

N. Costi

A Culture of Success

WITH GUI COSTIN

Market Impact Insights

DAN ALBAUM: Welcome back to another amazing episode of "Market Impact Insights." In today's investment market for emerging businesses, we're talking about a lot of money. There's a lot of decisions to make. And optimization, just the nuances of understanding where to invest, how to invest, the strategies, and for the organizations that are doing the investing, how do they really sell themselves, market themselves to really position for growth? We're going to dive into all of that. And then the role of leadership and culture in terms of an entrepreneurial success story with Gui Costin. And Gui is the founder and CEO of Dakota. And that's a third party marketing firm with a focus on registered investment advisors, family offices, and the producer of Dakota Marketplace, which is a cold outreach database of RIAs, family offices, and other institutional investors. Gui has had a simple mission for Dakota, and that's to be a true mentor and to foster meaningful career growth. He's a leader in sales and marketing, works to help educate investment firms on the processes and procedures they can implement to scale their business. So we're going to dive in and also explore how Dakota has really fostered a healthy culture, which is critical to any business success. Gui, welcome to "Market Impact Insights."

GUI COSTIN: Great. Great to be here. Thanks for having me.

DAN ALBAUM: So I want to go back. You've had this really interesting career. It's been focused on helping optimize investment strategies, marketing and sales growth. What sparked your passion to really dive into this world of investment?

GUI COSTIN: Sort of backed into it when I got a job in 1997 for a real estate firm, marketing their real estate strategy. And what I think over time really drew me to it is the very complex sale. So when you're talking about investments, it can come across as being very complex.

So the brilliant part about that is, if you're a great salesperson, you can take that complexity and simplify it so people can understand the who, how, and what you do as an investor. And that's really what attracted me, is taking these complex stories and making them simple to understand.

DAN ALBAUM: Yeah, it's interesting, the breaking it down underneath the perceived complexity and just looking at the sheer volume. I was looking at some data around just globally, even just looking at venture capital dollars, I think this year projected at \$300 billion plus just in that. So the numbers can be overwhelming. But what I'm hearing you say is there's a lot of nuance. It's not just about the numbers and the financial analysis. There's just other dynamics and factors that goes into getting that growth and making those right investment decisions.

GUI COSTIN: Absolutely. I mean, there's so much that goes into diligence being an investment strategy. It's pretty mind-numbing, deeply understanding how a firm invests, how they source opportunities, how they manage risk. There's a lot of complexity. And then for a potential investor, whether it's an ultra high net worth individual or a big institution like a pension fund or foundation or endowment, understanding where to place your capital and with whom is definitely a complex endeavor. The more simple the salesperson or the portfolio manager of that investment strategy or that company can make their story, that's the secret sauce.

DAN ALBAUM: Yeah. Now, for you, you've had a true entrepreneurial journey in founding your own business and growing your own business. And when you reflect back on that, what's been your biggest learning? Have there been surprises for you along the way?

GUI COSTIN: Yes. Huge surprises. What you realize is every business is about people. And you want to obviously attract and retain the best people. That's obviously what every single book says. And so that's probably nothing new. But it's really then comes down to how you as a leader treat each individual person in the company as a whole, because then everyone else is going to treat everyone that same way. And so not only is it about people, it's about how you treat people. And then I'd say the hidden gem of business, which I don't read a lot about, I call it institutional knowledge. So each individual, as they join your company and they stay for a week, a month, three months, a year, two years, three years, four years, five years, they develop institutional knowledge of how to get a job done. And when you have people that have longevity at your company and they know how to get a job done, and they want to keep growing and you help them grow, what took them 30 hours to do takes them 20 hours, takes them 10, takes them 30 minutes, takes them 10 minutes. And so getting the job done, right? That's why longevity is so important. You don't read a lot about that. But how do you keep those people? You have to treat them like gold, I believe. You have to make work fun. You have to create a surrounding that's positive and energetic to be in. You have to create other people around them who are A players, who are cool and fun to be around. And so you see all these elements that end up creating this kind of flywheel. And that's what I think the secret is. But you don't read a lot about institutional knowledge. And I think that's really the hidden secret of any company.

