# Audio file

[ActOne Group Janice Bryant Howroyd (2018).mp3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

# [Transcript](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:00:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Hey, it's guy here. Over the past year, a lot of the founders who come on the show have told me how hard it is to ask for money. They have to sell their product or idea is an amazing investment. Make it clear how they're going to use the money, give an impassioned pitch, but still risk getting door after door slammed.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:00:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[In their.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:00:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Place and when people do give friends, family, Angel, investors, VC's, whomever. Our founders are overwhelmed with relief and gratitude well before the end of what has been a pretty trying year for a lot of us. I would like to ask each of you to show your generosity and your appreciation for what we do.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:00:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[By giving to your local NPR station, many of you listen to the show from your favorite podcast app. But how I built this is also a radio show that plays on NPR stations around the US and those stations, along with our sponsors, directly support the work we do. So if you love the show and the stories.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:01:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Me tell I'm giving you my best pitch, so please be among the friends and family who give to our show by giving to your local member station, you can go to donate.npr.org/built and give directly to a local NPR station. That's donate dot NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:01:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Dot org build and thanks.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:01:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[OK. So on to the show and first of all, I just want to wish everybody a happy holiday season and thank you for being such incredible supporters of the show this year. Our team is taking a much needed break, but this week we wanted to revisit the story of Janice Bryant Haloid.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:01:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[And as you'll hear, there are a lot of reasons why her story is kind of the perfect way to end the year. This episode first ran about two years ago, and I think you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:01:56 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Will love it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:02:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I'll tell you candidly and I'm not proud of it. There were times when I would gift my intelligence to other members of my team and have them go in and make a presentation or them make the pitch so that the client wouldn't have to interact directly with me as an African American or as a female.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:02:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Because you thought they wouldn't want to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:02:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[In some instances I thought it in other instances I knew it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:02:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[From NPR, it's how I built this a show about innovators, entrepreneurs, idealists and the stories behind the movements they built.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:02:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I'm Guy Raz, and on the show today, how a temporary gig as a secretary inspired Janice Bryant Halloy to build an employment agency that turned into an empire and made Janice the first African American woman in history to own a billion dollar business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:03:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[So hiring employees is one of the hardest things about running a business. If you listen to this show long enough, you've heard founders talk about how when they're company started to scale, hiring enough good people consumed so much of their time because hiring requires patience and research and yes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:03:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Luck. Even the best applicants sometimes flail after they start.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:03:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[And this was an insight that Janice Bryant Haloid came across early in her career after working as a secretary for her brother-in-law. It was the late 1970s, and her brother-in-law, Tom.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:03:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Needed an assistant for his growing role at Billboard Magazine in Hollywood, Janice noticed that lots of other executives in Hollywood needed clerical help, too, and they needed it fast. They just didn't have the time to find the right people. So with all of her money, which was $1500, Janice rented a small space in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:04:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Front of a rug.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:04:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Shop in Beverly Hills and she started an employment agency.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:04:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[At the time, Janice was a young African American woman, starting out in an industry dominated by older white men. Now, today, her Company Act One group does an estimated billion dollars a year in sales. Act One handles hiring and recruiting for all kinds of industries, and it also provides a lot of back end.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:04:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Services like employee screening and payroll. But when it began, it was just one office 1 phone and Janet.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:04:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[She opened that first office in the city she barely knew. When she first arrived to LA in her mid 20s, Janice had spent most of her life in a very different place from Hollywood. She grew up in the 1950s and 60s in a big family in the small town of Tarboro, NC.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:04:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I grew up on the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:05:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Side of the tracks and that's literally the case because we did have a train that ran through our town. We were a town that was incorporated in the 1700s. So a train track in the middle of the town did indicate some level of prosperity. Now, we were segregated. Make no make no mistake about that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:05:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[But we had that southern etiquette that went along with it. So there was a politeness that occurred amongst people, but we also were very aware of the injustices.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:05:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[How many? How many brothers and sisters did you have growing up?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:05:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Five brothers, five sisters, all types.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:05:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Wow. So 11 kids in your.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:05:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[House.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:05:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Yeah, you say that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:05:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Like, that sounds so much to you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:05:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Yeah, it does. It sounds like a lot of kids, it sounds like a chaotic house.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:05:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Oh my. No, you don't know my mom and dad.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:05:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[If you thought there was chaos going on in the fire.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:05:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Household as a matter of fact, we had a system where the older siblings would take care of the younger ones. And when I say take.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:06:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I mean, they were responsible that we did chores appropriately. We had personal grooming taken care of. They checked us for and it helped us with. And that homework was done. And so Sandy got me. She was first born. I was fourth born, and when she.