am I being this? And so, it works in both ways of, of reminding me this is who I want to be. And then oftentimes at the end of the day, looking at the day and thinking. Am I being who I want to be? Am I doing the things that I want to be?

Jeff Downs: Yeah.

Whitney Johnson: What's your streak, Jeff? On your, your positive statement?

Jeff Downs: My positive statement. Currently, I have it at. Yeah, it's 1575 days. So, I'm, I'm, ten days. I think I started ten days before you.

Whitney Johnson: How are you recording this? Is it like on a journal or where are you recording these streaks? Like. Is it, is it on a computer, spreadsheet, where are you recording it?

Jeff Downs: Is quite the story. Go ahead.

Jami Downs: I started off on a, I started off with a calendar, and then it got to be too much. And then I went to an Excel spreadsheet and then I turned to Jeff, and I was like, we have got to have an app. I can't, I can't keep doing it this way.

Jeff Downs: So, this is truly serendipitous. I was having lunch with a friend of mine at a Mexican restaurant. We're sitting down, we were chatting, and I was telling him we were talking about streaking, and he said, I want to build the app for that. I want, I want to do that. And so, he took it on and there is now an app streaking, S-T-R-E-A-K-I-N-G, streaking that we do everything on. And Whitney, this great part about it. He is so into streaking and what it does it perfectly illustrates all three laws. You have the streak, laughably simple, and how you record it, and then there is the

record itself. And then to create a community, we have a full social community that's, you can, it's, it's honestly the first personal development app that incorporates social media into it because you comment on your streaks, you don't comment on just you, on yourself or say you post on your streaks. It's really quite fascinating.

Whitney Johnson: Oh, that's so cool. So, it's S-T-R-E-A-K-I-N-G. that's the app, correct?

Jeff Downs: Yeah.

Whitney Johnson: I did not realize that in reading your book, so that's fantastic. And it is interesting. As I was reading, reading the book, and thinking about the one positive statement, I was trying to think of what mine would be. And I was wondering one of the thoughts I had is, you know, you can do the I am statements that we've talked about. We haven't. But the idea of an I am statement which has this tremendous creative power. Because one of the names of Christ was I AM. So, it's a statement that creates. And that's why when your colleague said, I'm an idiot, it just like it physically hurts me to hear someone say that. Did you feel that way, too? You feel physically hurt?

Jeff Downs: Oh 100%. When I read that, I sent, I sent an email right back to him and said, please don't do that, do this.

Whitney Johnson: Yeah, yeah, please. Yes. So, that's, that's very interesting to me. So, I'm noodling on the idea of what statement I want to use and practice. I've been asking lots of questions, but I suspect you've had some dots connect for you. So, what's been useful for you?

Jami Downs: For me, I loved what you just said about the I am statement, because for me, I have shied away from saying I am, because sometimes it causes me to disagree with myself and say, well, I'm not that. And so, I often would write my BE statement is I want to be. And what you just said about it being a creative I am and empowering and pointing towards the Savior that has been eye-opening for me and will be a huge paradigm shift in the way that I think about a BE statement going from I want to be this to definitively saying I am and that that doesn't necessarily mean that it's I am that way all the time, right here, right now, but that it's a creative process. And that's what I feel like streaking is, is it's this continual process of becoming who I want to be. And I love that it pairs so well with the S Curve because the S Curve does have a beginning and a middle and, and a destination where you're like, I've arrived. I've, I've gotten to this place. And I love that streaking is the journey on that and that as you continue on that journey, you can jump from S Curve to S Curve. And I love, I really love the idea that in order to do that, there has to be self-disruption. So much of life we look at disruption as, wow, disrupting, uncomfortable out of our comfort zone, all things that sometimes I associate as being negative. I don't want to be uncomfortable. I don't want to be out of my comfort zone, but also recognizing that it's such an essential part of growth. And so, for me, being able to have streaking, which continues this journey on who I'm wanting to become, paired with understanding that as I'm becoming, there will be critical times in life that I have to choose to self-disrupt, that I have to choose to jump from where I'm comfortable, from where I've become good at and start all over, and that that's a good thing. And that, that there's tools and people and resources out there to help me keep doing that.