DAN ALBAUM: Yeah. You've really tapped into something there, because I think about just how disruptive today's job market is and what's happening with-- you hear and you see the layoffs and people exiting organizations. And I think, often, and I've been in organizations that have gone through continuous restructuring, reduction in workforce. And I think something that is often glossed over or it's

overlooked or underestimated, the impact, especially when you take long-term employees, and let's say you're exiting them from your organization, there are things that they know that they just innately can do better, as you were talking about, that you potentially lose, because you don't have that capture necessarily before they exit. And then you realize, oh, wait a minute. It's not just the loss of the people. Now we're not doing things as smart and as efficient as we were before we lost this institutional knowledge.

GUI COSTIN: Yeah. Where you really see it, if we're just having some fun, is you really see it in the movies, as you take that person who's kind of been around a long time, they don't say much, but they have all that knowledge. And then the big hero cowboy comes in and thinks that he knows everything. And then he sort of waxes on that person and gets that person out of the way. And the plane crashes or the factory blows up or whatever because they didn't trust that person who's been sitting there. You don't think they're paying attention for 30 years. And by the way, they can run the whole business. And I think that, in a microcosm, is exactly what I'm talking about. And then surrounding-- not just surrounding that person, but surrounding everybody with extremely high-quality people that share the same values and want to be treated kindly. They want to be challenged. They want to be playing at the highest professional level every day, aspiring to excellence on a continuous basis. And then it just it's a never-ending kind of climb, if you will. And people if they're acknowledged and they're appreciated, they'll stay and they'll continue to grow and they'll develop their careers. And it's a total blast.

DAN ALBAUM: Well, let's take a step back in terms of what Dakota is all about. And you're helping these different organizations in terms of their growth as vehicles for investment into businesses. What is making that

scenario a little bit more challenging today for them, that you are having to step in and really helping them see and think in the right way to get them to get the sustainable growth?

GUI COSTIN: So, just one quick comment. We have a mission to help other people get what they want out of life. That's our true mission that started in 2011. And as it relates to your exact question about our current customers, if you look at the investment landscape today, it's obviously a very good business to be in, the investment business. Whether it's managing a mutual fund of US stocks or whether it's a private equity firm, buying private companies or private credit firm, making loans to purchase private companies or real estate, whatever that might be, that market is intensely, intensely competitive. It's competitive, if not more competitive, than the technology world. And so one thing that they need access to is, one, potential investors, because they need money to invest. We supply them, those leads, that cold outreach. And we keep their CRMs up to date, which is a critical component to allowing their sales team to do cold outreach. And then secondly, helping them source investment opportunities. If you're a private equity firm and you're looking at portfolio companies to invest in, where can you go find potential investments and be able to filter down by exact industry, subindustry, geography, company type, etc? So that's the type of data that we're supplying. And if you think about it, these are tens of thousands of contacts, that there's 25% turnover kind of in any given industry in any given role every year. I mean, it's crazy. As you're saying, layoffs, or people moving or whatever it might be, keeping track of that is very complex. And that's the service that we provide to our customers.

DAN ALBAUM: So you're really just-- instead of being overwhelmed and trying to figure out how to sift through all of this ever-changing data,

you simplify it and provide a little bit more laser focus in terms of leveraging the learning and really applying that into the right strategies.

GUI COSTIN: Yeah, I think you've hit the nail on the head. Helping people-- I mean, if you think about it, if someone's sitting in their office and they quote, unquote, "have a 20-person team in their back office" crunching all this information and making it accurate, so the person actually doing the job doesn't have to do that heavy administrative burden to figure out who they should be calling on or where they should be looking. People are just supplying that. That's the role that we play on an outsourced basis. So yes, exactly. We're just a supplier of good, clean data, so the people on the front lines can focus on reaching out to the contacts that we supply them.

DAN ALBAUM: Obviously, for you to develop the healthy relationship with your customers, it all starts from within. And I've had so many conversations on the podcast with company founders. And they say one of the toughest things that they'll ever do is defining and then developing and nurturing and maintaining a healthy culture for their company. So, for you, what's been key for you to really build a healthy culture of trust for your organization? How do we make it happen?

