

## Episode 15: From Product Management to Branding, and Back: Doing what you're uniquely designed to do

[00:00:00] **Elyse:** Addison, thank you so much for joining me today. I'm excited to talk to you.

**Addison:** Thanks for having me. I'm looking forward to it.

**Elyse:** So I just want to start out with a brief overview of your career.

I know you worked in project management. Can you just take us through, what your career has looked like?

**Addison:** Yeah. My, my career is started in healthcare about a little over 20 years ago. I started out in college to be an engineer in computer science and decided that once I took my first coding class, it was, those guys were way, way smarter than I was.

So went the business management route. But landed in healthcare, about 20 years ago just started really just absorbing all of the interesting challenges that we face on the healthcare technology side. And then wore just a number of paths from being an analyst to a project manager.

And then when I landed in product management about 18 years ago it's like a light bulb went off. It's like, I, I think I found it and, and that really started my journey of building my career around product management and really diving really deep into that discipline.

[00:01:00] **Elyse:** And so you worked for, I think a number of companies in that product management space. What sort of products did you manage and, and how did that look?

**Addison:** Yeah. Great question. So I'll start with really kind of the most pivotal company that I started with in that was Navicure.

Navicure was a startup when I joined in early 2000. There was this transition from on the revenue cycle management side of physicians and hospital systems. Instead of sending a paper claim that they would mail- put a stamp on it and they'll add it, hopefully it gets to the insurance company, they get paid- to claims being sent out electronically when we will connect these two end points and that data would be transmitted across that. Well, you all know the emergence of the internet came and so. A company called Navicure here in Atlanta, Georgia started and I was brought in as their 20th employee to help build out the support side, the, the business analyst role as well and really started working in the product side there.

So that's [00:02:00] really where kind of earned my chops around healthcare. So that company grew and they had a major exit in 2014, 15, I believe. By that time I had left and kind of went on a different journey and working with other companies to help build out their products as well.

**Elyse:** Got it. So you did product management for what was it? 18 years then at that, in that early part of your career?

**Addison:** Yeah. What I love about product management, you really tap into all the things that I enjoy doing. I love technology, love design. It gave me the ability to pretend to be an engineer because I got to sit by my engineers and reminisce about the days of like sitting in coding classes and just game.

It was running around all the time around what they were doing, but and, and it, it gave me client facing exposure too. And the core of product management is you always start with this general question is, what problem are we trying to solve? And everything you do from that point should really tie back into that core thesis and having a lot of empathy for the [00:03:00] user.

So instead of designing and building something for Addison, Cause I'm running that, that product, I'm building something specific to a user, how they use the product in solving that unique problem. And I just found that incredibly fascinating of how, how we could really mold this thing that didn't exist and, and see the excitement for our users once we solve that problem for them.

**Elyse:** So you had mentioned when we talked before doing this show that That at some point you kind of started to feel like you were getting a little too comfortable and that's when kind of this idea of metafour came around and everything.

Can you, can you tell me a little bit about that? What started making this feel a little, a little comfortable?

**Addison:** Yeah. So hence the company name, metafour. I talk in metaphor because I feel like it helps to explain things, but kind of the theme around that I have this, this theory I live by that we all kind of are moving to a certain kind of base, you know, sort of there's a rhythm to your life that occurs, and there is almost a hum.

So if you think about like any soundtrack or any band, [00:04:00] you're like, there's this bass note that just kind of like vibes throughout that song. Right? So I think life is very similar. So there are moments in my life and various phases where it really felt like I was wearing somebody else's sweater. Right.

So it's like one day the sweater was great, it fit well. I'm like, man, it's like a perfect fit for me. And it's awesome. And then the next day you wake up and you think, man it's stretched out. It doesn't feel the same. Like it's warm. Maybe this isn't mine anymore.

And so late into my career when I was at my last company, it was one of the largest healthcare technology companies in the United States. I was working with some incredibly smart people working on research and development. So I had the opportunity to see a lot of new and cool things that the company was looking to do. Working with folks that were from companies like PayPal, Google, Airbnb, Adobe. So we had this incredible amount of talent, but I was also my other day job there was running a product line that [00:05:00] represented about \$50 million in revenue. But it was a legacy product. It was very old, it was about 20 years old, it was slow to change. And so it was difficult to iterate on that. And after about two years of going through that, I just said, you know, I could stay in this role and be fine.