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:06:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Went all the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:06:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Way off to Greensboro, NC, which by drive time is about.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:06:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[4 hours. It felt like the end of the world had happened for me it everything just felt so empty to me. Yet there were still 12 people left in the house every day. If we had no guests come over.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:06:27](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[And.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:06:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Did your parents, I mean, was there ever a sense that?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:06:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[You know that they were struggling or did it always feel like you had everything you needed as a kid?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:06:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Guy, I remember sitting in a class and I had what Oprah later coined aha moment. And I remember sitting in class and thinking, wow, we're poor, had no concept of poverty growing up.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:06:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[He had no idea.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:07:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[None at all. We always had enough for us and some to share, and that meant clothing that meant food and that also meant emotional support.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:07:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[When you were when you were little, did you? Would you dream about what you would be when you grew up?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:07:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Or did you already have big ambitions as a kid? Or? Or were they kind of like, yeah, you know, I'll. I'll see what happens.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:07:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Now see print media was really the thing that taught me so much and books print, period. My mom bought encyclopedias and then she paid them off over time. She also had periodicals that came to our house. There was a magazine called Sepia. There was. Ebony was popular.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:07:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Jet magazine was popular back then, and so I knew a lot about the world, and I knew a lot about what black people were doing. And so I had role models.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:07:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Who fulfilled thoughts about what I might do when I grew up, but as a very young child, I remember admiring my mom so much, which I continued to do to this day. She even then I could sense, even though I couldn't put label to it was quite an efficient person and she ran our home.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:08:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Like a business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:08:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[And what did your dad do?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:08:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[My dad was a foreman. He was a foreman in a dive factory. You know, we're a textile community in North Carolina, and that was very integrated in our lives. He made sure that we had our Thursday family meetings. Thursday was payday, and we all had to gather around and we discussed what we've done.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:08:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[What we would be doing in business, we say we discussed the gaps and we brought forward the solutions and my family dad just said let's see where we are and where we're going. Kids, that was always his opening comment to us.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:08:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Wow. Janice, when you were when?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:08:54 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[You were a girl when you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:08:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Yet did you see entrepreneurs around you, either in your community or or in your family?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:09:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Retrospectively, I saw them growing up. I did not know that's what I was looking at. I remember Grandma Dora walking around Tarboro in high heel shoes, coming over to our house, and they ran a BBQ shop.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:09:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[And they had a home that had a beautiful dining room in it, but their dining room was to serve their customers.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:09:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Ohh, they ran it out of their.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:09:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Yeah, and white people would come over to eat there, which was a big deal that they were coming over to have dinner, their lunch there. But I didn't look at that as entrepreneurship back then. That's just what grandma did. You know, I also saw her run. She fed people to go bags.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:09:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Where they would come and buy their lunches or dinners at the back and she would charge based on who was working and who was out of work. And she had that sense of justice in her mind about how to run her business and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:09:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I think it paid off because she did quite well.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:10:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[So so James, I read that when you were in high.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:10:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[School.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:10:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Your mom and dad decided to send you to a an all white high school. You were going to be the first African American student at that school. What do you remember about about your first day going in there?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:10:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Well.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:10:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Mom and Dad didn't send me. We decided as a family that that would happen. Our community wanted to have our best and brightest go to the White school to lessen any fear around whether or not the school would dilapidate in any way by our attending it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:10:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[And I was one of the 1st and I remember my first day going into my English class and I thought.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:10:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[English has always been one of my better subjects, and I'm gonna fail because I couldn't understand my English teacher. She had a twain that sounded different to me from my side of Tarboro. Mind you, we're talking about a distance that I could walk to school from my home, but she sounded so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:10:56](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[So.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:11:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Different the communities were truly divided in that way. Yeah. And we had a teacher who stood up on the desk that day. The first day I went into his history class and explained so eloquently, if you can even see the paradox of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:11:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[That how blacks are so suited to slavery. Well, I remember chewing so hard, saying God, please don't let me cry. If you just let me get out of here without crying, I'll never come back. That's how intimidated, how fearful and how foreign I felt in the US history.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:11:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Less.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:11:46 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Did you want to stop going to that school? I mean, like could imagine being 16 year old, 1516 year old kid and and feeling that level of hostility and then.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:11:56 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Hearing a teacher.