Future of Infrastructure podcast

Episode 18 The Power of Having a Vision

Jeremy Goldberg (host)

Enrique Penalosa (guest)

[Music.]

**JEREMY GOLDBERG:** Welcome to the Future of Infrastructure. I’m Jeremy Goldberg, Worldwide Director of Critical Infrastructure at Microsoft, and I’m on a journey to learn more about how infrastructure is being built around the world, by talking with public servants, philanthropists, artists and place makers who have spent their lives working in the public interest. This is a series to help us build things and plan for the future, while putting people first.

Today, we are in Moynihan Train Hall in New York City, Midtown Manhattan, within an earshot of Madison Square Garden. And sitting across the table from me is the former mayor of Bogota, but he’s so many other things as well, Enrique Penalosa, it’s so nice to be with you today. Great to see you.

**ENRIQUE PENALOSA:** Thank you very much, Jeremy. It’s great to be here.

**JEREMY GOLDBERG:** So this feels like almost an ideal setting for us to have this discussion around the variety of topics of physical infrastructure and transportation. Perhaps Colombia and hosting this discussion, it would also be a great choice, and we may do that again someday.

**ENRIQUE PENALOSA:** Yes, I hope so, but of course, this is very meaningful because it has beautiful buildings, by the way, new facilities, which also show that the public goods are important. This is a symbol how somehow society is important, more than individuals sometimes. And of course, this is a wonderful transportation hub here at Penn Station and Moynihan.

**JEREMY GOLDBERG:** It is, it is, and so – and you would know better than most. I mean, you have dedicated your life to public service and the public good. And so I’d love for – for those who may not be as familiar with your work and who you are, tell us a bit about yourself. Give us a bit of the – of the story and the background and your experience, and then let’s jump into some of the – the roads in the past that you took to advance that career.

**ENRIQUE PENALOSA:** I am a Colombian. However, it’s a peculiar case because I was born in the U.S., and so I was here, like for two or three months when I was a baby. My father worked – always worked for – not always for the government, but his obsession was to make a better Colombia, a more egalitarian Colombia, and so he was the manager and the symbol of the agrarian land reform in Colombia.

So as most children in the upper-middle class in Colombia, he went to a private school, and many of my schoolmates had large – large land holdings which were being bought through eminent domain by the institute my father heads, so – so I got beat up a few times, so I have to become conscious, politically conscious, very quickly.

So I was very obsessed always with equality and economic development for my country. I was obsessed. Later, my family came to live in the United States, when I was around 15, 16. I went to Duke University on a soccer scholarship.

At that time, in 1970, it was not so obvious, the failure of socialism, but I do quickly learn that it was really a failure. And at that time also my father later became the first Secretary General of the Habitat Conference and the United Nations having that conference.

So more and more I became obsessed with cities. My city was growing at an incredibly fast pace at that time. We doubled the population every 20 years.

**JEREMY GOLDBERG:** I want to dive into this in a moment, but before we do, because there’s a cliffhanger a little bit, but the motivation, right, as you’ve already articulated, there’s the origin stories of your family, of your father, of like observing his commitment to service and the things that he’s doing, but also there’s your upbringing and your experience of interacting with others.

Talk a bit about, if you would, the Bogota that you grew up in, right? What was Bogota like then? You traveled the globe, you lived in cities, you’re back in Bogota, and you have this obsession, right, to run for mayor. Sort of, how are you bringing all of that history and that origin about your experience and lived experience and bringing that into what you then pursued as mayor to drive impact for people.

**ENRIQUE PENALOSA:** Well, Bogota was a very unequal city with a lot of poverty at that time. It’s amazing, but today it’s unimaginable. But there, for example, many hundreds or thousands of children who live in the streets, stray children. I mean, that was the kind of poverty there was. And of course, about half – more than half the city has sprung up as illegal settlements in most of the time in hills, no water, no – sometimes at the beginning, not even electricity, no sewage, no pavement, no schools.