Have a nice life, meet great people. But I, I always thought there was this kind of, again, back to that base knowing of, I think there's something else. This doesn't feel like it's mine anymore. And so I think the other part that I've tried to live by is the moment I realized that, and it's, it sticks with me for several months, is time for me to really just allow the next person to take this over to step in and move that. Cause now I'm sitting in someone else's seat, it feels like I'm wearing someone else's sweater. So it's time for me to hand that over to them and let them take the reins.

Cause at that point I've, you know, generally for me, I've done everything I can do in that role. I learned everything I could. And so it's time for me for the next adventure to take that next leap. And so that's how we arrived at started metafour [00:06:00] in 2016 is really kind of that whole intersection occurred there.

**Elyse:** I love the metaphor you use of wearing a sweater. Because it's so true. I mean, and I think it's true in any, any career, right? I mean, I feel like that in my own where, you know, sometimes you feel like, man, this fits me really well. I'm jiving with this.

I look great, everyone is complimenting on girl you look so good in that sweater. It's exactly, exactly. It's the best sweater I've ever bought in my whole life. But sometimes it's like, man, what am I doing? And so I think that's really, really relatable.

And so you realize that this was the case you started to maybe think about what that next step might look like. So how did the idea of metafour come about?

**Addison:** My wife and I were driving on vacation. It was over a holiday in California on the PCH. The drive was beautiful, seeing the seals, you stop and you see the Hearst castle is like all these beautiful sites.

And just like in most things, right. You're on vacation it's like, I can conquer the [00:07:00] world like no stress. And we both were at a point in our careers and we looked at each other and said, well, like, why can't we do this? So that, that one question of why can't we start it, to just spiral out of like really out of control.

Cause then we started asking a lot of random questions that probably we never could do, but it really started to get this idea of rolling of, what is preventing us from moving forward? And we came to this conclusion that worst case scenario, if it did not work, we could always find a job. We could always go out and find a jobs, doing something, and it may not be in the same field.

But if we needed to, we could do that. And so we looked at things we were interested in and said she's one of the most creative and in all aspects of life, of people I know her background is in design. And so it was great. She had design interest. I run the product side and want to continue to consult and help other companies and entrepreneurs learn how to build product how to stand up a service center and how to launch things to [00:08:00] market.

So those are a core discipline that I had. And so blending the consulting and creative just made sense. And so we said, let's give it a go. Let's see what happens. And we took that leap and it was, it was scary, right. Because we're both walking away from good jobs and traveling

and having a lot of fun to, yeah it's on us to make this happen, so now we've got to do everything. Marketing, sales, accounting finance legal, like all those things started to come together and it was very daunting but exciting.

**Elyse:** Not only did you have to figure all that out, but you also had to do it together and you had to do it, you had to do it with your wife. And I'm really curious, like how, how was that, working with your spouse to start a company?

**Addison:** It was a blast. So when I don't think we ever would have taken that leap, if we weren't best friends, because there is just like in most things, you try something and it works out. But when you integrate like a spouse into it, you, you are now exercising muscles you've never exercised before. So if [00:09:00] you've only taken hiit classes and then one day you decide I'm going to go and do kickboxing, you're exercising muscles that are different and you're going to be sore and it's gonna feel weird.

But eventually you, you get into the like rhythm of it all and you find your place. And so it was very similar to that. We were just exercising muscles we had never exercised before. She, she knew me as a friend and her husband. And she saw my career grow, but she never saw me, Addison, as the career guy, as, you know, running a company and moving things around, I never saw her do that either. And so it was cool to watch her Take those roles on. So it was a really cool experience.

**Elyse:** Yeah. It's like seeing different sides of, of your identities.

**Addison:** Yeah.

**Elyse:** So you were on this road trip, you said, okay, we're going to do this, we're going to start a company. How did you then progress from there? I mean, did you start it as you were still working at your previous job, did you guys decide to quit at the same time? What did that look like?

**Addison:** Yeah. So she left first that I think she was [00:10:00] a far more frustrated than I was, but but we also felt that She probably could land a first client given the, the side of the business she was on, on the creative side. So the need for someone having a very broad creative lens, she was in architecture, she worked in fashion, she was a stylist she did interior design and she would be commissioned to do art, right? So she had all these different modalities that she can work with in under design.

