

Let me give you a personal example of the three types of walking costs. When I left Harvard Business School, I faced all three of those. First of all, I was making a very good income, not just as a professor, but also as a consultant, and I was really worried about all that consulting income going away, and it did. So I had an economic issue to deal with, with not even [just] how I could make the same amount, but even close to the same amount of money.

Secondly, I had the performance issues of how it would look on my resume. Here I was leaving a great job, and I was going into a startup, and I had no idea how that would work out. What would that mean if it didn't work out, as I went to my next job?

And the third part, which was really the most difficult is that, once I left, as we say, the screen went blank. What I mean by that is, all of a sudden, I wasn't getting all the calls to do the speeches or to do quotes for the magazines and the newspapers, the media. All of a sudden, I wasn't Mark Albion, Harvard Business School professor. I was [just] Mark Albion, so emotionally that was also a very difficult thing, and I had to deal with that at that time.