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:11:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Say that somebody with power to to say that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:12:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I absolutely didn't want to stop going and I told my dad I didn't want to go back and dad gave me 3 options.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:12:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[He said you can come back here and compete against other black kids who are going to need scholarships to go to school. He could go up and he could floor the teacher.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:12:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[And seek retaliation. Or I could go back and I could understand. And this is something that if you say to many black people, they will finish this sentence for you. It's not what they call you, it's what you answer to. And that was my first big lesson from Dad that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:12:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I should not listen to what they called me. I could only be what I answer to in life.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:12:46](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:12:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[So you you graduated high school and then you went off, you went off to college, to North Carolina A&T. What do you what do you remember about that time?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:12:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I loved that campus and that's where my older siblings had gone. It's it was such a wonderful time to be at North Carolina A&T when I graduated. Everybody was full of promise and ideas about what we could do. So much of my adult framing happened on that campus and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:13:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[By the time I started my own business, I was able to reach back on what I had learned in my home, which is where I gained most of my business. Education was in my home and the ability to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:13:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[To meet new people and not as strangers that I learned at A&T, that was so wonderful.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:13:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Yeah. And what did you do when you graduated?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:13:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[1st I worked in the National Academy of Sciences in Washington, DC I worked there for about a year and a half, and I went home to visit Mom and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:13:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Ah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:13:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Dad and I remember 1 morning, my mom and dad when we were kids. Early morning was always their time. I told you dad left to work really early in the mornings and their date time was early morning and they dated in the kitchen and the little Bay window where.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:14:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[He has a table there to this day and I got up to walk through the hall and I saw them kissing and hugging. Just just like teenagers. And I thought, oh, you know, I'm an adult by then, right? That was the last time my mom saw my dad alive.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:14:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[And I many times since then have thought.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:14:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[If you have to say goodbye, what a wonderful way for her to know that the last time he saw her alive, he held her and loved her so richly and she him.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:14:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Did you have a heart attack?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:14:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[My dad had taken two young men out on the waters in North Carolina shrimp boat fishing. They want a shrimp boat and a storm came up. My dad was taken in the storm. Wow. And so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:15:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I remember my mom took her beer for a couple of weeks and I had booked a ticket to come to California to visit my sister, Sandy, and I remember I told my mom I'll stay here with you mom and help you. My mom had been married since she was a teenager. She never had any other boyfriend.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:15:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I knew there would be some heavy adjustment for her and she said no.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:15:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I'm going to have to learn to live on my own. I better do it now and then, she said. The last thing Dad would want is for me to stop you living your dream cause we certainly we certainly have lived ours.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:15:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Wow. So you you leave North Carolina?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:15:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I mean what a?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:15:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[What a what? A moment.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:16:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:16:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[In your life and your mom's life and your family's.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:16:04](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[With.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:16:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I mean, this is like the late 70s.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:16:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:16:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[And so you come to LA to visit your sister. And it was it was supposed to be just a quick visit to to to see her a couple of days or weeks or.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:16:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Something like that. I had a couple of weeks planned. It was gonna be a good visit two weeks back there was a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:16:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Long time still is.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:16:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Yeah. And you were just a kid. I mean, you were in your mid 20s, right? Or early 20s at that point?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:16:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I was hot and popping.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:16:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Although let me tell you when I got to LA, I didn't think so. On the East Coast, I thought I was all of that. When I got to LA and I saw all these women who worked without pantyhose on, they carried purses with somebody else's name on it with the tone. And I was calling it Louis Vuitton and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:16:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[They were all.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:16:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[All, all the black people, all the black women I saw were were, were like, fabulous, gorgeous women. And I felt like this little nappy headed color girl coming out of North Carolina amongst all these fabulous people. No, I didn't feel all hot and popping.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:17:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Then.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:17:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[What was your first impression?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:17:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Of of LA at that time. And this is like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:17:13 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[The late 70s it was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:17:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Palm trees. Gorgeous, gorgeous palm trees. And you know you go up and drive all the way up and look out over the city. And it was just so beautiful, so beautiful. LA was wide open it. It truly was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:17:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Fairy tale kind of existence for me and I want it in on it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:17:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[You wanted to stay.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:17:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I I didn't at first. I needed to sustain my stay financially because my sister kept saying stay. I'm the first family member. She's got out here from home.