Whitney Johnson: And just on the I am statement, there is a wonderful, in the book you can read the story from Marcus Whitney. But there's also we interviewed him on the podcast is this idea of saying, I am a programmer, and you're basically saying I'm going to program myself to believe that this is true. And because my subconscious believes it's true, I will figure out a way to make it true. It's really good stuff. So, Jeff, what about you? What was useful for you?

Jeff Downs: As I look at, and as review, the especially with the BE statement or the positive statement of, I am, or who I want to be. Those are always aspirational, and I want to be more kind. I want to be generous. I want to be a professional in my field, whatever it is, all of those and I use. I'm not as bold yet to use. I am, I, I do like I want to be because it's something I aspire to be. That is that right there then helps me to say, okay, well then what do I need to do consecutively, consistently, and consecutively in order to become that person? And it becomes this place where I can actually now measure if I am becoming more kind. In other words, if I'm sending, we have one of our streakers that she's on now, I think 1675 days of sending at least one kind message daily. And her BE statement is, I want to be more kind now. She's one of the kindest persons I've ever met in my life, but she has that as her aspirational statement. And so, this is now how I can actualize the doing of it while I'm doing it.

Jeff Downs: By sending one thoughtful text, we have another streaker. She's a fifth-grade teacher and she's like, I want to be a teacher who has my students be proficient in their math facts. And I want to be someone who's continuously learning. Well, she has with her class, we're going to do at least one math fact daily. And so that's another one. I had another streaker, and she wanted to have her health be in such a place where she was healthy and strong. And to do that, she had to take a regimen of vitamins and a couple of prescription drugs, and she wasn't taking them. It was very difficult. And so, what she did is she set a streak to take at least one of those medications daily. It's kind of a neat story. 90 days later, she was in her doctor's office. They took her labs and from those labs, she had become normalized in all areas, and they could reduce her medication. And then just a few weeks or a few months later, she became pregnant with their third child. And she says,

Jami Downs: Which was a great thing.

Jeff Downs: Yeah, which is fantastic. She's like, this was all due to doing one streak.

Whitney Johnson: Yeah, yeah, one streak.

Jami Downs: And she had to make that streak laughably simple to just be one of the medications. Not all of them. Yeah. Yeah. Jeff was like, just take at least one. But that at least and that starting and that feeling of, okay, I've been successful. I don't know why that is such a trigger, but once you've been successful, then doing a little bit more isn't such a big deal.

Jeff Downs: And which brings me to the final thought that I had, which was as we've been reviewing and looking at and considering being on with you, Whitney, and thinking about what streaking is, a lot of times people look at law number three as the accountability part, which is create a community. And that's not it at all. The accountability part is actually in law. Number two, no record, no streak. The streak helps you hold yourself accountable. Law number three is all about celebration when you share it, and you share with someone. This is how many days like, for example, you shared with us your Duolingo streak and your Come Follow Me streak. We're celebrating with you. To us, whether that streak be five days or 500. That doesn't matter. We want to celebrate together that we're all making progress to who we want to become. And we're climbing the S Curve.

Whitney Johnson: So, the community is about the celebration, not the accountability. That's an interesting distinction, huh?

Jeff Downs: Yep. How about you? What was. What was useful for you?

Whitney Johnson: What was useful for me? So, I was not expecting you to ask me that question. And I've been trying to stay in the moment. But I think the idea of thinking about the streaks as helping lay the ladder to move up the curve, that was really useful. This idea of what you just said, you use the community to celebrate that was interesting and useful. Another thing that I think was useful for me is of useful is the right word. But it was really fun hearing your stories about how you're your, the trajectory of your life changed in a number of instances. So, any final thoughts?

Jeff Downs: So, I would say final thoughts for me are this as you approach your journey of streaking and you start to look at it, first thing is to a lot of times people will start in the physical realm and that's just fine, you know, to look at it and say, I want to be healthy and fit, which is usually where people want to be, and that's usually where they'll start a streak. And to do that streak and make it laughably simple, keep the record that you're doing it, create the community around it so you can celebrate. And then once you have that going, you start to get self-credibility because once you get up around 90 to 100 days, you'll find that I can do this. I can actually get consecutive and consistent, which is so much different. And I'll just bring a one word up on habits. A lot of times we'll do something for any number of days 21 days, 60 days, 95 days, whatever it is, and then wake up one morning and think this should be automatic. And we get really frustrated that it's not automatic. And that's why I would say put habits in their proper place, which is, you know, at the motor skills and the things you need to do there and put streaks in the place where they help you to become who you want to be. And they do it one laughably, consecutive action at a time. And when you do that one consecutive action at a time, you build this self-credibility that then allows you to