GUI COSTIN: OK, so you just brought up the operative word, a lot of people don't start with that, but the word "trust." And do you really trust your employees? That's the question. Do you trust them? Well, since 2011, we've never had a T&E and E policy. We've never had a vacation policy. So it's be an adult. Spend the money wisely like it's your own. I want you to stand in a nice hotel. Take the time that you need. Go on vacation. Do what you need to do. No one's ever violated it. And so number one, the words don't matter. It's your actions that matter. And I believe it takes a very vulnerable leader to treat people like adults

and give them that freedom to get their job done. And I believe that human beings really appreciate being trusted and being treated like an adult and not like a child. Most organizations, at the end of the day, if you really break it down, they treat their employees like children. And that's where the B word comes in, the bureaucracy. And you're really just treating people like they're children, that they can't manage their own affairs. And from what I've seen, I've gone through airports for my entire life. I think America can get around this country pretty good. So I think people know how to manage their affairs pretty well. They're just not always given those opportunities at work. And people, just over time, when you deal with bureaucracy, they raise their hand and say, I'm out. I just can't be treated like this anymore. And I don't think people are necessarily mean. I just think the infrastructure and the leadership gets to a point where they create so many rules that it suffocates the employees. And I think less rules, the better.

DAN ALBAUM: Yeah. It's interesting we're having this raging debate every day. You're seeing kind of a different perspective on-- now, we navigated through the COVID experience and the fundamental work environment and mindset changed. And we went much more virtual, of course. But now there's this tug of war, Gui, in terms of is it hybrid? Is it back in office? Do we stay remote? What's your perspective on where we are and where that should be going?

GUI COSTIN: Your customer. I just think at the end of the day, the focus has to be on the customer. The culture has to be on the customer. The culture of the leadership has to be the employees. So I think employees have to be the most important people within the organization. And they have to be treated like gold, with kindness, but with very high expectations based upon your core principles as a company. And whether you're remote or not, everyone survived remote. Do I believe

that if you're face to face you can get more done? Sure. Do I believe it comes at a huge cost of an hour and a half commute each way? Is that healthy for someone's family? Does it really have to be that they have to be in the office for those meetings? I believe in the hybrid approach. I believe in flexibility. I believe in creating amazing offices. Our offices are all created to feel like a hotel lobby, with ambient lighting and very enjoyable places to work. And if you have great people, a lot of people want to come in the office. But I also think there's-- the older, more experienced you are, the more you can manage a sort of hybrid or remote work situation and be very effective. So, I'm much more making it about the team and making their lives work. And in return, it's like, look, that means they have to do their part too, right? And with flexibility comes responsibility. And I just don't think there's a clean answer. The big firms in New York now are demanding everybody come back in. That kind of hurts a little bit to me. Not quite sure, but I understand bigger the company. But not us. I trust our team. They're going to get their job done. And I don't know. If everybody's in the office all day long, I mean, no one can work for eight straight hours. I know that.

DAN ALBAUM: There's the human factor that comes in. And so for you, supporting that flexibility, are there some strategies you use as leaders just to make sure there's the right connection across the employees if they're working virtually? How do you maintain that energy, that sense of connection and team? Are there some little things that you do to support that?

GUI COSTIN: Big time. So we live by check-ins. So 8-, 10-minute check-ins every day, every week, focusing on what matters most. So as long as you know what matters most and all of your check-ins are based upon that, the key things that truly matter most in any role and responsibility,

things function like that. So the consistent check-ins, I believe, are what changes the game. And you'd be blown away by how many much more kind of smaller organizations don't necessarily adhere to that. They have sales meetings every other week. Doesn't make any sense to me. Because you have to be checking in and keep everyone transparent and accountable against the results that you're getting. And that's not micromanaging, that's just making sure that we're all on the same page. The extreme example is football, right? Football has a huddle for every offensive play.

DAN ALBAUM: Yes.

GUI COSTIN: Just process that for a sec. They just don't get up and play the high tempo offense, right? They actually call a play. They huddle and they call a play. And why? Because they want to make sure everyone's on the same page and organized. But that's the same-- we've had such amazing success with our check-ins, our huddles, whatever you might want to call them. But we don't do meetings to meet, right, they have very specific purposes. You want to establish that and then move on. But then you all stay on course. And then in remote, obviously, that means a lot more.

DAN ALBAUM: Yeah, absolutely. I've been in some organizations, something that worked really well, this idea of the daily stand up, and the idea, and so it could be a virtual. But it may just be 10 to 15 minutes, but it's just where you gather, maybe it's a small team, or it could be one on one, but small team. And I think what you're talking about is just maintaining a regular cadence of connection and alignment.