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:17:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[So Sandy and and her husband Tommy, he he worked at at at Billboard Magazine is that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:17:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[At least.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:17:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Right. He did. He had worked at Motown for years and helped move Motown out to LA. And then he went to billboard.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:18:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:18:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[You know his.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:18:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Career had been in the music industry. I remember seeing his name scroll the year he died at the Grammys, and Tommy invented what they call the Hot 100 chart.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:18:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Oh, the Billboard Hot 100.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:18:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Yes. To this day I keep meeting people who just have such great memories of him, and certainly I do. He was an incredible, incredible first generation Irishman.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:18:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[So you you go out to LA to see your sister and her husband, your brother-in-law, Tommy says. Hey, you know, I I may have some template for you at at at billboard and and and that's what you did. You kind of went to his office and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:18:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Worked kind of worked for him.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:18:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Yeah. She and Tommy were going to anemic conference in Italy, and when he came back, I had reorganized things, put things in a form as I saw they should be. And he thought I had worked magic. I thought I did what I was supposed to do. And he said, you know, you don't you you, you really are good, Janice.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:19:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[You should not go back without proving you can make it on your own, and he was the one who ceded the idea that I should hang my own shingle.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:19:13 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[You were looking for work and and your brother-in-law essential.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:19:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Correct.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:19:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[She says, hey, Janice, why don't you just open up a business and you've got your job, you've got your own.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:19:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Job. He absolutely did. It was that simple for him, he later told me. He saw so much enterprise entrepreneurship in me that I wasn't seeing in myself.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:19:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[So what was the business idea that you guys started to talk about?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:19:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I actually started as a full time agency.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:19:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[What? Meaning what?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:19:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[We were finding I I found people full time jobs.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:19:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[You were like a headhunter sort.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:19:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Yeah. At the admin level.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:19:53 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[So what once you decided that you were going to start this company, this agency, to help place people in, in jobs, what was your first move? What I mean where, where did you get in office? How did you, how did?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:20:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[You start it made a deal with the guy who owned a rug shop and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:20:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[The office in front of the rug shop. It was very, very beautiful in Beverly Hills.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:20:12 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Where was the red shop?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:20:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[In Beverly Hills.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:20:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Yeah. Location, location, location.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:20:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[You wanted a Beverly Hills address to say.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:20:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[No, I had a friend. Who?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:20:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Hey, I'm in. No.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:20:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Who hooked me up with someone who had a Beverly Hills location? I was not looking at real estate that way, but it worked out perfectly. The stars were aligned for me.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:20:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:20:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[And what did you call it, would you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:20:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Call the company.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:20:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Act one.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:20:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[As in act one, like when you're in a movie, that kind of act one.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:20:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[You know, because it's located here in Los Angeles area, many people thought that. But for me it was more around the biblical sense. The book of acts, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:20:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Oh oh, wow.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:20:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[So you get get this office space and what you put in a desk and a phone and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:21:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[And there you go, you start.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:21:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Didn't have to. It was there. Didn't have to. It was there and it worked out very well for me. But I'll tell you something. When I did get my own office that I remember the first day I got a fax machine. Do you know who Judy Jetson is?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:21:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Sure. Of course, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:21:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I thought I was Judy Jetson. Technology hit hard for me. Yes, that was incredible for me. And it also taught me the power of technology. And I think that's why over the years, my company has evolved more around how we build.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:21:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Human friendly technology than anything else.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:21:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[When you started act one, did you need a?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:21:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Lot of a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:21:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Lot of start up money to get it going.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:21:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I borrowed money from my mom and I had saved 900 and borrowed 600 from her.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:21:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[But so you had $1500 to start this business and that was going to get you the office lease on the office. And I guess the phone, but here's what I'm trying to understand. You're so young and you just you essentially just got there. So how did you even start? How did you even find people?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:21:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Yeah, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:22:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[To to recruit to say hey, I you know you're looking for work.