So it was a city, still a very unequal city, very unequal, but we have made huge improvements, and later, for example, I worked in government institutions, when I came back from Europe.

**ENRIQUE PENALOSA:** And in many ways, I became obsessed with cities, and how cities can make people happier and make society more egalitarian, more inclusive, so I get people – this was reinforced by the fact that later I went to France, and I was studying in France, or did some graduate school for like three years, and I worked at a hotel and all kinds of things. Well, when I was in the U.S., I worked a lot also, like construction, labor, and things like this, for a long time, but it was tough economically when I was a student, but I was infinitely happy in Paris, even though I lived in a little hole, and I have no money to go anywhere, even outside of the subway lift work.

**JEREMY GOLDBERG:** You were in Paris.

**ENRIQUE PENALOSA:** But I was in Paris, and that was amazing, because I had the sidewalks and the parks and the transportation and the cultural possibilities, so it was more and more clear how a great city can make life so much better and happier.

And so, see later, and I loved study work, and I did many things in private and public sector. I went into politics from zero, the streets, the little leaflets, and this was not used in Colombia, confronting powerful political machineries. And finally I became mayor, and I became mayor because I was obsessed with things I had to do as mayor, not because I wanted to be mayor, but to do as mayor.

**JEREMY GOLDBERG:** Was that a defining moment? Was that work experience, and that particular incidence of working with that water infrastructure and that company, was that a defining moment for you to say, "I’m … I’m running for mayor now."

**ENRIQUE PENALOSA:** Well, I was always obsessed with what a city should be like. It was a passion. It was an obsession since I was 22 or so. I mean, my country and equality was an obsession almost since I was 13 and economic development, and then cities became an obsession from when I was 20 or so, even before – and of course, sometimes there are defining things.

And then I went with a friend and his children and my children. We went out to the mountains to a lake one day, and on the way back, there was a traffic jam, going through a little town, so we stopped, and then there was this young girl. It was towards Christmastime – was in her best clothes, and had been run over by a car, and she was still breathing.

And so I got my children and my friend’s children, and my friend out of the car, and we put this girl in the backseat of my car, and I went to look for a hospital in one town and another. And finally I saw a hospital, and when I carried her in the hospital, she was dead.

She was like eight years old or so, and somehow at that time, you talk about a defining moment, that said, while I could not do anything for this girl, but I am going to be able to do many things for many children, if become mayor.

And so this was, I would say, you talk of defining moments, this to me was very significant.

**JEREMY GOLDBERG:** Absolutely significant and deep empathy. That demonstrates your deep empathy as well as, you know, commitment to helping others and service and in a way that’s very true, and I know (crosstalk).

**ENRIQUE PENALOSA:** That’s true. I think there were many things that are interesting. For example, I mean, more than 1,500 parks. I mean, at least 30 nurseries, beautiful nurseries, more than 80 – built as mayor. We built like 82 schools, fantastic schools. Fantastic schools, not without a battle. We had a very difficult battle with the union because we organized 35 of these schools to be managed by the best private schools in the country, and by the best private university, and this has had amazing results, and the community loves this.

And these children, in the poorest neighborhoods, have results, academic results which are comparable to the best private schools of the upper-income children. It’s amazing. This even has been started by many international organizations. The results of this is also, not only in terms of academics, but for example, there is much less pregnancies of – young pregnancies or gangs or drug consumption, it’s really like even the whole neighborhood is transformed.

But this, again, when you look at all the infrastructure, this is something that is interesting. Again, beautiful schools, amazing and beautiful schools, which are symbols, are like temples in a very poor neighborhood where they have, at that time, many homes they didn’t even have sometimes a cement floor, but dirt floor, and then you have this amazing, beautiful school. Children did not want to go on vacations because they are amazing, and these are symbols of – because these – they show – they show (crosstalk), right? For the children themselves, for quality of life, but also, I was – interestingly, the symbol that showed that children are important. You say, oh, it’s obvious, children are important. It’s not so, because in the lowest income neighborhoods in Bogota, a very significant percentage, maybe 15% of children, sometimes even more, don’t even know who their father is, because there is a lot of these young girls who get pregnant. The boy disappears and so it’s not obvious that children are important.