And so. She could land a project at any time. So what we needed to see was did we have enough momentum to at least like close one deal? If we can close one deal, even if it was just, can you just do a high level wire frame for my website, we would, that was awesome. So we got our first client within two months and never looked back. It was just getting to that point of like, okay, now we have a client then from there was when would I transition away? And trying to align and time that with, do we have enough saved? Back to that worst case scenario [00:11:00] planning and thinking, if you quit, how long before it all runs out, right?

Like how long, is it a month? Is it a year? Is a week? Like what, what does that really look like? And so once we mapped that out we just both looked at each other and said, we're all in. Wow.

**Elyse:** And I mean, you mentioned that there was definitely some fear to that. And I imagine that, you know, it was, it was a risk, right.

It's kind of jumping off a cliff. So how did you guys kind of overcome some of those, some of those fears, was it really figuring out like that financial timeline? Like what were some of the things that you did?

**Addison:** There, there were a number of things. And, and again, back to my metaphor, so playing sports, coaching sports. One of the things when you play like, as a quarterback, there's all this pressure coming. And so what you, you, you learn to do is not look at the pressure. You're looking at the routes the receivers are running. So there's this trust you have in all of your teammates around you, the linemen are going to do what they're going to do, the receiver is going to run the right route, [00:12:00] but by the time you make that decision, You have to trust that they will be where I throw the ball. My receiver will be where they will be because we practice this a thousand times. So is that trust that you build, that trust, but you also build the resilience of knowing to stand in the middle of the pressure.

And so we both had that in our career. We knew what it felt like, just with enough life experience, with enough career experience, you know, there will be days that are going to be hard. And there will be days that you're thinking the pocket is closing in on me. I think I just need to like throw the ball away and quit.

But you just stand in and you trust that what the plan that we put in place and all the teammates and all the people we have around us, we do well. Because we did all that. We had a coach, we brought in a coach, I brought in another coach as well. If you watch the show Billions, and they have this character called Wendy.

So we brought in the male version of a Wendy that we met with once a month. And so he was incredibly pivotal for us because he allowed us to keep us focused, not only on the [00:13:00] business, but on our relationship. And so he's still, he's still heavily involved with us in the business and things like that, helping us stay focused.

But having those people around us, plus having a lot of friends that are entrepreneurs made a huge difference for us. Cause we had so many people that we could talk to to keep us on the right course.

**Elyse:** I'm going to have a geek-out moment here because I've been, I've been bingeing Billions actually recently, and I love it so much, it's so good. I think so many people who watch it think about having their own version of Wendy, so it's very cool that you guys did that .

It really sounds like you guys had in place and built a community of support around this. And I think that that's, that's really important. Not only did you have friends who are entrepreneurs and people you can talk to, but you also gave yourself professional support to

really, You really had to make that commitment and that investment into yourselves and your business.

**Addison:** Absolutely. We had to, and it was, look, I [00:14:00] mean, you know, I read a number of entrepreneurial books. There are several that I love. And, and a lot of it is you just need to know what you're good at and what you're bad at. And anything else left or right of that you, the crucial decision you need to make is, am I going to try to become an expert at that?

Am I going to bring in an expert in to do that role? And so we, we had to have those conversations earlier. Have that support team around us to check us to say, Addison, you don't, why are you, why are you balancing your QuickBooks? Like I can get you an accountant and a bookkeeper that can do that for you and run circles.

I was like, Oh my God, thank you. I'm spending hours. And then I mess up our books. Right. So then it's horrible. I don't want to learn accounting. I need to know enough to know that where things are moving, but I don't want to be an expert at QuickBooks. That's horrible waste. That's a waste of my time, absolute waste of my time.

It's those kind of things that you take away from other entrepreneurs around you. And of course there are a number of books and other great leaders out there that, that speak to that as well.

**Elyse:** Yeah. Yeah. And I, [00:15:00] and I think it's important to know what you're good at, you know where you can focus your energy, you outsource the things that you need to outsource. And, that's a good way to think about it because I think a lot of people too, when they leave their jobs to start a company, they sort of feel like, they feel a lot of that pressure and they feel like you need to do a lot of this yourself.

And the truth is you don't . I mean, even for this podcast, this is at a really small scale, you know, I outsourced my logo and my sound to people on Fiverr. And you know, I don't know how to use illustrator, but other other people do.

