# Audio file

[Cisco Systems & Urban Decay Sandy Lerner (2018).mp3](https://1drv.ms/u/s!AMhVeraEIITCz2g)

# [Transcript](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:00:00 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Hey, it's guy here. And before we start the show, I want to.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:00:03 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Remind you about?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:00:03 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Our how I built this summit, which this year is happening virtually in your home in just a few weeks from May 24th through the 27th, I'll be talking with some of the biggest names in business about the opportunities that lie ahead as we reopen and rebuild in the coming months.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:00:21 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Whether you're looking for practical advice to take your business to the next level or just looking to kick back on your couch and hear from inspiring leaders, you are definitely not going to want to miss this event. And if you're looking to forge meaningful connections with other builders and dry.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:00:38 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Then check out our full access summit tickets, which come with daily networking sessions with some of our favorite guests from the show like Robin McBride, Miguel Garza, Maura Aaron's Melee and Cheryl Conte. You can learn more about the summit and get tickets at summit.npr.org, and I cannot wait to see you there.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:00:58 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[A big thank you to GoDaddy, the presenting sponsor of this year's summit and to our supporting month, Dell Technologies and Bulldog Online yoga.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:01:10 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[OK. So on to today's show, it's from our archives and is truly one of the wildest stories you will ever hear about back end Internet technology, in large part because of the person in question, Sandy Lerner, who co-founded Cisco Systems. It's a company that probably helps you do what you do without you.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:01:30 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Even knowing.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:01:32 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[But the story is also interesting because Sandy founded the punk aesthetic makeup brand urban decay and went on to build one of the largest private libraries of Jane Austen books on Earth. Yep, all that and more. In this one, we first ran the story in October of 2018. Enjoy.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:01:55 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I had to go get another job besides Cisco, and we had only my income and we were mortgaged the house to the hilt, which we might have lost at any particular time. And we had creditors up to wazoo. And I had people calling me at 2:00 in the morning, complaining because they didn't have their routers. Yeah, it was very hand mouth.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:02:15 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[In a way that I think that people who want to be entrepreneurs these days really don't understand.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:02:27 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[From NPR, it's how I built this a show about innovators, entrepreneurs, idealists and the stories behind the movements they built. I'm Guy Raz, and on today's show, how Sandy Lerner helped launch one of the most successful companies in the world, why she had to leave it, and how she went on to remake herself.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:02:48 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Again and again and again.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:02:55 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[If you use the Internet today, or if you're listening to me right now through your smartphone or a computer, there's a pretty good chance that that information is flowing through a network that was developed by Cisco Systems. Cisco is the largest networking company in the world. It's hardware servers.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:03:14 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Routers and software touch almost every part of the.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:03:17 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Internet.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:03:18 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Now the idea that one computer can talk to another computer.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:03:23 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Isn't particularly Earth shattering, right? But in the early 80s this was a pretty big challenge. Even at Stanford University, if you worked on a computer and say the engineering department, it couldn't talk to a computer in another part of the campus, things that we take for granted, like e-mail or instant.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:03:43 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Messaging or slack. There was no infrastructure to make these things work on a big scale, but there was an informal group of graduate students at Stanford that was trying to solve this very problem.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:03:56 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Alum and Sandy Lerner happened to be part of that group. She and another grad student, Len Bozak, founded Cisco Systems today. It has a market cap of around.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:04:09 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[$100 billion. But that growth it happened largely after Sandy and Len left the company after Sandy was pushed out.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:04:19 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[It was pretty devastating at the time and we'll get to some of that story, but we'll also hear how, after all of that, Sandy went on to build another successful and entirely different type of business, a cosmetics company called Urban Decay. And then she reinvented herself yet again by starting an 800.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:04:39 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Baker Sustainable Farm in Virginia, where she now lives.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:04:43 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And even Sandy's childhood almost sounds like a fairy tale. Her mom and dad split up when she was just four years old, and there was so much turmoil in the family that Sandy was sent off to live with one of her aunts, which sounds like it could have been pretty traumatic, except her aunt lived in Beverly Hills and made Sandy the center of her life.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:05:05 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I thought it was a wonderful thing to go and stay with my aunt. She was very cool and she had a very elegant world. We would go to the May company tea room and sit in that gorgeous blue dining room. I didn't think life got any.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:05:18 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Better so you your childhood was spent.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:05:23 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Largely in living with his aunt in Beverly.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:05:26 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Hills. Until I was six, and then there came a day when my aunt sister said if you come and live with me, I'll give you a pony.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:05:35 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And my other Aunt Beverly Hills said, well, if you live with me when you're 16, you can have a car, but you when you're 6, you're thinking, my God, I might not even live that long. Maybe there won't be.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:05:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Cars. So I took the phone. Wait, they were competing for you to.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:05:47](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Ohh yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:05:48 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Live with them. Did I hit the jackpot or what?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:05:50 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[So you at age 6 moved to where?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:05:52 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Clipper Gap it's in the higher Sierra foothills up on the.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:05:57 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Northeastern, part of the state of California, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:06:00 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Of California. And what what? Where did they live? Was it a a ranch was.