And it’s not obvious either that education is important, so we built some fantastic libraries, totally amazing temples, like four beautiful large libraries in low-income neighborhoods, mostly, beautiful, which again are symbols, which first, yeah, we have a beautiful library in a low-income neighborhood, and we’re talking about truly low-income neighborhoods. It’s a message that tells the people in the area that we fully trust in your intelligence, in your possibilities. We have confidence in you.

**JEREMY GOLDBERG:** These are very powerful examples, talking about safety, education and literacy. The opportunity, right, is what we’re – for all. What I’m interested to hear about, and what our audience also wants to hear about is, so great, these are accomplishments. Things have been done. Lives have been changed.

How do you actually make these things happen? What does it take? Because there’s a collective – there’s a *we*. I’ve heard you use that word we, not we, but I did these things. We pursued these and got that done. So walk us through an example of how this actually gets done. Maybe it’s in the education one or perhaps it’s on the sidewalks efforts. Tell us (crosstalk). Give me the good, the bad and the ugly, and the failures, right?

**ENRIQUE PENALOSA:** Many failures, but it would take too long to talk about that.

**JEREMY GOLDBERG:** We all have them.

**ENRIQUE PENALOSA:** But this is extremely important, how to achieve things, what you say, what people call leadership or management, it’s crucial.

First of all, I think you have to have the vision, to have clear what is in that – where do you want to go? What do you want? And for this, you have to have thought about this for a long time. You know, it’s not like a vision, you are there – like sometimes it’s religious and so on and so you have this vision.

There were no sidewalks, and there were only 10% of the people who have cars, but they were the ones who had the power. And so it was a lack of respect for human dignity and a lack of respect for people who are lower income. High-quality sidewalks in a developing country is of course good for people and for the city, but it’s also a symbol that shows that low-income people are important, the same as a protected bikeway, like the ones we started to do.

A protected bikeway, of course, is important for safety and for mobility, but it’s also a symbol that shows that a citizen on a $50 old bicycle is equally important to one in a $50,000 car. It increases the social status of the cyclist, and so sidewalks, but how can you do this thing?

You first have to be convinced because it’s a huge battle, very difficult. It’s very easy to tell this story here, but there were so many battles.

**JEREMY GOLDBERG:** Is it a battle with the shop owners? Is it a battle with – who is it?

**ENRIQUE PENALOSA:** Exactly, it was with the shop owners who had – who were parking on these sidewalks there.

The vision is crucial. Then you need also to have the project manager. I believe that when you are doing something new, like the bikeways or the libraries, or the TransMilenio BRT, which is the best bus system in the world, that we created, and it was new, and we moved more passengers per kilometer in TransMilenio BRT, and almost also it was in the world, because it costs 20 times less.

And we are not comparing with the New York Second Avenue line, with a normal subway line, and this needs a manager, a project manager, which is different from the Secretary of Transport, somebody who only has to think about this 24 hours a day – 25 hours a day.

**JEREMY GOLDBERG:** Right, right. Did you have that person or persons?

**ENRIQUE PENALOSA:** We had a manager for each of the projects. We have to create a team because whenever we have to create a team because whenever you have – the important thing is a team, to get the best people possible, which is difficult. And then, I empower them fully. I am not appointing them as happens often in politics. I – people appoint the second- and third-level people. No. I give them full responsibility for all their team, and I back them.

**JEREMY GOLDBERG:** You provide that air cover, right?

**ENRIQUE PENALOSA:** Yes, I mean, tell them, "Look, you can be sure that I am not going to give in to – even if they destroy me, you are not going to be kicked out because they make a scandal or something against you."