So. You decided to run metafour and you guys took this big risk. You developed this company. How long were you involved in metafour before you said, I kind of think I want to go back into product development?

**Addison:** Oh, wow. So honestly it never left me. There was a nuance in there too, where I reached a point in my career where trying to take that next, huge leap up to running, like [00:16:00] head of product for a multimillion dollar company.

That's a huge step up and kind of the Plinko board effect of just kind of like making any way that, that was just so daunting, like in the path that most people took. I said, that's just not for me. So the idea of building product had never left, it still remained. And the irony of that is every company, every company we did any consulting with, every company that we were helping, even startups, we were helping them identify market, risk, their go-to-market plan, would come to these beautiful things that define their personas, and they would say, well, so Addison, like we really are interested in you. What would it take to hire you from metafour?

Every company. And so we work with a lot of big companies, of course, some smaller companies as well.

And so that was always there. And so it wasn't as deliberate as one day, I will go and help build product at another company. It was, if I build product at a company, it needs to be entrepreneurial. I need to be [00:17:00] one of the first employees to be able to put my thumbprint on what we're designing and building, not only just as a product, but the company as a whole, because I really do enjoy that.

So when the pandemic hit just like most creative shops, just like most small business entrepreneurs, it really hit us in a way that we didn't expect. So it was a change, it was a shift in our business, but a good shift because we were already talking about eliminating certain services because it was around, does it bring us joy?

Do we enjoy doing these services or are we doing it because, you know, that's paying the bills and pays our team. So the pandemic force, so it was kind of that forcing factor that says, Hey, it's time for you now to look at what you guys are doing. And throughout the pandemic, what continued to happen is that contracts we were signed were all creative.

So through all of 2020, we didn't sign one consulting deal. We didn't sign any of the core services that I ran, we just had clients that stayed with [00:18:00] us, but we started to pick up on the creative side, like PR branding design that just continued to start to grow. We were like, huh, that's a sign. I don't think we need to do this other side anymore.

And like alluding to what we talked about earlier. One day I woke up and it started to feel like the sweater no longer fit. That's really it. And Nina and Courtney both were just crushing it on the creative side. And so we had a lot of hard conversations of not leaving metafour, but how do we re frame what we're doing at metafour, where can I be the most impactful, what's the highest and best use of my time to make sure the company is as successful as possible. And that was more at a strategic level. And so there were other companies we still have, like American Hearts and the Tim Tebow foundation, things like that, that I played a role in helping.

I continue to play a role with a number of our other clients on the strategy level. Maybe this is how we pull things together for them. Maybe this is the way to go through marketing that. [00:19:00] Some of our creative plans and PR plans. And so again, that, that hum that bass note still remained as well as that I still wanted to build a great product, still wanted to build a company. And so I started taking calls mid pandemic from a lot of folks that were like, Hey, I think I want to hire you. But it wasn't until Vivlio came and then Matt Halkos called and said, Hey, you know, I'm thinking about building a company, you want to join me?

I was like, sure. Let's talk. And honestly it started from there. And that's, that was the first time I thought, I think I could do this somewhere as well.

**Elyse:** Yeah. I think that's such an interesting story because I have talked to a lot of entrepreneurs for this show and a lot of times they make this jump into entrepreneurship and their immediate reaction is, I'm never going back. Never going back, never, never giving this up. This is what I want to be doing. And it sounds like from your perspective and tell me

if I'm wrong, but it sounds like it was really about, at the end of the day, it all [00:20:00] came back to this passion you have for product development and product management, and no matter where you were doing that, whether that was for yourself, whether that was as a partner at a new company or, you know, for other companies, it was, it was a passion that you had.

And so it was really just about coming back to this idea of. I know that this is what I want to be doing. I just want to make sure I'm doing it in the right context.

**Addison:** Right. That's that's that's that's exactly right. It was more about around a passion and product management and building great product, but also solving really problems that I thought were really important to To really advance healthcare. But to the point about other entrepreneurs saying, they'll never go back to corporate and I'm done with corporate and running my own thing, and I would always ask them because, you know, we were part of a lot of different entrepreneurial organizations. And so there is this idea that you can become an entrepreneur and leave corporate. But if, if you are trying to [00:21:00] build a business. Why not build the biggest and best business that you want to build.