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:22:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I can help.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:22:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[You well, finding people to place was not an issue during that time. Finding the jobs was and the core of our business remains today as it was when I was one desk and thus understanding the power of the interview.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:22:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[You understand? I mean, you've talked with me for a few minutes now. You know a lot about me and you know, a lot of resources to go to gain more information. And that's the way the interview worked as well. So the power of that interview enabled me to make sure that I understood the individual who was looking for work. I knew where they'd already worked. I knew if they were.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:22:36](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Sure.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:22:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Already employed that once they left, there was going to be an opening there and because of the rich network that I was able to achieve in the social side of how I lived with my brother.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:23:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[And sister, I knew people who were looking for assistance, people who were looking for people to hire and built it on that in the early days. I call it the womb. Word of mouth, baby. I got. I got most of my leads toward opportunities to fill positions and most of the leads toward.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:23:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Applicants by word of mouth.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:23:25 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[So your business model was you help companies fill them?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:23:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Jobs, mostly clerical jobs, and they will pay you a fee. And how were you able to guarantee that the person you were offering was going to work out?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:23:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Oh my goodness. There were so many different guarantees that were offered in our industry back then, I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:23:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Haven't thought about this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:23:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[For years. But that's the risk you take on making sure that you're making a good placement and that's why I say we had to focus on the applicant because you you offered people money back if they didn't work out then.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:23:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[You know, you had you, you had a reduction in that fee you got and you got you had to pay that money back if they didn't last. So nobody wanted to do that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:24:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Were you, were you profitable pretty quickly or did?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:24:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[It take some time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:24:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Actually, thinking back on it, hitting profitability in a year seems pretty good, but living through it, it didn't, but remember.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:24:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:24:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I was in a very low overhead business and I was in a business that had high transaction. I was as good as my effort allowed me to be.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:24:39](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:24:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[In those early days, as you, you know, as you start to grow, things were things were like kind of hectic in the in the midst of this, you like, you got married too, right? Like in the early 80s.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:24:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Well, I met my husband at an industry conference. Bernie and I saw this guy and he was really handsome to me. He had this presence about himself and he also spoke with this English accent.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:25:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[But he liked me a lot more than I did him. I noticed him. I can't say I didn't notice him, but he liked me a lot more than I liked him and he he chased me for a bit and I found out that he was the founder of Apple one.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:25:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[And Apple one was a temporary employment agency. It was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:25:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Apple one was Apple, One was a really respected temporary and full-time placement agency doing business in California.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:25:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[So you married essentially your competitor. How did you keep, like, work and personal life separate?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:25:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I think it would be the same as if we had been.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:25:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Physicians or scientists, we are going to share a love of the industry and talk about it and we're still competent, capable people building a business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:25:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Yeah, right. Sure, sure.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:25:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[And so, when was it clear to you that this wasn't just going to become sustainable, but this could actually become really big business was it, was it within a year? Was it within two years? Was it after that?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:26:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[No, no, no. I would say it was about.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:26:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Oh, I want to say six or seven years then. And I remember a lady named Gwen Moore. Gwen Moore was an elected official congresswoman out of California here, and she had been very active in championing, and I believe she was one of the original.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:26:18](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[MHM.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:26:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Authors.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:26:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Of legislation that require public utility companies in California to have diversity spend because, she said, your ratepayers are diverse, so you should be doing business with them. And she contacted me and she said I want to come see you. And she met with me and she told me that I had an obligation to get.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:26:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Sure.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:26:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Certified.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:26:54 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[To do what?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:26:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[As a minority.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:26:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Woman owned company and I didn't want to do that. I was doing very well. Thank you. And she said no, it's not about you doing better, although you will. She said it's about you creating the opportunity for others who won't get a shot. She said we need some strong.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:27:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Businesses that are run by women and run by minorities to certify and go in and do business as such, to open the door for others and even when she was arguing the point, as eloquent as clear as she is.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:27:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Is I wasn't getting the point because initially I thought that certification was a strip search. I needed to open up my business to total exposure to someone to in return have them come back and say yes, you are a minority. Yes, you are a woman.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:27:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[And yes, you are running this business and it just did not align with how I felt that I wanted to be measured.