And also, we have to create a team of equals. The first time we did not have yet WhatsApp, or things like this, but we had voicemail, and we got, for example, around 400 people into a voicemail system, which saw – in each organization, I had like 50 institutions in City Hall, and in each one you have many below the top person.

So there are 500 people who are communicating with me directly, without going through the boss, not this hierarchical organization, but that you can really go and – of course, also to have – to have a great integration between all these situations because I think in government, running the private sector too many times, the biggest obstacles to projects are inside the same organization, you know?

It’s like they say, "I found the enemy and it’s us," because for any project you need the support from the financial area, the legal area, the planning area, the use of many times (crosstalk).

**JEREMY GOLDBERG:** You’re getting to what impacts, or (crosstalk) prevent the operational (crosstalk).

**ENRIQUE PENALOSA:** Exactly. We need everybody to really be helping each other, to truly be a team, a team that truly enjoys the other successes. So we have, for example, regular meetings, every three months or so, with two hundred people of different institutions, so everybody understands fully what the others are doing.

And we need to get everybody to realize that they are in a big project, that is bigger than life, that this is going to change people’s lives, and this is very fascinating about a city, because it is really only a means to our way of life.

**JEREMY GOLDBERG:** Is it measured?

**ENRIQUE PENALOSA:** You need to have the metrics. You need to have the metrics, but sometimes it’s not enough, I had a special team of experts, a very small team, who had – were fully empowered to go into any institution and get all the information out, like if it was me, personally, to see what was not going well. Because whenever you ask, people tell you everything is fine, and there are many things – to get things done, and also, another thing is you are doing things that encounter a lot of resistance and battles.

**JEREMY GOLDBERG:** You have that resilience and stamina here, okay? That’s very clear. You’ve demonstrated in terms of your leadership. I mean, tirelessly. My question is more about how do you ensure that that same type of resilience exists within your project managers or your teams? I’m saying people can be – will be confronted by very difficult – and honestly, doors shut in their face, how do they – how do you help them overcome that?

**ENRIQUE PENALOSA:** Everybody has this – why we have to invest a lot of time and effort in everybody’s sharing the vision, the dream, and understand that this dream is also greater than life, is to – we are changing society. It’s not just that we are making money or having power, but this is really changing the lives of people, so – and second, we have to have positive reinforcement all the time, public reinforcement. You have to tell everybody how wonderful they are, all the time, and tell them in front of everybody, all the time, congratulating them.

**JEREMY GOLDBERG:** So you said you played midfield, did you say – center?

**ENRIQUE PENALOSA:** I played – I played the full-back, defense..

**JEREMY GOLDBERG:** So, so there’s some team dynamics here, right, that are at play when you’re talking about – using sport as an analogy, just for a moment.

In this case, you’re – you’re the mayor, right, but you need that team that’s well-rounded and balanced to be able to deliver. Just as if you are playing fullback and defense, you’re trying to work that ball to get that up the field, right?

**ENRIQUE PENALOSA:** I like very much your analogy of sports, because I took many courses in management, and I did graduate school in management in two programs. But I think I learned more about leadership, playing soccer than in school – (laughter) – to really learn how to lose, how to motivate your teammates when you’re losing, to win, to work as a team. And you realize that everybody is important, you know? You can have messy in your team, and still you need even the people who are in the bench. So, this is extremely important.

Also, I think, sometimes a good leader, sometimes – I mean, of course, there are some geniuses, such as Mr. Bezos or Mr. Bill Gates, or someone who are geniuses, and they are leaders as well, and managers. But sometimes, all of us who are not so geniuses such as them can be, maybe sometimes can be even better managers. Why? Because we know… I mean, I was not any genius in school or any such thing. I was not a bad student, but I was a good student – (laughter) – I mean, but nothing exceptional.