This is going to be hard anyway, it's hard to have a side hustle and like work at night and try to do all these things. And it's also equally as difficult to just build an okay product or we're just an okay business because you have the same mechanics of building a great business. It's just, you're building it at scale.

So let's say you're the entrepreneur. That's like, I'm just gonna get a couple of clients and just figure out how to make it work, just pay my bills. That's a hundred percent okay. But you going to have the same rigor and drive and all the mechanics of building that very small business that you're going to have to try to build a big business.

So let's say you're an entrepreneur that just left corporate and you have that mindset, but you also want to build a \$10 million \$50 million company. You're building a corporation, so you're going to be back in corporate anyway. So it depends on how they frame that idea of entrepreneurship.

And for me yeah, [00:22:00] if I'm going to build a company, we need to grow and we need to, we need to compete. Otherwise I'm wasting my, in my opinion I'm wasting my time. Cause it's, it's hard. It's, it's difficult. If you're trying to do it right and you're a great leader, you're, you're going to carry the weight of your team.

You know, we got to a point, we had 10 team members and I thought about all of them had, you know, their, their family. Some of them had challenges with families. Some of them had challenges with pets and other issues and it sticks with you. And as a parent it's like having a lot of kids.

And so yeah, if you've got to grow a business and be responsible for having employees on your team and be responsible. Yeah. You should try to drive and, and grow it as large as you can otherwise. Why are we doing it?

**Elyse:** I think that's a really interesting perspective. And I think that a lot of people kind of go into something with this idea of let's see what happens, I'm, I'm going to try this and it's a lot of people who have explored this idea, right? They've done a lot of research. They know what they want to do. It's not that they're just diving in, but I do think that [00:23:00] it's a really interesting dichotomy between, some people who really go into this idea of entrepreneurship with with this frame of I've done a lot of research. I know this is what I want to be doing, but this is an experiment and I'm going to frame it as an experiment. Versus the people who go into entrepreneurship and saying like, I'm about to build a \$10 million corporation. Like I'm about to build a \$50 million business.

That is a different approach for sure. I think that frame of reference is really interesting. So it sounded like metafour was more getting creative contracts. You guys really had to take a look and kind of reevaluate what you were doing and you decided you were open to this idea of maybe going back and doing something in the corporate world, but under the conditions in which you want it to be doing it.

So tell me a little bit about Vivlio health. What is it and how did you make that decision? What about it convinced you that this was the right place to go?

**Addison:** It was interesting. So Matthew and I worked together at Navicure, that first company where we wore a lot of hats for my chops in healthcare, Matthew was the head of sales [00:24:00] and came in and helped drive in revenue.

And, and I've known Matt for a while. One of the coolest and best humans I know, just an incredible person. And so at Navicure we had something special. We got a great, especially that core bunch of us, it was, it was really cool. So when Matthew called he was talking to another friend of mine Ken Bradley, who was one of my closest friends and it was around this idea of, clinicians still struggle with exchanging clinical data about patient. So I had surgery in 2010 as surgery in Florida for a lower back issue I had. So I knew it was a very minor procedure, but all the doctors I saw in Georgia could not get my health records to the surgery center in, in, in Florida.

So I had to run all the test all over again. So that meant to Addison had a really expensive bill. So that's a breakdown in our healthcare system. So fast forward, you know, 11 years later, it is still complicated if not worse because there's, there are more EMRs there are other small EMRs as well, patients and now we've introduced [00:25:00] tele-health we've introduced patient engagement and patient portals, but they're still very siloed. And so there was this idea around how can we, back to the problem we're solving, how can we streamline that and enable those two clinicians to provide better care for patients?

And then the three of us, Matt, Ken, and myself, all had stories. Matt talked about his children. Ken talked about family members that struggle with that as well. And we said, you know, is there anything, is there a forcing factor behind us? And that was the 21st century Cures act that said, you know, health systems can no longer information block.

They need to open up their systems and exchange data. So that was a first step for us. In September of last year, we sat in a room, looked at each other and said, are we going to do

this? So off we went Matt spent about a year thinking about it, prior to us meeting wrote a very exhaustive business plan.

I read through that a couple of times and he nailed it. [00:26:00] He nailed the problem. I totally could see how it will work. We also how these pieces and parts come together. And so the core of what we're trying to do is just that it's really taking the patient and saying that patient should be able to exchange and share information with whomever they need to, that's going to provide here in our system is going to enable that to happen.

