



iLLUminate Blog Transcript: Willy Das on Founder Well-Being

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- STEPHANIE VETO:
00:13 Welcome to iLLUminate, the podcast for Lehigh University's College of Business. I'm your host, Stephanie Veto. Today's guest is Willy Das. She's the curriculum innovation manager for Lehigh West, and we'll be discussing her research on entrepreneurial well-being. Willy is a researcher and educator, passionate about connecting entrepreneurship theory with practice.
- VETO: 00:34 Hi, Willy. Welcome to the show.
- WILLY DAS: 00:36 Hi, Stephanie. Thank you for having me.
- VETO: 00:38 How did you become interested in your work?
- DAS: 00:41 So that's an interesting question. And the way I went about that, so at first, like most people, I was drawn to the visible side of entrepreneurship. So things like ideas, innovation, building something from scratch. But the more I spend time around founders, I realized that that's not actually what determines whether a venture would work or not. So I remember sitting down with this founder, and on paper, everything was working. They had traction, a growing team, things that people would call success in a traditional way, right? But in that conversation, they said something really simple like, "I don't know if I can keep doing this like this." And that honestly stayed with me because nothing about that shows up in a pitch deck. Nothing about that shows up in headlines, but it is real. And after that, I started paying more attention to not just what founders were building, but how they were experiencing it. And I kept seeing the same pattern that the hardest part of entrepreneurship weren't always strategic and decision-making and related to the venture. They were human. What I mean by that is things like choosing the right co-founder, not just based on skills, but who do you trust? Things like figuring out how to build a network when you don't naturally fit into that mold of extraversion. Certain things like navigating uncertainty when there's no clear answer or carrying pressure that you can't fully share with your team. And I also remember another founder telling me something along these lines. They were like, "Everyone thinks I'm confident. I'm just good at hiding the doubt." And that's when it really clicked for me that we have spent so much time studying how ventures grow, but not nearly enough time studying what founders go through while they're growing them.
- DAS: 02:17 So my work naturally expanded and I started studying how introverted founders navigate networking, how people outside traditional circles break through for access to resources, how co-founders' relationships shape not just their performance, but stress, decision-making, and eventually how all of that connects to well-being. Because when you zoom out, entrepreneurship isn't just about ideas or markets. It's about people making high stake decisions under pressure over and over again and how they navigate that, their relationships, their mindsets, their support systems, and what actually shapes their journey. So today, when I think about my work, very



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simply, I study the human side of entrepreneurship because behind every company, there's a person who's trying to figure it out and they're trying to build it right. So that's where the real story is. So my work is around the human side of entrepreneurship.

VETO: 03:08

And describe your role at Lehigh West.

DAS: 03:12

So I'm a senior research scientist and curriculum innovation manager for Lehigh West, and I'll tell you a little bit about what that means. So Lehigh West is Lehigh University's presence in Silicon Valley, but it is so much more than that. It's a strategic vantage point. It's how we stay connected to where innovation, capital, and decision making are actually unfolding in real time. And my role is to translate that proximity into something meaningful for both research and education and student experience. So at a very high level, I operate at the intersection of two things, research and student learning, along with some components of industry engagement. So on the research side, we are embedded in the entrepreneurial ecosystem, right, working with organizations like Plug and Play Tech Center, the Nasdaq Entrepreneurial Center, certain founders, not from a distance but in motion, what decisions they're making, what pressures they're navigating, how are they adapting in real time. But what makes my role at Lehigh West interesting is that because of our campus partners, like, for example, the College of Business, research doesn't stay in research. What I mean by that is the research directly flows into how we design learning. So instead of teaching entrepreneurship as something static or retrospective, we teach it as something live. So students aren't just learning frameworks. They're engaging with patterns that are emerging right now in the Silicon Valley. So they're seeing things. So they're seeing how theory holds up or breaks down in practice. And that's where the real opportunity is, right, because the future of education isn't just about transferring knowledge. It's about developing the ability to operate in uncertainty, to make decisions with incomplete information, to navigate ambiguity with confidence, and to understand the human dynamics behind outcomes, again, something which I think is super essential in the day and age of AI. So my role at Lehigh West is location-based learning and connection to the world's most innovative ecosystem, which essentially allows us in a way to accentuate traditional classroom learning. So Lehigh West essentially is Lehigh's way of connecting the academic rigor of the East Coast with the West Coast execution, and my role is to make that connection more intentional to ensure that what students experience in the West Coast doesn't just inspire them but fundamentally change how they think, how they decide, and how they show up in the world. So that's a little bit of the work that I do.

