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Jason Wang: People may criticize me saying, “Jason, just sell your damn noodles.” Basically, people may say that. And people have said that to me before. It was like, why don't you just focus on selling food, and not make these political statements or whatnot? And I say, like, well, you know what? We're part of the society as well. We are run by people, our customers are people, our employees are people. And we're all affected by this. So why can't us as a collective take a stance on this?

Kurt Greenbaum: From Olin Business School at Washington University in St. Louis, I'm Kurt Greenbaum, and this ... is *On Principle*. To set the stage for today's episode, I've got a really short story for you. Every Sunday morning, I walk down eight steps from my front porch to the sidewalk and retrieve a good old hard copy of *The New York Times*. A while back, the Sunday paper often included a charming, hand-drawn feature in the business section exploring some slice of life issue in the community.

So, one Sunday in late February, I'm thumbing through that day's edition, and I find myself face-to-face with a guy I recognize — the subject of today's episode. And yes, the image was charming and hand-drawn, but the topic was anything but charming. And as you'll hear, the topic of that *New York Times* spread got me thinking: Do business leaders have a responsibility to do more than just sell their damn noodles? What is their responsibility to speak up on the issues of the day? How do they decide? And what's the scholarship say about these questions?

Jason Wang: My name is Jason Wang. I'm the CEO of Xi'an Famous Foods. We are a small chain of fast casual restaurants based in New York City, serving specialty Chinese food from my hometown, Xi'an, China.

Kurt Greenbaum: I was going to ask you about that. So, Xi'an Famous Foods — that's the namesake? Tell ... tell me a little bit about the origin of that.

Jason Wang: Well, firstly, the name was made up to describe the type of food that we serve. And the food is famous foods of our hometown in Xi'an. And so, it started off as the Chinese name Xi'an ming chi, which is, when translated to English, the closest thing I could come up with was Xi'an Famous Foods. So that's how it came to be. And it's ... it's pretty straightforward. And people know exactly what to expect when they come to our store.

Kurt Greenbaum: Well, how would you describe that? What is it that they expect?

Jason Wang: Sure, well, to ... to people that have already ... already have some knowledge of our food. They know that, OK, well, this is the food of Xi'an. So, we're expecting what we probably had before when we visited Xi'an, when we lived in Xi'an, etc. But to those that have never had the food or not familiar with the food, it's mostly what we serve is focused on flour-based foods such as noodles, bread, buns and dumplings. Also, the flavor profiles we focus on are spicy and sour and fragrantly spicy. So, those are *suān là* and *xiāng là* flavors, which are very typical of Xi'an region or Shaanxi province, that general northwestern China area.

Kurt Greenbaum: And is there a favorite on your menu or is it like I can't pick a favorite kid?

Jason Wang: Yes, that's exactly like that is exactly like that, Kurt. I can't pick a favorite kid. They're all my kids, you know, if they, if they are no good, I take them off the menu and disown them. But if they are good, they remain on the menu. And, you know, menu is pretty much been static for almost 10 years now for the most part. And it's really just because they have that staying power. Favorites, you know, I think our spicy cumin lamb noodles are quite popular. Our cold-skin, Liang Pi cold-skin noodles are quite popular. Our stewed pork burgers are popular — just to name a few of my favorite children, if you will.

Kurt Greenbaum: Now, the funny thing about all this is that Jason was never really supposed to be in the restaurant business. While working on his bachelor's degree in business administration from Washington University, Jason spent his summers interning in the business world, prepping for a white-collar career. By the time he graduated in 2009, everything was set. He got a job in corporate merchandising for a large retail department store chain. But get this: As Jason began his college career, his dad was also starting down a new path, and neither of them expected their paths would converge.

Jason Wang: When I started my freshman year, I left New York to go to St. Louis to attend WashU, and, when that happened, my father sort of had this situation where he didn't have to really worry about me too much. Growing up, when I was a middle school and high school, He was always working, doing work in various Chinese restaurants, mostly along the eastern coast of the US, just making ends meet and supporting me as I studied and just growing up. When I got into WashU, though, his state of mind was like, "OK, well, you know, he got into a good school. He kind of has his own path. Now, I could do something of my own that I've always wanted to do, and that is to start a small shop serving food that is very personal to us."