We're excited about it. And it's a good challenge, right? Is again, it's back to exercise and those different muscles. It's a challenge of, we know we can solve the problem. We just need to continue to keep getting up and overcoming some of these hurdles that comes with building software, there are things you just don't know until you start building it and you get in there and you're like, Oh, okay.

And we need to do that a little differently. And that's just the nature of startups.

**Elyse:** And it's allowed you to sort of really get back into wearing your product hat a bit more on that side. So let me ask you then. What was the thought process like for you?

Did you have any hesitation about going back into a very product focused career when you were just running this whole [00:27:00] agency?

**Addison:** Yeah, that that is a really good question.

When I started taking calls, I started talking to a lot of really prominent not only healthcare technology companies that were offering great roles, were great titles. Right. And it was like, huh. Yeah, that would be kind of cool. And then also some Silicon Valley companies, which was always kind of like the kind of little boy, he was like, I want to work in Silicon Valley.

So it was like at that those opportunities come up as well. And none of it felt right. None of those that's, that's kind of to that the, the early part of going, getting back into corporate, the idea of coming to an established company, me coming back to, to the corporate world. And helping to take a legacy product from being a legacy product to market parity.

I've done that. I could do that in my sleep. I've also taken a product that didn't exist, and that was more interesting, as something that didn't exist and bringing that to, to something that that does exist. So. I probably talked to, you [00:28:00] know, 10 companies and about, you know, three months and none of it, they were all exciting, all great companies.

But again, back to that idea of that base knowing of like listening to that really what's the rhythm of my life right now. And then also I tried on a sweater, right. Could I, Addison, see myself at that company. And I sat in that. When I would ask my question of myself, those questions and the answer for all those companies came back as no. Not that they weren't great.

Not that they're not doing great now. Not that they are great, not great companies to work at because they had my initial actual, like, Oh my God, it'd be great to work at a company like

that. But it did not feel right for me, which meant that it was for someone else. And it was an opportunity I did not want to even attempt to take from someone else because that's just what they're supposed to wear in their life right now.

And then when Matthew call it and Vivlio Health came up as an opportunity at every step of us trying to figure out if it's the right thing for all three of us to do, continue to feel right. It reaffirmed that we were moving in the right direction. That was the next [00:29:00] step for, for me to take in my entrepreneurial journey.

**Elyse:** It's really hard not to get distracted by the bright, shiny object of a great title and a great company and a great salary. And what I, what I just really admire about your story all together is just this.

It just sounds like you've really developed a practice of kind of centering on yourself and your passion and what feels like what feels right for your life. And I think that that is a, is a really cool takeaway from this.

**Addison:** Yeah. Thank you. I, I haven't spoken about her a lot, but I kind of owe that to my daughter.

So I have my daughter really. And don't know how, how I managed to come up with these ways of, of really parenting her that were different from the typical parenting style. And she went on to play division one basketball, and she's now an anesthesiology assistant in Colorado and she's crushing [00:30:00] it and it's just, I she's, I admire her.

And so for me, I I'm, I'm constantly reflecting on what did I tell my daughter to do? In these hard situations when she thought she would, she was going to sign with one university and they, they completely ghosted her. What did I tell her when she had a horrible injury and she was rehabbing and she wanted to quit?

What were the encouraging words I gave her to either where I still support her, regardless of whatever decision she made. And so those lessons that I was instilling in her, shame on me if I don't carry those out in my own life. So Those continued to inform me with all the other metaphors. It really was that it was coming back to the center of, there are some core life lessons or ideologies around how I think life is lived and how I want to live my life and how we're instructing her to live hers.

I got a chance to step back and look at what her mother and I created and this incredible human. And I said, well, something I told her something, her mother told her worked because look at what she is at [00:31:00] 25 crushing it and like living her dream. And so , I owe a lot of it to her because it forced me to continue to stay centered and forced me to go back to a lot of the lessons I taught her and these very hard entrepreneur journey of like, okay, this is a lesson and what are you learning?

What is this lesson teaching me? It's more about, Hey, this happened for some lesson for me to learn and I need to learn it so that I don't repeat it. And so I, I try to continue to apply that to my life.

**Elyse:** Yeah. That's really cool. So what do you think helped you the most with taking this break, leaving your corporate career, starting metafour?