VETO: 05:34

I feel like your research interest and then your position at Lehigh West is the perfect combination for you to continue your research interests, ask questions, find out new topics, and take things to the next level to not only help, I mean, your research and finding solutions to these questions but also helping the Lehigh student. It's just the perfect little combination.

DAS: 06:04

It is. And in the process of doing that, we are also preparing students to understand business and innovation and not just understand it but prepping them to participate in it and to create more such organizations and stuff like that. So I agree with you. It's such a unique role, but it's so well aligned with everything and how it's positioned, for sure.



VETO: 06:27

I mostly want to talk about your work on entrepreneurs and well-being, but one thing in your research that stood out to me was the topic of introverted founders. I also feel like it relates to the overall topic of well-being. How do you describe an introverted founder?

DAS: 06:45

That's such an interesting question, and it absolutely does align to well-being. And I'll touch on that. But one of the things that I found super interesting that happened based on the numerous conversations I've had with founders, both in San Francisco and all over the world, is something that I learned, which is that personality isn't binary. It's a spectrum. And most founders fall somewhere between introversion and extroversion, depending on the context. So personality traits can change based on the situation, environment, and personal growth over time, which I thought was super interesting because for me, for the longest amount of time, I thought it was two buckets, introversion versus extroversion. Right? So that was something which I thought was interesting, and I want to talk more about it. But moving specifically to introversion. So introversion, often in traditional setting, is misunderstood. It's not about being shy or socially anxious. It's defined more as how individuals derive and expend energy. Right? So introverted individuals they tend to recharge internally, and they prefer depth over constant external engagement. Now, what's interesting is that when you place them in an entrepreneurship ecosystem, which is built around high visibility, so things like pitching, networking, constant communication, you have to always be on, that's when you get a structural mismatch, right? Because entrepreneurship traditionally is a system that rewards outward energy. And there are founders who may operate more internally. And we see this in the data as well.

DAS: 08:17

So, for example, research shows that introverted individuals often build stronger, deeper ties, even if their networks are smaller. And those kind of relationships, high trust, high quality, are actually critical for things like co-founder alignment, early hires, long-term collaborations, those kind of important stuff. At the same time, there are studies on networking that shows introverted professionals experience higher levels of exhaustion from frequent surface-level interaction, especially in environments that prioritize volume over depth. So think about any networking event, right? I remember speaking with a founder who said, "I leave networking events feeling drained. But my best opportunities have come from one of those meaningful conversations." And that exactly is the trade-off, right? So introverted entrepreneurs, they're not less capable of building networks. They're just doing it differently. Where it becomes important for well-being is the perspective about energy. So think about it. If you are constantly operating in a high-visibility, high-frequency interaction that does not align with how you recharge, you're not just doing work, but you're also depleting your energy in the process, right? And over time, that shows up as stress, fatigue, and in many cases, burnout, which is why I think it's super important to identify and recognize that there are different kinds of founders. So that's, I think, how it aligns with well-being for sure.

VETO: 09:46

I think that so many listeners can relate to that and having those different personality traits. I know for me, I'm an extroverted introvert. And so when I'm out, I am out partying, woohoo, networking, meeting people. I mean, I interview people for a living. And then I need a nap. [laughter] I need to be-- my husband knows to just leave me alone in the corner of my couch while I just read my book because I need to recharge.



Why do you think it's so important, especially within your research with entrepreneurs and founders, to identify these buckets, these personalities?

DAS: 10:22

And I'll touch on that, but something that you said resonated with me so much because for me, also, I consider myself as an introvert who's in a very extroverted job. So on a daily basis, I'm interacting with multiple people. So on the weekend, I go back to my bat cave is what I call it, and I will not be summoned until it's Monday, and I have to be at the university, which I think is important for me to recharge. But going back to your question, why is it important to identify different kinds of founders? I think it's important and it matters because of something very simple, right? So for the longest time, we have built this very narrow picture of what a real founder looks like. High energy, always visible, always on an on mode, right? And those are valuable traits. There's no question about it. But that's not the only way to lead. And just to be clear, like I said earlier, personality is complex. It's not about putting people into buckets of introverts and extroverts. So the challenge is that environment often signals what is rewarded. And when one style becomes more visible, it can start to feel like that's the only way to succeed. And if you don't fit into that picture, it not only affects how people see you, but it also starts affecting how you see yourself.