So, that's what he did; he started a hole-in-the-wall restaurant in Flushing, New York, which is the largest Chinatown in New York City, serving food mostly in the beginning, to cater towards people like himself, immigrants from China, mostly northern China, who are familiar with the food. It wasn't that he wanted to exclude people from the food. It was just because, well, he didn't really speak much English. He still doesn't speak much English. And that, you know, he didn't know how the

food will be received by other people that have never had it before. So, he wanted to build on that familiar customer base of people that know the food. And it really was very popular when it first launched with those folks. And ... but, of course, now it's popular with everyone. So, but that's how the business started. It was really just a way for him to reconnect with his roots.

I never really thought about joining the family business. I again, you know, I was supposed to be on my own path, but what happened is, you know, over the years of the restaurant becoming more and more popular, and lines getting longer and longer, I felt like I always needed to help out a little bit. There is that itch of, like, maybe partly because I want to support my father in his in his endeavors, but also to make sure that people are able to get what they need. You know, people are able to find this online. People are able to know what our menu is. So, you know, every break I went back home, I helped out.

You know, eventually, I came to a point where I just didn't feel like corporate was something that was for me, you know, corporate life. So I drove all the way back to New York from my first job ... after my first job and, you know, joined the business. Really, I got to New York—I drove like 13 hours—got to New York, rested for, like, a day and the next day, basically, I started doing everything in the stores, learning everything from scratch.

Kurt Greenbaum: But hang on. There's another piece of this story. In 2007, Jason's dad called him at school to ask about a guy who brought a film crew into the restaurant in Flushing.

Anthony Bourdain: This place is unbelievable. This place is great. I've never had anything like this before. I mean, I've tasted these flavors, but I've never had this within the framework of Chinese, with that mix, it's, this is really great.

Kurt Greenbaum: Dad wanted to know who Anthony Bourdain was. Yeah, that's right. The late Anthony Bourdain featured Xi'an Famous Foods on an episode of “No Reservations” in 2009. He said the lamb burger, quote, “hit him right in the pleasure zone.” Years later, Jason is running the business, though he jokes that his father will never be ready to give that up. And Jason credits Bourdain with putting Xi'an Famous Foods on the map, now with eight stores in Manhattan, Queens and Brooklyn.

But like so many of us, he quickly began to suffer when the pandemic began. And not only for the reasons you might think. I want to take you back to that time in late, late December, early January, when this outbreak was originally beginning in Wuhan and the news was just starting to come out. Did you ... did it occur to you immediately that this might be an issue for Asians and Asian-Americans as this virus was breaking out and ... and ... and a pandemic was being declared?

Jason Wang: Yeah, that's a great question. Around January was when we were first becoming more and more concerned about it, but at that point, you know, I think that, at least for me, I ... I felt like this will be a concern because we've already had, you know, a decline in sales at that point. And we already have stories of people, you know, kind of shunning Chinese restaurants at that point around the country. So we know this ...

Kurt Greenbaum: ... we're talking in January of 2020? You were already seeing that?

Jason Wang: Yeah.

Kurt Greenbaum: Wow.

Jason Wang: Yeah, exactly. January, definitely, and February. But January was already starting. But, you know, we, we didn't think it would turn into something nasty. You know, we thought that, yes, it'll be, there will be some ignorance. There will be some things that we'll have to educate people on. But I don't think that, you know, we really figured it would get ugly, really, at that point. Obviously, you know, we were concerned about the impact of a pandemic because it already impacted China heavily at that point.

So, it was just a matter of time before it reached the US, unfortunately. And, you know, but I think at that point it was really hard to see how bad it would be in terms of the impact to everyone and also the impact, especially to Asian-Americans. I remember hearing the first incidents of these stories involving Asian-Americans that are attacked because they were wearing a mask. And then I heard stories about Asian-Americans that are attacked for not wearing a mask.

Kurt Greenbaum: Some attacks were verbal. Some involved refusing service to people of Asian descent or examples of workplace discrimination. Many were violent physical attacks, and these incidents numbered in the thousands. In response, a group of policy and academic organizations formed the Stop AAPI Hate Coalition, and in a report issued in May 2021, that coalition recorded 6,600 incidents between March 19, 2020, and March 31, 2021. That's nearly 18 a day. One in eight of those incidents were physical assaults or about two assaults every single day. For Jason, this wasn't an abstract thing. This wasn't just happening to someone else.