add other streaks, floorboard streaks, as well as to get on your disruption curve. One other thing with Harry is interesting. As he jumped from curve to curve, I was just amazed that once he had a once-a-year streak that was basically I'll go off for three days silent retreat. And he had the everyday streak and I'll bet he had others, but those kept him grounded in Who Do I want to be and what S Curve do I want to do next?

Jami Downs: And I think mine is just recognizing that the streaking is kind of the how to all the to the what's there's so many things out there that are teaching us what we need to do and what we need to start doing. And for me, streaking has become the answer to how do I actualize that? How do I actually make that something and that I'm doing? And my best example is I was having a conversation with a brother-in-law, and he was talking about something that a person that he was working with and how great she was, but how she struggled with feedback and that if she could just get better at understanding how to take good feedback, it would propel her in her career. And as I was listening to him, I was very much pricked within myself thinking I'm terrible at taking feedback as a stay-at-home mom. For, for so many years, I've had my family and I don't get a lot of necessarily outside feedback. And that was something that I wanted to bring into my life because of a streak that I was able to set a weekly streak to seek and understand how to accept and seek out feedback. That conversation that I had like over a year and a half ago is something that I am still evaluating and striving to incorporate in my life. Whereas without a streak, I think it would have been a conversation that came and went, and months later I would think back on it and be like, Oh, that's right. I wanted to work on feedback, but because I had a how, when I had a pertinent conversation, I was able to go back and add that into my life that now I'm like, okay, I am consistently working on seeking out and recognizing. And accepting feedback.

Jeff Downs: How many weeks have you been doing that?

Jami Downs: 78 weeks. And so, whereas I think it would have been I would have forgotten about it. I wouldn't have been able to find a way to add it to my life, but a streak. So, we get a lot of what's, and the streak gives you that way to go home and say, okay, how am I going to do this? This is how I'm going to do it. I can be intentional and have this be actualized.

Whitney Johnson: Jeff and Jami, thank you so much for joining us on the podcast. This was very interesting and a lot of fun.

Jeff Downs: Fun for us as well. Thank you, Whitney.

Jami Downs: Thank you for having us. We've loved it.

I have two major takeaways from my conversation with Jami and Jeff. First repeated doesn't mean automatic. I love how Jeff and Jami define habits. We often think that if we do something over and over again, it will become a permanent, automatic part of our lives. But there are some things that simply won't stick unless we consistently work at them. Don't confuse the two. Jeff and Jami's rule number two, no record, no streak is in there for a reason.

Second takeaway, set the floor, not the bar. When Jami and Jeff jumped to a new S Curve to write their book, they knew they had to set a streaking goal. They started with write one page every single day. They quickly learned that this floor was way too high. If the floor goal is too daunting, it will discourage us from ever starting. So, follow streaking rule number one make it absurdly easy. Jeff said he chose one sentence a day. That seems laughable, but he found that making the effort to sit down and write one sentence often turned into three or four paragraphs that would never exist had the floor been too high. Setting the bar too high isn't the enemy. It's making sure the steps on the way there are achievable, repeatable, and accountable.

There was one quote in the book that neatly sums up the value of their work. It's from Jim Collins and Morten Hansen from *Great by Choice*. It's this "We found in all our research studies that the signature of mediocrity is not an unwillingness to change. The signature of mediocrity is chronic inconsistency."

If you want more on dealing with managing risk, like when Jeff became an entrepreneur, listen to General Stanley McChrystal, [Episode 245](#). For more on the power of a great teacher, listen to Mike Rowe, [Episode 231](#). And for more about forming lasting habits, check out James Clear on [Episode 190](#). Thank you again to Jeff and Jami Downs for joining us. Thank you for listening. Thank you to our producer, Matt Silverman, audio engineer and editor Whitney Jobe, and production assistant Cassidy Simpson.

I'm Whitney Johnson

And this is Disrupt Yourself.