And so, you realize that there are people who are much better than you. And then you know how, not only you have this clear, but you know how to use them. You know this person can give me this, this person can provide me, this other one can give me that. And so, sometimes as a manager, maybe sometimes it’s best that he’s not such a genius, because sometimes, the ones who are the geniuses thing they know more than everybody about everything.

And so, it’s good for a manager that to know that he doesn’t know more about everything than everything, but that what he needs is to have some people who are better than he or she is. And also, this whole thing creates a real esprit de corps. You know that.

**JEREMY GOLDBERG:** So, let’s take this maybe not too far, but with the sports and management analogy here, an example, and apply it to BRT on the field, right, in terms of the roles that people play in this effort with BRT to get it to a point of where now, it’s globally recognized as the best BRT system in the world. Talk a bit about the management approach, the style, the team, and, it wasn’t all straightforward, either, I’m sure.

**ENRIQUE PENALOSA:** It was very difficult, but I, again, once again for many years before, to me, it was clear that we could not solve the mobility of our city simply by making a subway line. It was too expensive, even if we make one or two or three subway lines, and by the way, I contracted, in my second term, the first subway line for Bogotá, but clearly it’s not enough.

And so, to me, it was clear that this was necessary, that even if we did a subway, we had to have a great bus system. And I had thought about it for a long time. I even published articles in the press 15 years before I was mayor. And then I found the Qualitiva (ph) system, which was the first BRT in Brazil. And so, I said this is amazing, you know? Why isn’t this implemented elsewhere? (Laughter.)

And when we did our BRT, we took it, the Qualitiva example, we improved it very much. We improved many things. I made it much more capacity and speed, but first, he had to manage it. We had to confront many difficulties.

Now in Bogotá, for example, you can have a $100,000 car in traffic jam, and the public transport zooms by next to them, which is very symbolic. It’s maybe even more symbolic than a subway that goes underground, because it’s no so obvious, (he knows?). But once the guys in the $100,000 car doesn’t move, and a child can go make faces to him from the window in the bus, so it’s unconsciously a symbol that constructs legitimacy, equality.

But now, so we have project manager for TransMilenio. And we had many people had to work with this, because it was crucial that the financial area would work, that the construction area would work to make the infrastructure for the system, that somebody had to be negotiating with the traditional public transport operators, because we made them the operators of the new system, as well, as much as possible, that they were the shareholders of the new system.

It also needed to have the infrastructure built. It was crucial, and it had to be very quick. We need to do the negotiations with the traditional public transport operators, which was extremely difficult. We need to confront very powerful opposition from the minority who own cars, who did not want to have space taken away from them in the road.

We were able to work on all these things at once with a great project manager. It’s like juggling because there was – (laughter) – so many things. Again, I think in both times I was mayor, I was mayor twice in – in non-consecutive terms. I was mayor first, elected in one term, 1998 to 2000, and another one in 2016 to 2019.

**JEREMY GOLDBERG:** So, in 2019, this is before the pandemic, right? So, just right before the pandemic.

**ENRIQUE PENALOSA:** Yeah, right before the pandemic. Yeah, I did not have to solve for the pandemic, thank God. (Laughter.)

**JEREMY GOLDBERG:** Was there a moment, however, in that, just to kind of go back to the path that you laid in terms of the transportation, and the infrastructure and BRT, and all of these really important improvements in quality of life, I would imagine, supported and assisted Bogotá through what has been a very difficult couple of years, globally. But was there a moment where you were thinking, I’d like to go back and actually be there during this time in Bogotá, too, in 2020 or 2021, to tackle these problems?

**ENRIQUE PENALOSA:** It’s exciting, and in many senses, because the pandemic led people to think things which in some cases were wrong. For example, many people thought that the people would leave cities, that people could work away from the office, and that people will go to little towns and to the suburbs, because they could work at home.