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:28:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[When we come back in just a moment while Janice wound up changing her mind about that and how she turned act one into a billion dollar business, stay with us. I'm Guy Raz. You're listening to how I built this from NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:28:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[This message comes from NPR sponsor 3 M supporting communities in the fight against COVID-19. Since the outbreak, Liam has responded with cash and product donations, including surgical masks, hand sanitizer and respirators through local and global aid partners in addition.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:28:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[GM is on track to produce 2 billion respirators globally by the end of 2020. Learn how three M is helping the world respond to COVID-19. Go to 3m.com/covid three M science applied to life.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:29:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Thanks also to HubSpot, legacy CRM platforms have made you compromise for far too long with HubSpot CRM platform. You don't have to choose between enterprise tools that are powerful or easy to use. It gives you both. So your marketing, sales and service teams can align with ease.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:29:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Accelerate sales and anticipate every customer need.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:29:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Finally, there's a CRM platform that helps you run better so you can grow better without complexity ever getting in the way learnmore@hubspot.com. Thanks also to Invesco QQQ, you don't have to be a deep learning engineer to help drive us into the future become an.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:29:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

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[00:29:59 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[At planet Money, we are also grappling with what's going on in the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:30:02 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[World.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:30:03](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[We just don't know. And and you're still going to have to decide.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:30:06 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[So we call it economists like Emily Oster.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:30:08 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[It's like we're fighting the pandemic by having a bake sale or something. All due respect to bake sales.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:30:14](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Sad.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:30:15 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

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[00:30:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[And just a reminder, this month is NPR's annual end of year fundraising campaign. So please go to donate.npr.org/built to support your local station. And thanks.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:30:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Hey, welcome back to how I built this from NPR. So it's 1992 and Janice Bryant, Howroyd's LA based Employment Agency Act One is doing pretty well. And after some back and forth, she eventually decides to get certified as a woman and minority owned enterprise.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:30:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Becoming Certifier opened up many new client opportunities for me because now companies could look at me as look at my business as an opportunity to meet numbers and quotas that they had around inclusion, diversity and inclusion, and if it became a choice between me and another company who was not certified.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:31:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I was going to get that opportunity. I'd never known that existed before I got certified. And so that's when I started to expand into contract business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:31:26 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:31:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Or then I was doing business on handshakes or on service agreements. But once I started to go after different types of business, I needed to do it in contracts and had to learn a lot about the process and one of the failures I've seen occur in my own business as in others is that we create great relationships with people and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:31:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Companies and definitely we should do that, but people are moving all of the time and the agreement you have with the person.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:32:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[May not align with the agreement you have in that contract and when that person is gone, that contract is still spending and so you've got to understand the difference between that and that was one of the biggest lessons I had to learn once I started to expand my business from focusing on one-on-one transactions into contract work.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:32:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I mean, I just keep thinking, I mean, it seems like you were growing pretty fast. So your head must have been spinning.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:32:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Well, let me tell you 2.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:32:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Things about that one, the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:32:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Big thing for me was not so much the exponential growth as it was the adoption of doing the temp work and bringing temp into the fold temp work. You're paying people long before the client pays you, and so there's another element of risk in there. You're also the employer.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:32:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Of that worker. And so you assume the employee your risks. So you've got 2 dynamic new and very strong differences in place.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:32:53 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Ohh wow.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:33:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Here and you're competing against larger entities who are going in and able because of their scale to offer a much better pricing and you are for, for me and many companies like me, woman owned you were the minority company or you were the diverse company. So you were getting 110th of that business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:33:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Against one larger vendor and I still had to meet the same pricing as the larger company to do that efficiently to do that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:33:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Initially I needed to integrate technology in a different way and I didn't find any over the shelf technology. So that's when I started to hire people and we built our own technology solutions.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:33:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[And I guess we should mention here Janice, that that some of the solutions that you came up with.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:33:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Internally they these actually.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:33:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Became a huge part of your business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:33:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Yeah. So our technology suite is called accelerate.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:33:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[And it really was about that detailed reporting we were able to give to clients that they weren't getting anywhere else. And so I had a client up North who had a very bad experience with a publicly held company, call me on a Friday morning and ask if I would come up. So I actually ran over to the airport.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:34:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[My brother, another employee, and the three of us went up north of Northern California to the client and we found out that they had an issue with this publicly held company, was not negotiating well with them and had walked out and they had several 100 tips who had to be paid.