Jason Wang: It really hit home for me personally, the first time, when I heard of a couple of attacks involving our employees, on our employees, I should say. So, the first one was also late summer, even after we implemented these limited hours. First person was ... she was attacked on her way back home from work in the early evening hours in the subway. She was punched and she suffered cuts to her lips and bloody nose, unprovoked attack and reported to the police. But obviously, the person's already gone. And then another attack was in the morning time when another employee, he was on his way to work around 9 o'clock, just before 9, and as

he was exiting the subway, someone followed him, again, unprovoked, and just punched him, broke his glasses, and he had a swollen face because of that. And it's just, it's like a repetitive thing where it just feels like we're always consoling the victims. We're always making sure they're OK. But we just feel helpless in that we ... like ... what can we do to proactively curtail these situations? It's very difficult to solve.

Kurt Greenbaum: Did this feel to you in any way like a turning point for you as a ... as the leader of a company?

Jason Wang: Yes, I mean, as a leader of a company, we're always facing difficult choices. But this is something that's very personal because this hits home for us as an Asian-American business, as a business which employs people of all sorts. But, of course, a good number of Asian employees, just because our food is Asian, you know, Chinese. So, you know, it's very personal to us. And we serve communities that are Asian-American. So, you know, this is a point where it's just very personal to us and we really have to try to do whatever we can.

You know, these days, I'm very aware that we do have a platform in order to get the word out to, to make sure there's awareness. I was itching to tell these stories right after these incidents happened, but I advised against it myself because I didn't want to traumatize my employees. But at that point, you know, even before The New York Times article came out, I felt like there was a need for me to speak up because I've spoken up about injustices before.

When ... that's a few years back, some ... a couple of people went into my store and started yelling racial slurs at my African-American employees. I called them out and, you know, and basically after a lot of ... people basically were outraged and, you know, the ... the people that were doing these kind of verbal attacks, they eventually apologized. And it ... to the employees ... they wrote a letter and some good came out of it in a way. And I felt like there was justice served.

Kurt Greenbaum: Remember that *New York Times* story I mentioned at the top of this episode? That's what Jason was referring to. It came out February 25, 2021, under the headline "An American Dream, Tarnished." And I asked Jason to describe it and talk about why he agreed to highlight this story in the newspaper.

Jason Wang: I remember there's an illustration of my father and I basically standing with me wearing a logo shirt. And that's really ... that's really the key there, I think. I think it's very personal. It shows the people behind the businesses, and it shows the people behind our business. And I think it, it's the same way for all of these other businesses as well. This is a people problem, but it's also a business problem because businesses are run by people. And for us, it's run by Asian-Americans, just like many other businesses. So, I think that tying the business side of it with these very personal issues, people issues, it's ... it's very powerful because it kind of ties everything together. It makes people think more about, you know, the general public,

I should say, think more about how this is impacting not just the individuals being attacked. Of course, that's bad enough, but it's also affecting communities. It's also affecting the businesses in the communities and as a result, the society.

Kurt Greenbaum: I'm very sensitive to the fact that this is a very personal issue for you and for your employees because it affects the Asian-American community and it's a question of safety for your employees. So, I mean, it's certainly important that you stand up and, and make it clear that this is ... this is wrong, and that this is something that you want to be sure people understand is happening to you and to your business and to your community.

I want to also be careful to ... to understand how that sort of translates into your responsibility to stand up for an issue. I mean, as we're talking about this, Major League Baseball has taken a stand against new voting legislation in the state of Georgia and pulled the All-Star Game out of Atlanta in protest, for example. These are not analogous, but in some ways they are analogous. Is that ... is that correct? Do you see it that way?

Jason Wang: Well, you know, I think that I utilize our business as a platform to drive change, good change, hopefully, whenever I can. Obviously, we don't have as much pull as, you know, Major League Baseball. But I think that for the people that follow us, for the people that would pay attention to us, for the people that enjoy our food, really, or know of our food, we, we do strike a chord with folks, and we do have an opportunity to tell ... to make a difference. And recently, I'll just give you an example of the ... the attack on the 65-year-old woman, I think, who was going to church in midtown New York, in midtown Manhattan. And I think some of you may know the story, but there's a building where the attack happened. It's actually a managed doorman building, residential building, where the door staff just shut the door, basically, as this attack was happening. Two pretty large men, you know ...