I was writing a book during the pandemic, and I said, no, this is not going to happen. People are going to go back to cities. Why? Because it’s more fun, and this is because, for the same reason people have gone back to cities, after many pandemics in the past which killed millions, for the same reason people have gone back to city after cities have been bombed, to rubble, to nothing. And still, they went back to Berlin, and they went back to Tokyo and to Dresden, because, so, in that sense, I always believe people would go back to cities. And so, the cities are home. The city more and more is our home. And the way cities are made.

So, you asked me about the pandemic, what happened? For example, in the pandemic, some things became evident, first, that people need contact with nature. People, for some reason, it was more evident than ever that people needed to go out and see trees, to go see a park, to see water, to see… so, to have pedestrian places. So, more and more, I think after the pandemic, the need for quality pedestrian spaces in cities, the need to contact with nature became more important, not that people are going to go live in the woods, in the mountain, in the…

**JEREMY GOLDBERG:** No, access and proximity to the nature and the quality of life that you’ve talked about earlier, the parks that you helped to build, right, in Bogotá, for example, right, those became a place of refuge, I’m sure, for people to feel healthy, to feel better.

**ENRIQUE PENALOSA:** Yes, yes. And more and more, I think this is crucial for cities after the pandemic. And I think, again, everything, the cities, I mean, now one thing that also is very strange, the world is going to run out of people. This is not so obvious yet, but in order for populations not to fall, fertility rates, that means the children per woman, must be 2.1. If women have more than 2.1 children, fertility rates are higher for – than 2.1, populations grow. And if fertility rates are below 2.1, populations diminish.

And actually, today we have some countries in Asia where population fertility rates are higher than 2.1, and – but especially in Africa. But in most of the world, the fertility rates are lower. For example, people think Latin America, people are growing like crazy and there is to – no. Colombia, for example, has a fertility rate 1.7 lower than the United States, lower than France, lower than Denmark.

And so, more and more, everybody has written about how we are competing for highly qualified people who can choose where to go. So, cities are crucial for economic development, for competing for those people who are so good at whatever they do, that they can choose where to live.

For example, yesterday, when in New York, I was in this waterfront yesterday and the day before, in the Hudson River Park, and there were tens of thousands of people enjoying the city, beautiful. The flowers, they were in bloom, the tulips, the people picnicking and enjoying the breeze, beautiful gardens, the waterfront. So, wow, you know, this is amazing how, then, these people, if you want to have them to go work somewhere else different than New York, they will say, what are you going to give me in exchange? (Laughter.) What are you going to give me?

**JEREMY GOLDBERG:** Yeah. What are features, attributes, things that are unique and special about Bogotá. In that case, as you’ve just given a great example about New York City, tell me about those features and attributes that Bogotá possesses that are attractive for people to visit and play.

**ENRIQUE PENALOSA:** Well, I can tell you, this is a good opportunity to tell you some of my defeats.

**JEREMY GOLDBERG:** Yeah? (Laughter.)

**ENRIQUE PENALOSA:** For example, Bogotá is lined by mountains, beautiful mountains. We’ll have water, really much water, and so, I tried to do mountain path, 150 kilometer mountain path for everybody, because the mountains are there, but they could be 1,000 kilometers away, because it’s very difficult to access them and there’s no infrastructure. They are dangerous because… So, but then, so, some supposedly with some supposed environmental – oh, no, we cannot do a pedestrian path, you know? So, they have killed this project.

We have another project example in which people – we have a cable car that will go across the (inaudible) side of the mountain to a lake for people to go to this park, beautiful. Again, no, they kill this project.

We have a project in the riverboat area, which has to be cleaned, but we’ll have all the design and the – the money to contract the sewage treatment plant to clean the water of the whole entire river. But more than that, we have designed a whole waterfront like the Hudson. Of course, it’s a little river that we have, not like the Hudson. But it could be a 90 kilometer riverfront park.