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:34:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[And we had to get all of that work together, transition those people, and on Monday morning, all of the work was done. Everyone was paid, and they had reports on their desk. I got a call from the lady who was head of HR and said, my goodness, Janice, how were you able to do this?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:34:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[And I explained that we used for her what we use in our own company, technologies that enable us to do that. And she said, we've been working with this company for 12 years and they've never been able to give us the detail of reporting that you have here. And they started to want conversations around how to buy my technology.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:35:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[And my brother Carlton said. Janice, let's pause. Don't sell them the technology, sell them for service. Yeah, I said Carlton, what do you? He said? No, don't sell your technology to them. Sell them the service. And we went up and had a different conversation.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:35:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[With them and they became our first acceleration customer.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:35:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Umm. And I guess I should mention here Janice, that that you mentioned brother several members of your family actually work for for the company for act.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:35:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[One absolutely my sister Sandy was my first employee, and since then I went on to hire seven of the siblings into my business and they have just been incredible.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:35:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[For all of those emotional and those value support systems that you need in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:36:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[As you're growing a business up, everyone needs that. I needed that and I had that in siblings. Now one of the things that I insisted for my family members before they could come into my company is that they either had to work for three years in a larger company somewhere else or have 3 promotions before they could come to work for me.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:36:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I wanted to make sure that they brought into my business some learning, not just the abilities to sustain for three years, but the ability to have learned and have grown within someone else's organization and then bring that value into mine.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:36:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I I guess at a certain point this is like 2007, 2008. You know your business is worth well over half a billion dollars by that point and you decide to merge.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:36:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[With Bernard's business with your husband's.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:36:53 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:36:54 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Tell me why? Why did that happen to just? Was it just a sort of a natural point to kind of bring your businesses together?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:37:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[When Bernie and I were leaving a conference in San Diego, we decided to take the scenic route back to LA and we were having a discussion about our children. And I remember my brother.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:37:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[That said, to me, Carlton has said, you know, Janice, you and Bernie.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:37:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Have something that nobody else in this industry has, and I asked him what he meant. He said. Well, you guys work from completely different sets of strengths, often time, and if you were to combine that, that could be dynamic in the industry. And I thought that was nice and I mentioned it to Bernie.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:37:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[And Bernie said that makes sense, I said. But it's not enough to to to merge our companies. And we talked more and then I said, you know, Bernie.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:37:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I think the thing that would make it interesting for me.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:38:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Is that our son? Not have to decide which one of us he.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:38:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Wants to work.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:38:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[For.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:38:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Because by then our son was looking at our industry as a future for himself and he had worked in my company. He had worked in his dad's company as a kid and I said Bernie.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:38:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I don't think he should have to make a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:38:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Voice and it is a lot better succession planning for us to go ahead and do this. Now let's not have him have to do it later. And that was the decision. That was the thought around how we would blend the companies.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:38:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Jess, I'm wondering, you know, looking back as as your company grew, I mean, for for a long time, you were a minority within a minority. You you're a small company with big competitors. You know, a woman of color in an industry that was, I'm assuming, dominated by.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:38:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[By white man. Did you run into circumstances a lot of circumstances where you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:39:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[You you were judged because of who you are or or or or where things were made much harder because of who you are.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:39:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Very often, very often I I ran into that. I'll tell you candidly and I'm not proud of it. There were times when I would gift my intelligence to other members of my team and have them go in and make a presentation or them make the pitch so that the client wouldn't have to in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:39:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Interact directly with me as an African American or as a female.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:39:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[But but but because you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:39:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Got they wouldn't want to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:39:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[In some instances I thought it in other instances I knew it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:39:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[That if they.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:39:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Saw an African American woman making the pitch they they wouldn't want to work with.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:39:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[You.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:39:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I think the questioning and the scrutiny would be different. There would be more question of can we then how will we whereas if I sent someone different on my team in the questions around how are we going to do this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:40:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:40:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Happened a lot quicker in the conversation and there are women who will tell you today. That's still the case.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:40:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[How? How have you sort of grown as a leader over that time? I mean, were the things that you did earlier on that were mistakes that you learned from and you thought well, that you know that that that was not the way to go?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:40:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Certainly I've made mistakes. The bigger of my mistakes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:40:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Were the mistakes I made where I have held myself back because of things that were latent from my childhood and sometimes very active, you know, in businesses around the isms, whether that be racism or sexism or what?