GUI COSTIN: Yes. We have something called W Days once a month. A lot of people refer to those as off sites. We do one day, the whole

company, in sections, 45 minutes each. And we discussed a couple of things. One, what's working, what's not working. That's really nice just to hear that. There's no presentations. And then I always have a theme for what-- and this past yesterday was our W Day. And I just said the question, why? I was asking why. So to get to your point, if you a huddle, huddles work great. But I also think it has to be every single time, why are we huddling? What is the point of the huddle, or the check-in, or whatever that might be? As long as it's relevant and you're answering the question why and then you're having that conversation, you leave those huddles kind of three feet off the ground. However, if you keep meeting and now it's lost its why, then people are like depressed. They're like, this is a waste of time. You know what I mean? So there's always have to be examining what you're doing and why you're doing it, I think an organization all the time, to keep things fresh. As I said to the team yesterday, this is back to what you were getting at, bureaucracy is basically born in the exception to the rule. Something happens and then you create a rule for no reason. Instead of just addressing the core issue, you create a rule, then a rule, and then a rule, and then you have city, state, and federal governments that have more rules. They have rules for rules for rules for rules, you know what I mean? And nothing can get done because there's so many rules. Whereas the best organizations have very few rules, they have great guiding principles. And then they're always asking why. And sometimes, hey, you know what, the check-in made sense for the past 12 months. In the past month, it's lost its need. We don't need this anymore, but we needed it at the past 11 months. And let's move on. Let's create the next thing that's relevant. I think it's so important for an organization to be asking why, especially as you grow and scale, asking why you're doing something and always checking yourself is of critical importance.

DAN ALBAUM: Yeah. It's the difference between a prevention mindset, as you were talking about, and then you just get this exponential explosion in the rules versus more of an enabling trust-based mindset in terms of culture and leadership, which then allows people to not be suffocated and feel that they're trusted. They feel like they're supported. They feel like there's motivation and optimism. It just it all starts with, are you going to start from a prevention mindset or is it going to be about an enabling mindset?

GUI COSTIN: So anybody who's listening to this who has children who play sports, and 100% of parents that have kids that play sports don't want their kid to sit on the bench. They want their kid to play. And if you're a parent and you deny that, then I just know your nose is growing. You're Pinocchio. Because it's just the human condition. If we take that and then you ask the coaches, the coaches will always say, especially at the high school and college level, the players know. So if you were to go ask the players who should be starting, who should be on the field, they will all say the same people, because the players know. Well, relate that to business or any organization. It's the same thing. The teammates that are on the front lines doing their job, they know what needs to get done for them to be able to do their job at the highest level. And so not involving them in decision-making and the why and the changing and the altering on a consistent basis is nuts. Now, if you know something that works and they get bored and they're like, well, do we have to keep doing our 7:45 sales check-in? I'm like, yes, and here's why. OK, good. But you have to always be able to answer the why, even when somebody gives you pushback. Or if they give you pushback, as I teased, the team kind of had fun. I'm like, OK, a lot of you are athletes in this room. How many of you told your coaches in college or high school that, hey, Coach, why are we doing this? You get your head chopped off. I said, but at work, it's a different conversation. I want you to ask

why. Why are we doing this? What's the point? Because that's a healthy process for an organization.

DAN ALBAUM: When we think about teams in organizations, and of course, we're not talking about just kind of a very generic common set. We've got different generations. You've talked a lot about Millennials. We've got Gen Z now coming in early in their careers. And so why does it matter? What should we be thinking about when we think about these different work generations, Gui?

GUI COSTIN: So, in writing my book, Millennials Are Not Aliens, what I tried to expose to everyone is they thought these Millennials were, I guess, foosball, yoga, I need time off, I need all this stuff. And what I learned both anecdotally just from living and then studying this, is that every generation looks at the generation that's up and coming as entitled. It doesn't matter what it is, it's always the same. We had it a lot harder than you. Now you have the iPhone, this, all of that. Every generation is a mix of motivations and entitlement and hard working and all of that, depends upon what you want out of life personally. I have found the Millennial generation and the Gen Zs to be grand slams. And so we've only had the most positive experiences. The characterizations that people give those generations are to me somewhat laughable. But we could give the same-- there's people in the Gen X generation that are like that, Baby Boomers, there's all shades of gray across the board. But I love these generations. I think that it's incumbent upon any employer or any leader to be very clear around expectations. I don't think a generation should be faulted for expecting clear objectives and expectations in their job, and proper training and support. And if you're criticizing people for asking for that, then I think we need to look at the leadership because that's incumbent upon the leadership to be able to provide that, because why wouldn't you? A,

you're helping them. And B, it's helping the organization. It's helping you. Everyone wins. So I love these generations.