Kurt Greenbaum: ... right, that was so difficult to watch ...

Jason Wang: Right.

Kurt Greenbaum: It's almost as shocking as the attack, was that behavior by those doormen ...

Jason Wang: ... exactly. I think, you know, people are upset about that most because, well, the attacker is obviously a deranged individual that needs mental help, obviously didn't receive it in the prison system. And that's, but that's another topic we'll talk about. But, you know, I think that it's ... it's just surprising and sad that people that are professional concierge and people who are supposed to be minding the security of the building and the community fail to act. And that's what's upsetting. Rational individuals failed to act.

So, when I saw it that night, when it first broke, the news first broke, I was very upset. I remember being in my kitchen and thinking, "What can I do?" So, I started just looking up the management of the building. And, you know, I wanted to make sure that they know this is an issue. This is not something that should be ignored, that there needs to be investigation. So, I looked up their site. I found that, you know, they, they actually work with one of our partners for meal kit deliveries. So, I basically post the message saying, look, you know, this is not acceptable. And, you know, I can't, we're going to pull our products from all of your buildings through our partner. And if we can't selectively do that, we'll pull all of our products, overall, I don't care if we lose money. So, we reached out to our partner on that. They were understanding, and they did pull everything. And, you know, I just want to make sure it's not to punish anyone. Obviously, we're the ones that are going to lose the sales. But it's just a stance by us as an Asian-owned business that this is something that shouldn't be ignored. People must take responsibility for their actions.

Kurt Greenbaum: As the ... as the owner of a business, to speak out about this issue ... this kind of an issue that is very personal and strikes very close to home ... is that different from a business that may take a stand about any, another social issue that has nothing really to do with the business?

Jason Wang: I think for us, for me, I think that a lot of our customers care about these issues, rightly so. And I personally care about the issues; that may be the only difference is that I know for a fact that I care about the issues personally. It's just a matter of what the brand feels is important to its audience, and also to itself. So, you know, to itself— meaning, to the people running the company—and also to its employees and to ... to the customers, obviously, because those are the ones that are supporting the business and those ones that are listening to the business. So, I think at the end of the day, what it just depends on what audiences and those parties really prioritize, really need to get the word out on. I think overall, though, it's about business believing in something that affects themselves and/or the audience that it serves.

Kurt Greenbaum: As this was swirling in my head, I wanted to hear from Stuart Bunderson, one of my colleagues at Olin Business School. Stuart is the George and Carol Bauer Professor of Organizational Ethics and Governance at Olin, and he's also director of Olin's Bauer Leadership Center. As you can imagine, he's done a ton of research into issues of effective leadership and purpose-driven work, which is the centerpiece of a 2018 book he wrote called, "The Zookeeper's Secret."

Stuart Bunderson: Well, I think we're at a really interesting time right now, when people are starting to recognize that business leaders can't simply check their values at the door. Society, employees, stakeholders expect business leaders to do more than just maximize shareholder value and maximize profitability, that they expect them to acknowledge their role as citizens in their communities, and to acknowledge that the things that they do impact people beyond just their shareholders.

Kurt Greenbaum: Maybe this comes off as being a little mercenary, but in some sense, if by aligning yourself with a particular value, are you not by definition alienating a segment of your potential audience, your potential consumer base, and how do you reconcile that as the leader of a business?

Stuart Bunderson: Well, a couple of thoughts on that one, Kurt. One is, yes, absolutely, one of the most influential models of ... of values comes from a guy named Shalom Schwartz, and he actually arranges his set of nine values in a circumplex to emphasize this exact point, that emphasis on a value on one extreme, one side of the circumplex, comes usually in tension with, or in opposition, with values on the other side. So, to the extent that you're emphasizing one issue, you might at ... so, for example, if you're emphasizing equality, you might be under-emphasizing what some people would see as individual achievement. And so those two things often come in tension with, with one another. So, it is not the case that, that espousing a value comes without any sort of price. I mean, there ... when you come, when you double down on some value in that framework or in ... that relates to your business, you're doing so while probably deemphasizing something else. And somebody else is going to see that as ... as ... as opposed to what they believe. And that gets to another thing.