**Addison:** To not be afraid to, to take the next step. I think a lot of times, most people know they should make a change. They should evolve from something. There's something else waiting, but more gray because they don't know what's on the other side. But in embracing that, I think also knowing your worth and in part of my career as well was being in, in different parts of companies that [00:32:00] the, the place I was in.

I was doing really well. And so my, my upline manager, a lot of times when it needs like, well, if I like Addison's great, and this is what he's producing for our team and our company. So if he goes up or move outside of, or above, or what have you there will be gap. So a lot of times I felt like although I was doing great, also felt like my upward momentum was kind of tapped.

Not because they didn't want me to, but it was the impact that was going to have to do department.

**Elyse:** You're a victim of your own success.

**Addison:** And so that happened. I started to see that theme early in my career, back in my early twenties. And the way around that was, I was like, well, if I can't do it here, I need to do it somewhere else.

So that played a lot into me taking that leap into entrepreneurship. But I think also knowing that every part of it is just an experience. So me taking that leap, I learned about how to structure a company, how to run a company, how to market a company, how to be a [00:33:00] CEO, knowing when to hire, when to let go, how to do that with empathy there, all these little things that you learn in that experience of starting something new.

So if metafour didn't work out, it wasn't a failure. It was a lesson for me. There was a lot of learning experience that I'm better off than I was before. So because of that I would do it all over again. Because metafour is still very successful and we're probably going to have our best year this year.

So it's really just that look fear in the eye and tell fear that you're welcome to join me on this ride and I'm not going to stop.

**Elyse:** That's awesome. So as we kind of wrap up here, what advice would you have for somebody who's looking to make a career change or start their own company, or even to kind of go back to what they were doing?

**Addison:** I think, whether you're choosing a career going to another company, changing careers, going to enter the industry or starting a company, do something that you are uniquely designed to do. So there is your life [00:34:00] experience. There's your background. There is your training, your education, whether you decided to go to education or to the higher school learner or not, there's something within all of us that is so unique to us that no one else can do it because it's your thing.

You see the world through your lens of experiences you've had. And so do that thing. That is you, you are, you are so uniquely designed to do. That it just, it resonates with you because in those hard moments you're going to push through. And in those great times, you're going to celebrate those. Where I've seen people I mentor and things like that is when they're trying to do something, that's just not, then you know, it's like, we, you want to be a singer, but you can't sing.

I can't sing. I would dare not sing ever. And so it's like, okay, well maybe you just want to be in the music industry. So what are you good at there? Oh, I hear music well. Well, maybe you want to be a sound engineer if you want to be a producer. And so there are ways to continue to stay attached to a passion which I think is also a misnomer a little bit around the whole [00:35:00] passion idea.

But I think doing something that you are uniquely designed to do is the best starting point for anyone doing anything new.

**Elyse:** I agree with you about the passion thing also. I think that we use, we use passion a lot, but it really is. It really is figuring out what your unique skill set is and passion follows. Right, right. If you find you find a sweater that looks really, really good, you're going to feel really, really good about it, right? Yes. I love the sweater metaphor. So my last question for you then is what is your definition of success?

**Addison:** Oh, man. Love that question. Staying incredibly curious, always.

Because as long as I remain curious, I will find things that are interesting. I will continue to find things that I can uniquely solve because they were uniquely designed for Addison. So when I look back over the course of my life and the people that have been in it and I remain curious, I know through that lens, I will be able to impact them in a positive way and leave my mark here on earth.

And I'm super [00:36:00] excited about that. As long as I can say, incredibly curious all things else will line up to that.

**Elyse:** Well, Addison, thank you. This has been such a great conversation. Where can people find you? Where can people find metafour? Where can people find Vivlio Health?

**Addison:** So for Vivlio, we are at [vivliohealth.com](http://vivliohealth.com).

We should be launching our product. So by the time this launches, it should be launched by then. We're collecting beta sites now. For metafour, like we can go to [metafour.io](http://metafour.io) and that's M E T A F O U R dot. I O. And all of our handles for metafour is @therealmetafour spelled the same way. M E T a F O U R.

And then for me, they can look on LinkedIn. My social media is really contained to LinkedIn.

**Elyse:** Awesome. Well, it's been wonderful having you on the show.

Thank you so much for taking the time.

Thank you so much.

**Addison:** This has been a blast. Thank you so much. Enjoy the weekend.