DAS: 11:39

I remember this one founder who was telling me that every time I walk into a networking event, I feel like I'm already behind. And not because they aren't capable, not because they don't have a strong idea, but because the environment was measuring them on something that didn't match to how they operate. Another founder also said something similar. They were like, "Oh, the best decisions that I make comes from thinking things quietly, but in this world, the fastest voice is the one that wins." So from a research standpoint, when there's a mismatch between how someone naturally operates and what the environment rewards, it creates something called as the cognitive strain. So you're not just building a company, you're constantly managing how you show up. And that's exhausting. And it builds over time. But there's also bigger loss here because think about it. When we don't recognize different founder styles, we don't just hurt individuals. We limit what leadership looks like. So I have seen founders who don't speak up in rooms, but when they do, they completely change the direction of the conversation. I've seen founders who aren't just the face of the company, but they are the reason that the company is still standing. So if our definition of founder only reflects the loudest signals that we see, we risk overlooking a lot of the builders who are creating value in a much quieter way. And then there's the well-being side of this, right? If success requires you to constantly operate against your natural tendencies, it's not sustainable. You might push through it for a while, but over time, that misalignment turns into stress, and that stress can compound. So recognizing introverted founders or individuals isn't just about favoring one style over other. It's about broadening our understanding of what effective founding experience can look like. And when we do that, we just don't support different kinds of founders. We also build more stronger, more balanced, and more sustainable ventures.

VETO: 13:32

Yeah. I love that. And the sustainability of it, I think, is something so important because you could have the greatest idea, project, business venture, you name it, but if you can't keep it going, all that work-- oh my gosh. You published an article in Fortune about entrepreneurs being burned out, anxious, and depressed. For those



who may not have read the article, what are the most important takeaways they should understand about entrepreneurs and well-being?

DAS: 14:03

Three big takeaways from that article is something that I would like to share with the listeners, which I think would be helpful for them, even if they have not read the article. The first one is scale. So the scale at which well-being is talked about, and it's affecting founders. And it's not a small issue. In our research, we found that a very large majority of founders report experiencing anxiety, burnout, depression at some point in their founding journey. So at this point, well-being or talking about founders' well-being is not just about understanding a few outliers and what they are struggling with. It is a part of the entrepreneurial experience for many people. The second takeaway is why this is happening. So most people assume that it is long hours. And yes, founders do work a lot. But what really drives stress is something deeper, and that's uncertainty and responsibility. You're making high-stakes decisions with incomplete information, and you're responsible for people, for payroll, for outcomes that you can't fully control. And that combination of pressure with uncertainty is what makes entrepreneurship uniquely demanding. And then the third takeaway, which I think, personally, is the most important one, is that well-being directly affects business performance. So it's not separate from the business. What we found is that founders with higher well-being were more engaged, more resilient, and more likely to grow their ventures. So the flip side of that is when well-being drops, decision-making suffers, creativity drops, and persistence becomes harder. I had, again, a founder talk to me about it because I do qualitative research. I talk to a lot of founders. One of the things that they said, which I thought was so impactful, is that they said, "The hardest part isn't the work. It's that it never leaves your head." And that's the reality, right? Entrepreneurship doesn't just take your time, it takes your mental space. So the way I think about it is well-being isn't just a nice-to-have for a founder. It's something that you focus on in order for the business to be stable and sustainable. So it should be a core part of how you operate your business in order to make sure that you can continue being a founder.

VETO: 16:15

Was it surprising to you that such a large number of founders reported depression, anxiety, and burnout?