I mean, you've mentioned this a couple of times that it feels kind of mercenary. And if you go into this with the perspective that, "We've got to get us some values, so that we can make more money," I think that's wrong in a couple of ways. And probably the most fundamental way that that's wrong is that, truly, to be truly values-based comes at a price. It is not easy. It means that you're making decisions about the kinds of investments that you'll make, the kind of company that you'll run, the kind of employees that you'll hire, the kind of partners that you'll ... that you'll work with, the kind of production processes that you'll engage in and ... and the things that you will not.

So, in other words, you're making decisions with a third ... instead of just thinking, I'm going to do whatever is in ... is the most efficient or the most profitable, you're adding another variable into your decision-making and you're saying, I will only do those things that are consistent with my values.

Kurt Greenbaum: I've got one more voice to introduce. Jesse Wolfersberger is the CEO and co-founder of Vriety. It's a brand management company that uses a data-driven approach to help companies understand what place corporate values play in their business. Jesse and Stuart collaborated on some research that speaks directly to the issues we're talking about today

Jesse Wolfersberger: In our research, 39% of people said that there are brands they will never purchase from because they were silent on an issue. OK? So, that's four in 10 people who say that silence is just as bad as taking a stance they disagree on. A few months ago, there was a tweet from Oreos cookies that said, "Trans lives,

our lives"— something to that effect. And so, this was, "Hey, why is a cookie company coming out saying this?"

But here's the ... here's the interesting twist on this. Someone replies to this tweet, and they tag Nilla Wafers, and they said, "Nilla Wafers, your silence is deafening." OK, so now Nilla Wafers is getting pulled into this, and so some poor social media manager at Nilla Wafers, has to then, you know, I'm sure, run it all the way up the flagpole to say, "Hey, what's our position? Because if I don't say anything now, it looks like I'm against it."

So, again, this is kind of like a maybe an odd example, but I think stuff like that is ... is exactly what consumers are looking for. If you do not take a stance on something when everyone else is, then your silence is going to be deafening. I don't think it's like a dirty thing to have ... to tell a brand that there are financial implications to values, because, again, in my experience, in the conversations I'm having with agencies, with brands, typically the case is, they're saying internally, "We want to do more. We ... we ... we see these issues in society. We want to approach them. I can't get the budget approved." That's the conversation a lot of people are having internally.

So, I don't think it's the case that it's sort of the financial incentive pulling the moral incentive. I think in most cases it's the immoral incentive looking for ways to get that financial incentive across the finish line.

Kurt Greenbaum: Some of the moral incentive Jesse is talking about may be evident in the attitudes of today's consumers. I mentioned that he and Stuart collaborated on some research on this subject. Back in January 2021, they surveyed nearly 1,200 people on their attitudes about brand values and related issues. About 54% of consumers say companies should take a stand on issues, even if those consumers disagree with that stance. About the same percentage, 55%, said they were paying more attention now to the values that brand names championed than they did a year ago.

Jesse Wolfersberger: The way I look at it is CEOs and CMOs and CFOs across the country, when they look at an issue like voting rights or anything, the kind of hot topics of the day, they go, OK, in one hand, some people are going to get mad at this. And on the other hand, some people are not. Well, that's one for each hand, so, it must be 50/50, and, as a risk-averse entity, we should probably step away from it.

When you look at the data, it's highly weighted towards people who will support you versus people you're going to turn off on just about every issue, just about every major societal issue. So, you know, I would say to the sea-level folks out there, don't just look at it as sort of one-and-one. Look at the actual numbers and see that, yeah, you have to be willing to turn off maybe 5 percent of your audience.

But if that supercharges 25 percent or 30 percent, who will pay more for your product, come back more often, tell a friend about it—all the ways that people are sort of loyal in that sense—it's going to be worth it from a business perspective.

Stuart Bunderson: Companies have to ask themselves where they stand on these things. You can't, you can't just say, "Well, I don't know, I've never really given that any thought." It's ... we're living in a world where you've got to give it some thought. You got to sit down and spend a little time thinking about where you stand on these critical issues because people are watching.

I genuinely think what Jason did was brave. I think he took a values-based stand. It was a principled stand. And that's ... and that's where I think people start to say, "OK, this is, this runs deep. This is part of the character of this company. And this is a values-based position." And that buys him something different than people simply saying, you know, he's doing a good job of taking care of his people. We respect that. That's great. And he's been courageous in doing that and consistent in doing that.

