you guys will find that you have

passions and having a passion is a gift

I think we all have passions and you

don't get to choose them they pick you

but you have to be alert to them you

have to be looking for them and when you

find your passion it's a fantastic gift

for you because it gives you direction

it gives you purpose you could have a

job or you can have a career or you can

have a calling and the best thing is to

have a calling and if you find your

passion you'll have that and all your

work won't feel like work to you many

many kids and many grown-ups do figure

out over time what their passions are

and sometimes we let our I don't think

it's that hard I think what happens

though sometimes is that we let our

intellectual selves overrule those

passions and so that's what needs to be

guarded against my job one of my jobs as

the leader of Amazon is to encourage

people to be bold

and people love to focus on things that

aren't yet working and that's good it's

human nature that kind of divine

discontent can be very helpful but you

really you know it's incredibly hard to

get people to take bold bets and you

need to encourage that and if you're

gonna take bold bets they're gonna be

experiments and if their experiments you

don't know ahead of time go they're

going to work experiments are by their

very nature prone to failure but big

success is a few big successes

compensate for dozens and dozens of

things that didn't work so you know bold

bets AWS Kindle Amazon Prime our 3rd

party seller business all of those

things are examples of bull bets that

that did work and they pay for a lot of

experiments I've made billions of

dollars of failures at amazon.com

literally billions of dollars of

failures and

you know you might remember pets calm or

Cosmo or you know give myself a root

canal with no anesthesia very easily

none of those things are fun but but

they also they don't matter what really

matters is companies that don't continue

to experiment companies that don't

embrace failure they eventually get in

the desperate position where they only

thing they can do is we could kind of

Hail Mary bet at the very end of their

corporate existence

whereas companies that are you know

making bets all along even you know big

bets but not bet the company bets I

don't I don't believe in bet the company

bets that's when you're desperate that's

that's the last thing you can do it's

not you can be out of work and you have

terrible work-life balance you know even

though you've got all the time in the

world right you could just feel like oh

my god you know I'm miserable and you

would be draining energy and so you have

to find that harmony it's a much better

word and I think for most people it's

about meaning people want to know that

they're doing something interesting and

useful and for us you know because of

the challenges that we have chosen for

ourselves we get to work in the future

and it's super fun to work in the future

for the right kind of person do you need

to be if you nimble and robust so you

need to be able to take a punch and you

also need to be quick and and and and

innovative and and doing new things at a

high speed that's that's the best

defense against the future and you have

to always be leaning into the future if

you're if you're leaning away from the

future the future is gonna win every

time never ever ever lean away from the

future we all have adversity in our

lives yeah I I would I would I doubt if

you really you know if you know somebody

any friend or anybody that you talk to

there's no lack of adversity and the and

by the way that's good because it's what

teaches us how to get back up you fall

down you get back up it always happens

and you know you get certain gifts in

life and you want to take advantage of

those but you I guess my advice on

adversity and success would be to be

proud not of your gifts but of your hard

work and your choices so you know you

may be the kinds of gifts you get light

you know you might be really good at

math it might be really easy for you

that's a kind of gift but practicing

that math and taking it to the next step

that could be very challenging and hard

and take a lot of sweat that's a choice

you can't really be proud of your gifts

because they were given to you you can

be grateful for them and thankful for

them and but your choices you choose to

work hard you choose to do hard things

those are choices that you can be proud

of being an inventor requires because

the world is so complicated you have to

be a domain expert I mean in a way even

if even if you're not at the beginning

you have to learn learn learn learn

learn enough so to become a domain

expert but the danger is once you've

become a domain expert you can be

trapped by that knowledge and so

inventors have this paradoxical ability

to have that you know 10,000 hours of

practice and be a real domain expert and

have that beginner's mind have that that

look at it freshly even though they know

so much about the domain and that's the

key to inventing you have to have both

and I think that is intentional I think

all of us have that inside of us and we

can all do it but you have to be

intentional about it you have to say

yeah I am going to become an expert and

I'm gonna keep my beginner's mind you

can't skip steps you have to put one

foot in front of the other things take

time

you there are no shortcuts and but but

you want to do those steps with you know

passion and ferocity it's easy to have

ideas it's very hard to turn an idea

into a successful product

there are a lot of steps in between it

takes persistence relentlessness so I

always tell people who are you know who

think they want to be entrepreneurs it's

you need a combination of stubborn

relentlessness and flexibility and you

have to know when to bewitch and

basically you need to be stubborn on

your vision because otherwise it'll be

too easy to give up but you need to be

very flexible on the details because as

you go along pursuing your vision you'll

find that some of your preconceptions

were wrong you're gonna need to be able

to change those things so I think taking

an idea successfully all the way to the

market and turning it into a real

product that people care about and that

really improves people's lives is a lot

of hard work

don't try to chase what is kind of the

hot passion of the day I think we

actually saw this I think you see it all

over the place in many different context

but I think we saw it in the internet

world quite a bit where you know it's

sort of peak of the sort of Internet you

know mania and say 1999 you found people

who were you know very passionate

something they kind of left that job and

decided I'm gonna you know could do

something in the internet because it's

you know it was almost like the you know

the 18-49 Gold Rush in a way I mean you

find that people if you go back and

study the history of the 18-49 Gold Rush

you find that you know at that time

everybody who was in was within the

shouting distance of California was you

know they might have been a doctor but

they quit being a doctor and they

started panning for gold and that that

almost never works and even if it does

work you know according to some metric

financial success or whatever it might

be I suspect it leaves you ultimately

unsatisfied so you really need to

be very clear with yourself and I think

one of the best ways to do that is this

notion of projecting yourself forward to

age 80 looking back on your life and

trying to make sure you've minimized the

number of regrets you have that works

for that works for career decisions it

works for family decisions you know do

you want I have a 14 month old son and

it's very easy for me to if I think

about myself when I'm 80 I know I want

to watch that little guy grow up and so

if it's I don't want to be 80 and think

shoot you know I missed that whole thing

and I don't have the kind of

relationship with my son that I wished I

had and so on and so on

so if you think about that so I guess

another thing that I would recommend to

people is that they always take a long

term point of view and I think this is

something about which there's a lot of

controversy you know there's a you know

there's a you know something a lot of

people and I'm just not one of them

believe that you should live for the now

I think what you do is you think about

the the great expanse of time ahead of

you and try to make sure that you're

planning for that in a way that's gonna

leave you ultimately satisfied so this

is just my this is the way it works for

me and I mean this is everybody needs to

find that for themself so there are a

lot of paths to satisfaction and you

need to find one that works works for

you