DAN ALBAUM: Yeah. You mentioned grand slams. Can you give a little more detail? What are you seeing in terms of either attitude or just behaviors that are really elevating them to the hitting it out of the park?

GUI COSTIN: Well, one thing is that I'm 57 years old. And I think I'm pretty dialed into technology. But it really doesn't have to do with technology. It has to do with the habits technologies created. So what does a 22-year-old do right now when they want to learn something? They YouTube it or they TikTok it.

They get their news from TikTok. They go to YouTube and figure out how to get the job done. 57, you're not going to YouTube generally habitually. I'm not saying you don't go there. I'm just saying that's not your first inclination. Jeez, I used to go to Yellow Pages to--

DAN ALBAUM: Oh, blast from the past.

GUI COSTIN: But my point is, that's the grand slam, is that we're learning so much from their behaviors of just how they've grown up in this digital-first world. They grew up with the iPhone as part of their lives. And YouTube is part of their lives for learning and learning how to get things done. I mean, I don't think a lot of these products today even have user manuals anymore. It's like if you get a product from Amazon and you need to know how to configure it, where are you going? You're going to YouTube. You Google it and there's a YouTube video on how to put it together. It's no longer like in the package, you know what I mean? So tapping into that and being aware of that, I think is really valuable.

DAN ALBAUM: Well, there's this acceleration of learning too, because going out and really feeding on that content, it's real time. It's like instant. And it's no delay. And so there's the availability, the ease of availability of the information. But then also, it feels like, well, I just learn and adapt so much faster because I can get it immediately instead of waiting.

GUI COSTIN: Yeah. And I think history is a really important thing to look at. And I think more and more people are bringing this up now with AI. Because, I mean, everyone's like, oh, AI is this, it's somehow this amazing thing that we didn't have before. I mean, give me a break. There's always been all these new technological breakthroughs. And it's how you adapt to them. My uncle is a life coach, and he has a great line - "Those who get reality fastest win." And I was just reading today, this Chegg learning platform. Well, in 2019 and COVID, they were just doing amazingly well. And then all of a sudden, AI came around and completely blew up their learning model. But they didn't adapt quickly enough. Now, I'm not here to criticize Chegg. I didn't go deep, so apologies to any leadership there. I'm not here to criticize. I'm just suggesting that, the ability to pivot and adapt very quickly and being cognizant of what's going on is, I mean, my goodness, it's so important, because everybody can win, but you just have to be willing to stop, think, adjust, pivot, given a new set of facts. And if you don't, yeah, you're going to be left behind.

DAN ALBAUM: Yeah. Back to your sports analogy, I feel like we're on this perennial ultimate tennis court right now. Or maybe pickleball. That seems to be the bigger thing. Maybe pickleball instead of tennis. But constant movement, light on your feet, ability to go multiple directions. I mean, that's just the reality of where we're at right now. And organizations need to have that flexibility and nimbleness and a speed

mindset. And the thing that endures, though, through all of this is the importance of leadership in any organization. From your perspective, what separates truly exceptional leadership from just good enough?

GUI COSTIN: There's one word, it's the only word I can really think of, is vulnerability. Because what's required, I believe, to really have people buy in to your way of thinking, doing things, your vision, whatever that might be, it can be seen as people could take advantage of you. If I said to most leaders, hey, you're going to have to have a no T&E policy, I mean, they would melt down. They'd be like, people are going to stay at the Ritz Carlton and Four Seasons and they're going to spend first class and blah, blah, blah. No vacation. Oh my gosh, no vacation policy? People are going to take a year off. It's like they're going to take advantage. They're going to take advantage. And I've seen just the opposite. So you have to be vulnerable. Now that doesn't mean that-- and no one wants no boundaries, because there's boundaries in everything. But it's vulnerability. And I think that's what really holds back. And just being kind to people and not feeling that you can say any word that comes into your brain. So, if you think about that for a moment, a lot of leaders-- think of coaches. If you grow up playing especially football or any contact sport as a male, coaches, if it came into the coach's brain, it came out of their mouth. It didn't matter what-- you know what I mean? We all have those stories, if you will.

DAN ALBAUM: No filter.