DAS: 16:21

So, okay. I wouldn't say that the numbers themselves were surprising. But what was surprising was how normal it felt to the founders. What I mean by that is when we were doing interviews, people weren't saying this with an alarm, right? They were saying it with almost casually with things like, "Yeah. It's been a rough month. Yeah. I have had burnout." And that, to me, was concerning because when something becomes normalized, you stop questioning it. You make it the norm, right? But here's another layer to that. And I think that is really important. Entrepreneurship is very unique because there's a concept of identity. So for a lot of founders, the venture isn't just something that they work on. It becomes a part of who they are. So when things aren't going well, it becomes personal. It feels personal. And when things are going well, that is also personal. So I remember one founder during the process of the interview, he said that, "If the company fails, it doesn't feel like the idea has failed. It feels like I have failed." And that's a very different kind of pressure, right? Because now you're not just managing a business problem, you're managing what that outcome means to you. Even from a research standpoint, when your identity becomes tightly aligned with the work that you do, it makes it much harder to step



away, to recover, or to create boundaries because stepping away doesn't feel like you're taking a break. It feels like you're pulling back from something that defines you. And when you combine that with the other things like uncertainty, financial pressure, responsibility, it creates a very intense, sustained experience. So what really stood out to me was the pattern behind it where founders weren't just burned out in a static way. They were cycling through it. On some weeks, they were energized. In some weeks, they were overwhelmed. And the whole identity part of it was tied to the cycle, which is why the highs would feel much higher and the lows would feel much heavier. So it wasn't a surprise that there were a lot of founders that were struggling. What was surprising was how they normalized it and how deeply they tied it to the way that they saw themselves, which is why it's so important to say that this is not a work issue. It's a human issue. It's super important to talk about this.

VETO: 18:18

And let's talk about the hustle culture because [laughter] not to sound cliché, but that's what I think of when I think of an entrepreneur or a founder. And this is part of that disconnect you talk about in the article. What is hustle culture, if you can define it, and how is it hurting founders?

DAS: 18:56

I'm so glad you asked that question because in the West Coast or in Silicon Valley, we have this concept called the hustle Kool-Aid. Just [laughter] drink the hustle Kool-Aid. [laughter] Go full throttle on what you're doing and just get results done. So there are two parts of it, right? I think the hustle culture exists for a reason. At its core, it's about drive, right? It's the belief that if you work hard, if you push longer, and you stay committed, you can build something meaningful. And to be fair, that mindset does help people get started. And that mindset is the reason why there are so many successful companies, and there's so many success stories. Where it becomes a problem is that when that intensity becomes the only way to operate. What I mean by that is hustle culture turns effort into identity. So it's not just about, "I'm working hard." It becomes, "This is who I am." There'll be founders in the Silicon Valley who will say things like-- or anywhere in the world. They'll say things like, "If I'm not working, I feel like I'm falling behind." And they have this mindset even when there is no immediate deadline, even when there's nothing that's actually urgent. So that's not just workload. That's an internal pressure, right? And from a research standpoint, what's happening is that the hustle culture disrupts the natural way people perform. So founders usually don't operate in straight lines. They operate in cycles. What I mean by that is they should be operating in a cycle that includes a push, recover, reset, and then push again. What hustle culture does is it removes the recovery part. And when that happens, something subtle shifts. So what used to feel like a challenge starts to feel more like a threat. And that's where stress compounds. There's also the identity piece that I was referring to earlier when your sense of self becomes tied to how much you are doing. So slowing down doesn't feel like you're resting. It feels like failure, like you're wasting time, right? And one founder, again, or they shared with me that, "I thought pushing harder would solve everything. But at some point, I was just tired of making decisions. And at one point, I didn't even trust my own judgment anymore." So that's the cost of exhaustion. It's not just that you are not making sustainable decisions. It's also reduced clarity. So overall, the issue isn't the hustle itself because short bursts of intensity are a part of building anything meaningful. But the issue is when hustle becomes constant because performance will not come from always staying on all the time. It comes from knowing when to push and also from



knowing when to step back. So hustle can absolutely build a company, but without recovery, it can also break the person who's building it.

VETO: 21:45

Do you see founder mental health starting to be taken more seriously?

DAS: 21:52

So I'll start with a quick clarification around this. So in my work, I don't focus narrowly on the clinical mental health. What I focus on is the founder well-being and in research at the cost of sounding super academic. But the way we defined it, entrepreneurial well-being is the experience of satisfaction, positive affect, infrequent negative affect, and psychological functioning in relation to developing, starting, growing, or running an entrepreneurial venture. And I apologize for throwing a very--

VETO: 22:21

No, it's perfect.