And we called River City because we will have housing next to the river. So, it will be a self-financing project. It will be nicer because we will not have the road between the buildings and the water, no road for cars, just pedestrian, but then again, with supposedly, our environmental areas.

But so, we need to have a city that is fun for people. For example, now at this time, Bogotá has to be more fun. It needs more parks. One good thing that we have in Bogotá, for example, is the bikeway network. We have like a million bicycle trips every day in Bogotá. We have a lot of people using bicycles, even though it rains a lot – (laughter) – and even though it’s cool rain, because we are very high up in the mountains, even though there is crime and people’s bicycle gets stolen also. But nevertheless, that’s a fun thing about Bogotá.

**JEREMY GOLDBERG:** So, when it comes to motivating forces, and for people who are listening to our podcast, a lot of the time, they’ve suggested, they would like to know, like, sort of how do I do these types of things, right? They’re inspired. They have a vision, but they’re also looking for, what are two or three takeaways, right, things that they can take back home and say, we’re going to do a project like a BRT, or we’re going to do a project like our bike lanes? What are those two or three things, your advice to them?

**ENRIQUE PENALOSA:** Well, first, I’d like to say we go back to the vision. How do you imagine different things? How do you see different things? I was always very impressed by an experiment I participated once. There is a book, the gorilla, the “Invisible Gorilla” exercise. There is a book even about this.

I am in the front row of a large screen, and then there is a game that is played between two teams, so, I mean, black tee-shirts and other team in white tee-shirts. And they are making passes with some, like, volleyball-type of balls. And so, they asked you, “Well, count how many passes are made by the white team.” And so, after two minutes, they tell you, “Did you see the gorilla?”

And so, I say, “What gorilla?” I mean, and I was in front of a big screen, and I was in the front row. And so, they play again, the same thing. And in the middle of the time, there is a guy wearing a gorilla suit, big gorilla suit, goes and gesticulates, make signs in the middle, jumps in the middle of the screen and then walks away. And I never saw it? Why didn’t I see it? Because I was looking for the passes of the white team.

So, like that, there are many things in life, you know, for example, that happen. They are before your nose and you don’t see them, because you have a bias.

What I’m saying, to find different things, you need a certain ideology. Why did I find all of these things? I was looking through the lens of equality. I was obsessed with inequality. So, to me, it was completely absurd, and today, that we have here in Manhattan, for example, a bus in a traffic jam with 50 people inside, and then there is a car parked on the curb, making the bus go slower. This is completely absurd. It’s almost as absurd as women not being able to vote, that you have…. But people are so used to this absurdity that they think this is normal.

So, and this goes valid for anything, for technology. For example, Mr. Gates, I’m sure that he was obsessed with some issue. Some people who design things, they are obsessed with making things smaller, miniaturization, for example, or with making things beautiful, or with making – so, they have a lens that makes them see things in a different way, to look at the same thing always will look, but they will see different because they have a lens, a different lens through which they look.

So, it’s what this touches, your passion. It can be to make things that are electronic or to make things small, or to make things strong, or to make things fun, or to make things – so, this lens is what allows you to see different things and to create, and to create, because you will be looking at the same things as other people, and then this thing that will make – you’re so passionate about it, that we always insist and insist and insist. And then this is also what gives you the strength to confront difficulties.

**JEREMY GOLDBERG:** And I think that is the perfect exclamation point on our discussion. The passion and the obsession that’s evident that you have, and again, the stamina here to make these – what seems impossible, like, you know, possible here. And I thank you for your time and for joining me here in Moynihan Station here in New York City. And thank you for all your leadership.

**ENRIQUE PENALOSA:** Thank you very much for the invitation, Jeremy.

(Music.)

**JEREMY GOLDBERG:** Thanks for listening to this episode, and being a part of the Future of Infrastructure, and for joining me on this journey to meet and learn from the people improving life in their communities. If you liked today’s episode and want to help other people find it, please take a moment to share, rate and review the show.

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END