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:40:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Ever. But those have been where I think my bigger errors have been made.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:40:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[When you, you say when you held yourself back by, for example, by not taking those meetings or by sending somebody else in your in your place, what? What other? What other ways to did you hold yourself back?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:41:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Holding myself back from taking risks around expanding or investments that weren't right in the core of what I'm doing, but I always I always saw myself as, you know, driving in my lane.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:41:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[And understanding where my lane was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:41:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Yeah, I mean, I mean it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:41:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[It's like even though you have had incredible success, you by nature, you're not a sort of a kamikaze risk taker.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:41:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Well, I'm not going to be the bull in the China shop, if that's what you're saying. I'm not going to rush through and, you know, break things on the way toward a higher goal.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:41:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Perhaps the one decision I would change if in my career would be that I would forgive myself for being smart and being female a lot sooner. Everything else I think has been integrated toward the good of a solid business that has a strong future.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:42:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Today, act one.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:42:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Is either the largest or certainly one of the largest privately held women and minority owned workforce management companies in the US. Your you and your family own this company, I believe 100% out, right. That's a billion dollar business, I mean.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:42:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[That's.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:42:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[That's amazing. I mean it's.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:42:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Just think about that for a moment. You came to LA for a two or three-week trip and built a billion dollar.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:42:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Yes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:42:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[It's a blessing. This is what we've built. This is what all of the people who really believed in me and trusted in me have built, and in our company we teach that there are 5 things you can't teach people you can't teach. People experience. You can't teach people common sense.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:43:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[You can't teach people confidence. You cannot teach people anything if they don't want to learn it, and you can't teach them anything if they know it all. And I think when I look at where you see the amazement in building a billion dollar enterprise, I think it's because those things that you can't teach.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:43:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I've learned how much of all that you've achieved. Do you think is because of the hard work you put in and your determination and your skill and and how much? Just because of luck?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:43:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I don't think luck had anything to do with it. I do believe that I've been blessed and I have received those blessings by honoring them with hard work. All of the challenges, all of the people.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:44:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[All of the clients and applicants my life has been a kaleidoscopic opportunity.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:44:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I keep going back to that moment where your your mom in mourning told you to leave, told you to go.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:44:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[She did.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:44:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[That your dad would want you to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:44:23 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[To pursue whatever it was that you were going to pursue and you didn't know what that was going to be, right? I mean, yeah. Can you imagine what your dad?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:44:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Would make of this like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:44:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[His daughter, running the largest women and minority owned business of this kind in the world. I mean, do you think he would? He would say or or or think?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:44:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I absolutely can't imagine what dad would say or what dad would think. My dad is the one who told us it was our attitude, not our aptitude. My dad was the one who told us education is freedom. My dad was the one who taught us that we wake up on purpose, you know, and and and and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:45:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I I think about him so often and you can't not think about him when you're with mom. I was voted Princess in high school and I remember asking for a new gown to wear on a float. And Dad said, oh, we can't afford it. We worked so hard for you guys. And I remember my mom.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:45:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Putting her hand on my dad's hand and said no.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:45:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Daddy, they called each other. Mommy and daddy. She said. No. Daddy, don't tell Janice. We work hard for our kids. We work hard because of the decisions we made. And I've kept that in my mind as I built my business. And I've made a point never to tell my children. I don't work hard to give them what they want.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:45:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[I work hard because of the decision I've made, you know, and for me it's a joy. It's a joy to do what I do.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:46:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[That's Janice Bryant, Haloid founder and CEO of Act one.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:46:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[And unfortunately, we've got a sad update to this story. Earlier this year, Janice's husband Bernard passed away. He'd been suffering from Alzheimer's for several years, and in an interview after his passing, Janice said, quote, I would never say Bernie was the most perfect creature, but he was the most perfect.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:46:26 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[Husband and he loved me well.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:46:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[And thanks so much for listening to the show this week. You can subscribe wherever you get your podcasts. You can also write to us at hibbett@npr.org and if you want to follow us on Twitter, we're at how I built this or at Guy Raz and on Instagram. It's at Guy dot Raz, please.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:46:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

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[00:46:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[This episode was produced by James Delahoussaye, with music composed by Ramtin Arable, Yui. Thanks also to Farah Safari, Liz Metzger, Gareth Gayles, Julia Carney, JC Howard, Neva Grant, and Jeff Rogers. I'm Guy Raz, and you've been listening to how I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:47:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

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[00:47:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[This is NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

[00:47:24 Speaker 5](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sb6a52894ac904f7caaffa09ba8a955c5)

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