DAS: 22:22

--academic description of well-being at you and the audience. But essentially, in much simpler terms, what we mean by that is, do you feel satisfied with what you're building? Do you experience more good days than bad? And are you able to function well, think clearly, make decisions, and keep going while building your company? So that's how we define well-being. And from that lens, a few things that stands out for me or for us is that it's not just stress, but it's how you interpret it. So for example, two founders can face the same situation, and one of them will see that this is tough, but the other will see that, "Oh, you know what? This is a challenging thing." So which is why well-being is a very personal thing, and it depends on people. But going back to your question of, do I see that-- is it being starting to take it more seriously? Absolutely, yes. And the reason that I say this was because last November, I was speaking at a plug-and-play tech week. And for context, this is a very high-energy environment. It has investors, founders, startups who showcase products, they're pitching, they're making deals. It's a very performance-driven event. And for the first time, we had a panel that was specifically on founder well-being. Now, what stood out to me that it was at 5:00 PM at the end of second day of the event. And if you have been to these events, that's usually when people are tired. They are mentally checked out and things like that, right? But we had a packed room. People stayed. People leaned in. People engaged. And that moment was telling because in a space that's usually focused on growth, funding, scaling, people were making time to talk about well-being. And I think that reflects a broader shift in the ecosystem. We are seeing more conversations like this, more mentors showing up, more investors, more organizations and innovation leaders who are encouraging founders to think about building sustainably and not just quickly. So we are seeing more coverage in mainstream platform as well around founders and anxiety and founder experience and those kind of things. But a lot of what is happening, which is also a little bit of a shift and a good shift is that a lot of this is being driven by founders themselves. So they are the ones who are asking for these kind of conversations. They are the ones who are staying in the room post 5:00 PM. They are the ones who are opening up about their experiences. So yes, absolutely. The conversation is starting. It's becoming more visible, but we are still early. I mean, the packed room does show that there is awareness and there's demand. But there's still the question of how do we build systems that actually respond to it.

VETO: 25:11

How founders are helping themselves and their well-being is probably person by person, case by case, things that help them. Do you have any examples that you can



share of what some founders are doing just to help their well-being in the building of their companies or whatever they're building?

DAS: 25:35

Absolutely. So there are a couple of things that we found as patterns in the research that we did. And Steph, you're absolutely right. Well-being is a very personal journey. What works for me might not work for you or might not work for the listeners who are tuning in to listen to this conversation. But there's some things that kind of really works in entrepreneurship as a general is recovery. And what I mean by that is a lot of founders take breaks, but they don't recover because mentally, they're still working or they feel guilty about stepping away from work. Now, if you feel guilty while you're resting, you're actually not recharging. So even when you think that you're taking time off, but you're not completely detaching or extracting yourself from that environment, it's actually not helping you recover. So thinking about recovery not as a luxury, but as a part of how you perform well is super important. That is how a resting phase will actually help you as opposed to causing you more stress. The second things are boundaries are one of the most impactful tools. Even simple boundaries like when you stop working or protecting some personal time and those kind of stuff can significantly reduce burnout. And it's not about working less. It's about not being on all the time because at the end of the day, that will lead to quicker burnout. So having some sort of boundary and the way you create boundary could be personal to you. Maybe have some blocking times on calendar where you're just going out for a walk or doing something where you're extracting yourself from the scenario and people cannot reach you. The third thing that is also super impactful is support systems. Support systems matter way more than what people think. So for example, entrepreneurship can be very isolating. But you have to find people that you can be honest with, and that can be your mentors, your peers, your close friend. And what it helps you do is it helps you have a support system outside of that entrepreneurial journey, which sometimes can be really isolating. So have that support system. And that support system can be tiered. It doesn't have to just have a mentor who's higher up in the hierarchy with you. It could be multiple people. It could be someone who's not a founder because then for a minute, you're not talking about entrepreneurship. You're talking about skiing or something else, right? So those kind of things, I think, are super important because realistically, we cannot eliminate stress, right? That's not realistic in entrepreneurship. Our goal is to move it in a way that allows you to keep building without burning out.

VETO: 28:11

This isn't research-based or academic-based or anything. It's just observation-based. And not to lump an entire generation together, but I find that some of the younger generations and the young folks coming up and becoming adults are a lot better at boundary setting or work harder at boundary setting naturally, whether they're entrepreneurs or not, than the Millennial, Gen X generations are. And again, I'm lumping way too much together and being way too lofty on this, but I do find that younger people are way better at setting boundaries nowadays, so maybe it'll naturally shift.