But that's a different level when he now says, "Hey, I'm going to become a voice even where it doesn't necessarily benefit me."

Kurt Greenbaum: Do you think ... I mean, you don't have investors or shareholders to answer to. You have Jason Wang to answer to.

Jason Wang: (Laughter).

Kurt Greenbaum: Does that make a difference? Should it?

Jason Wang: You know, realistically, yes, it probably makes a difference because of when there are different parties, there's different thinking, different ways of approaching things. And it's ... we're kind of blessed in that way. We're able to pick a stance. And for me, you know, I like to obviously, even though I don't have anyone to answer to, I always gauge the situation. And I ... I'm a pretty colorful person in terms of, like my takes on things. I get pretty angry about certain issues as well. And I'm not always the calmest person, but I all, no matter how mad I get, I always, always challenge myself to think about what is fair and what is reasonable. And I challenge myself to never fall into stereotypes or things that are just done ... like, ways of thinking that is just lazy, and I always, even when these things are happening, we have to think on a higher level and I'd always challenge myself to do that, you know, intellectual debates about these types of issues.

I have debates about this with my good friend from college almost every night, actually not debates, but just discussions and just clearing ... clearing up our own positions on these matters. And, you know, and it's very, they take a while sometimes we talk for hours. But, you know, I think that really clears up your mind to

know what the right thing to do is, what's the right messaging and where do we draw the line? What ... what would be considered overboard?

So, I think that, you know, having investors and partners could be a way to do that. But for me, even though I answer to myself, I still want to talk to others about it, to understand the situation, to understand like maybe it's something I don't ... I don't agree with. But I asked them why, why ... why do people take such a strong stance on that? Do you know why? Like, I want to understand why they ... because people do things for a reason, you know, and I want to understand what makes people so passionate about a certain issue, you know? Like, why are there always so much pushback, etc. So, and I think that's when you understand all that and when you take those in consideration, really, really to try to understand other people's perspectives, that's when you can actually make an informed decision about how your stance is going to be as a company, as an individual.

Kurt Greenbaum: And what was the response to your appearance in *The New York Times*?

Jason Wang: People have been emailing in a lot of words of support and just asking how they can help. And like I said in the beginning of our ... of our chat, there is, for every negative thing that happens, there's a lot of good in this country, too. You know, there's a lot of people who are honestly really good individuals, and they really do care about these issues. So, and that keeps us going. That really keeps the hope alive and even during these dark times.

I just want to say, you know, as a business, I encourage other businesses to speak up because a lot of what we're fighting for these days is, like we mentioned before, very basic. You know, what we were just talking about, violence against people, and that it shouldn't happen. That's it. That's all we're asking for. And that's all a lot of other movements are asking for as well. And I think it's very easy to get behind. It's ... it shouldn't turn into something that complicated for ... for us, I think, at least for the ... our movement here with Stop Asian Hate. It's just so that people feel safe to go to work, to walk down the street. Really, that's it. That's all we're asking for.

I just feel like, you know, awareness is important. But I really feel like the next step that any supporters of a movement should think about is, what can we actually do to get there? We have the awareness. Is it about talking to politicians? Is it about the specific policies? And really think hard about the next steps. Because let's ... I hope that we're not just going to stop there with awareness, with rallies. You know, awareness is getting there, but it's time to actually think about actions. It's time to think about what politicians ... in New York City, for example, there's a lot of elections are coming up for the mayor, for city council, etc. And this is the case all over the country as well. And for people who are really, you know, so in support of anti-Asian violence and support of anti-racism, starting to think about what actions to actually take to make concrete changes is the next step.

Kurt Greenbaum: And that's all for this episode of *On Principle*. Thank you for joining us and thanks also to Jason Wang for sharing his story, and to Stuart Bunderson and Jesse Wolfersberger for their insights. Visit our website at On Principal podcast dot com to hear previous episodes, read this episode's show notes and catch up on some links related to this episode. We'll link to more about Stuart and Jesse's research and to the website for Vrity, the company Jesse founded.

Stuart also mentioned Shalom Schwartz and his theory of basic human values. We'll link to a page about that. We'll also link you to the Stop AAPI Hate Coalition page and to *The New York Times* story featuring Jason and his dad.

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Once again, I'm Kurt Greenbaum, your host for *On Principle*. Thanks for listening.