GUI COSTIN: No filter. But sadly, who are your favorite teachers? Who are your favorite teachers or teacher from high school? It was the teacher that didn't act on those impulsive thoughts in their brain. They treated you almost like a friend. They had compassion for who you were, and making mistakes and doing all that stuff. And those are the

people that you loved because they didn't take those opportunities when they could have just to give you that beatdown. Hey, Costin, nice tie. You know what I mean? Just the constant just sort of peppering with little stuff. Those are the people that you really love to be around. To me, that's what it is. It's the number one, vulnerable. Number two, you have to be so careful with your words. And you just can't give yourself freedom to say whatever comes into your brain.

DAN ALBAUM: What's the best piece of business advice you've ever received?

GUI COSTIN: Well, results, not reasons. Dick Williams. It's one of my faves.

DAN ALBAUM: Yeah. Yeah. I mean, I mean, at the end of the day, what can we measure in terms of real results? That matters.

GUI COSTIN: Right. But remember, if you flip the script on that, and that's business advice that I received as a leader, that I'm using it from a leadership perspective from that point of view, but if you look at it from the point of view of the person, you're actually giving them the best tool in the toolbox. So it's actually probably an even more of the better interest of the person receiving that, where they know that it's like, OK, at the end of the day, all that really matters is that we're going to get results. And it doesn't matter what the endeavor is, right? You don't want to go to someone, hey, we said we were going to go over here. How come we did it? Well, it was raining, whatever the reason is. There's always a reason for why something didn't get done. But if we're always just focused on the results, and that's my friend Dick Williams, 20 plus years ago gave me that advice, and since you asked, it's the first thing that popped into my brain. I've been given a lot of other good

advice. But that one alone works both ways, both from the leader's perspective as well as your teammates' perspective.

DAN ALBAUM: When you think about the future, what makes you optimistic?

GUI COSTIN: That we live in America. America's greatest place on earth. The reason I say that is because, despite all the craziness that we have in our country, and it's always going to be crazy, and it's going to be crazy crazy, there's such opportunity. And there's very much of a lack of regulation to get stuff done entrepreneurially, and start a business and make stuff happen. Whereas most countries are extremely restrictive to do anything. And I just think America is the land of opportunity. And on a relative basis, I mean, we're heads and shoulders above the rest of the world in terms of being able to have freedom to do what we want to do. And that's why I'm super, super optimistic. Not to say that, I try to avoid the politics because it's something that I have 0.0 control over. But this country makes me very optimistic.

DAN ALBAUM: So as we wind down the conversation, Gui, do you have any other final advice for leaders that are looking to drive sustainable growth?

GUI COSTIN: Yeah, my advice is be kind. At the end of the day, what I've learned in 35 years of working is be kind. And if you can just adhere to that, it can change your life. And in turn and in part, you're going to change everyone else's lives. And I'll give you one last thought, is that every time, we have this amazing studio team where I am right now, five-person team, each employee gets a personal bio video. We update it every year. And they ask a question, hey, what has your favorite experience been at Dakota? Well, we have a community outreach

program we started almost four years ago. I always think they might say something about work or something they did at work or something they accomplished. It's always something that they did in the community outreach program, whether it's coaching underprivileged kids in lacrosse, or whether it's packing bags for kids in need that are in the hospital, whatever that might be. So, to me, the ability to give back and serve other people is really, I think, the defining moment of any organization. So making sure, I'd say, not only is leadership around being kind, but also making sure that as an organization, you're giving back into your community because it's really galvanized our company. And in fact, I'm more blown away by that than anything in the reaction from our teammates. So it's really pretty special.

DAN ALBAUM: I love that, because the power and the feeling you get from truly giving authentically versus just consuming and taking, it's night and day. And what you're seeing is it just play out for your employees in just this wonderful way.

GUI COSTIN: It's incredible. And I see an anecdotal. It's not my opinion. I just see it coming out of everyone's mouths when they're asked that question. It's pretty cool.

DAN ALBAUM: Gui, thanks again for joining, sharing your journey in building a culture that starts, and you said this word, "vulnerability" in terms of leadership and really fostering a sense of trust and empowerment. Very inspiring. Really enjoyed the conversation.

GUI COSTIN: Thanks. Enjoyed it as well. Thanks for having me on.

DAN ALBAUM: And a reminder, please continue to give the gift of feedback to help make this podcast better. You can go out and rate and

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