DAS: 28:57

Yeah, we need society to shift in that way. And Stephanie, I agree with you. Even I don't have data for this, so it's still in the hypothesis frame. But I think I have also noticed this where-- so because well-being is such an intrinsically motivated thing, if you don't care about your well-being or if you don't understand how important it is, no amount of resources being available to you can help you with that, right? So the



first thing that you need to start with is being intrinsically motivated to add that in your lifestyle. So with founders, what we have seen is that most of the founders who have experienced some sort of burnout is when they realize, "Oh, you know what? Recovery is so important, and I need that for my next venture that I'm building." Whereas, again, I don't have numbers for this. I think this generation or they are moving to a phase where they understand boundary setting, and they understand well-being, and they understand sustainable building in a way that they are also building those boundaries for the generations that are higher up for them, right? So we are definitely, as a society, moving towards some good stuff, and I'm excited to see where that goes. That would be an interesting resource to see age-wise experience around well-being.

VETO: 30:20

Yeah, for sure. Well, I guess, what can companies or investors do to help founders with these issues, with their well-being?

DAS: 30:36

That's a good question. And again, that ties back to what we were talking about. Do we see that there's a shift happening with founders wanting to-- or entrepreneurs support organizations and ventures willing to help them? So I'll start with the concept of what I talked about previously, that well-being is not just an individual phenomena. It affects your business, right? So it affects the business performances. So yes, everyone in the ecosystem has to care about it. I think the biggest shift or the biggest shift we still need to make in this is that we have started the conversation, but we haven't fully changed the system. So right now, a lot of founders are told things like, take care of yourself. But at the same time, they're rewarded for speed, constant availability, and pushing through limits. That gap between what we say and what we reward, that's where the problem is. And that is where I think the framing needs to change. So well-being is not just individual self-care. It's an ecosystem architecture. That's where businesses and leaders and venture capital firms can help because it shapes the expectation, the incentives, and the signals that founders are operating within every day. So the work in this field is really about alignment, right? Designing systems that support how people actually perform and sustain themselves over time. And there are a few places where this can happen. So first, I would say, would be redefining performance. So it's not just about how fast you grow, but how consistently you make good decisions over time. Second would be, again, going back to that support system, but more on an ecosystem level. So building support system in the ecosystem, not leaving founders to figure out things alone, but creating environments where they can ask for help. They don't have to filter everything that they say. They having access to mentors and peers who understand what they're growing through, right? That kind of ecosystem support. And I would say the third one would be normalizing recovery. So not as a break from performance, but as a part of performance. So your recovery days or your rest days are as important as your training days. So normalizing recovery. And we have seen and some early signs of this shift for sure. I was referring to that plug-and-play tech event earlier when we did that panel on well-being. What stood out was that it wasn't just the founders who showed up. We had investors in the room. And after the session, some of them reached out to us, and they were like, "Hey, how can we better support our founders?" And that's a meaningful shift because it shows that it's not just a founder conversation. It's becoming an ecosystem conversation where founders are sharing their stories. The investors are listening in. The entrepreneurial support organizations



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are creating spaces for us to have such conversations. And also, the good news is that there are already starting in pockets. So there are some VC firms and entrepreneurial support organizations that are actively investing in founder well-being and that have kept founder well-being as one of the metrics in which they evaluate founders. But right now, those are still exceptions. And what ideally we would like for them to become is for it to become the norm, right? Because we don't need founders to be tougher. We need systems that don't require them to break. And if we get that right, we are not just building healthy founders. We are getting better decisions, stronger companies, and a more sustainable future for entrepreneurship itself and people's experience around entrepreneurship.

VETO: 34:05

Willy, this was an incredible conversation. And thank you so much for being on the podcast today.

DAS: 34:11

Absolutely. Thank you for having me. I do enjoy talking about my research, and I hope it helps and spread the word around how important well-being is. But I truly enjoyed having this conversation with you, Stephanie. Thank you for having me.

VETO: 34:23

That was Willy Das speaking with us about entrepreneurial and founder well-being. This podcast is brought to you by Illuminate, the Lehigh Business Blog. To hear more podcasts featuring Lehigh Business Thought Leaders or to follow us on social media, please visit [Business.lehigh.edu/news](https://business.lehigh.edu/news). This is Stephanie Veto, host of the Illuminate podcast. Thanks for listening.