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:06:05 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[It a farm. Well, it was. It started at 108 acres and they were farming Paris and my grandpa lived up there also and raising some cattle. And I just fell in love with.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:06:18 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[So you I guess when it was time to go to college, you stayed pretty close, right?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:06:24 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Oh, I left home at 15 and got a job working at the bank for a year and a half before I went to college.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:06:30 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Where did you go to opera?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:06:32 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[6 miles through.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:06:33 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Was it interesting? Did you was there? Was it just a job?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:06:36 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You know my uncle, he was very small town. My uncle went to Tijuana's with the bank manager. And, you know, I think my uncle was kind of watching out for me and making sure that I had a a safe place to.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:06:45 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Work, but it was a terrible job. The bank owner made all of the tellers Neil, so he could check that our skirts were long enough and he called us all Louise.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:06:55 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[This is in like 1970 nineteen 71.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:06:57 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[197819711972 we were always because he knew Louise. She'd been there a while and we didn't really rate our own names.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:07:05 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And were you at that time? Were you enraged about that? Did did you see about that?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:07:07 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I am.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:07:11 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You know, it was the first time I'd ever experienced any sort of sexism. I mean, on the farm.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:07:17 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I was the kid, you know? So you did the boy jobs. You did the girl jobs. You did. You know, I loaded the gas trucks. I drove a truck for a summer. And, you know, you just. You just got on with it. And it was the first time I hit sexism and it just completely rattled my world. And I needed to get out. I just needed to get out.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:07:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[So I I guess it was around that time that you did decide to go to college and you went to I think it was Chico State in in California. What did you what did you study there?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:07:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[My undergraduate degrees are in international relations with an emphasis signed comparative communist theory and a minor Marxist economics.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:07:52 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Wow, that would all right.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:07:53 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[These were the Vietnam years, remember 5th.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:07:56 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Did you have a sense of what?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:07:57 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You wanted to do? Oh, absolutely. I went through College in two years.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:08:00 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And I wanted to be I I had it all mapped out, I would have my PhD by the.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:08:05 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Time I was 22.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:08:05 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You did your degree in two years. I mean, obviously you're with this. I mean, you're a highly intelligent person, but were you just sort of, did you feel unusual? I mean, that's that's very fast.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:08:16 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I mean, it was. It was a lot of work. It was. It was a tough two years, but on the.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:08:20 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And I was so convinced I was never going back to that bank. Never, never, ever, ever going back to that bank and having to put up with that. And I ended up getting an absolutely first rate education.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:08:25 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:08:33 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[So how did you go from studying Marxist economics and international relations to?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:08:39 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Studying computers.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:08:40 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Well, I went to Claremont Graduate School because I had a full scholarship and.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:08:45 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[The first quarter I ended up being an advisor in the computer room.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:08:49](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:08:49 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And you know, in 1975, I was making 25 bucks an hour computer.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:08:53 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Programming.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:08:54 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And you know, to me it was easy and it was something that I thought would pave the way to being able to enter the job market in a good place.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:09:05 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[So you are studying you, you're sort of exposed to computing at Claremont and then?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:09:11 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[What? What was your next move?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:09:11](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Well, I at.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:09:12 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[This point I still thought I wanted to be an.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:09:14 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Academic and and so I picked up my little self and applied to Stanford. And because the political science department there needed programmers because of course they were getting to the point where you couldn't publish anything if it didn't have.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:09:29 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Some numbers in it.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:09:32 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[They let.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:09:33 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And I got in and immediately segued into the statistics and computer science department.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:09:38 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Now 197576, stand for like now it's a legendary time, right? I mean, it's like we're talking about, you know, the beginnings of the Internet and all these, you know, the people influenced by JCR licklider and and Steve Jobs going through Park Xerox and all that, that era, that was amazing.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:09:45 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Right.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:09:58 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Yes.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:09:59 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Time. So you get to Stanford in the late 70s. What does the computer look like at that point? Like, what were you working with there?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:10:07 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Well, I was really lucky at Claremont, we had a deck system.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:10:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And that's what I learned to program on. And I learned a number of the programming languages and did a little bit of of systems programming. But when I got to Stanford, they also they had deck 10s and Deck 20s, which was great because it's a huge time sharing system that would have 200 simultaneous users. And since I've been running the math and statistical software on the time.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:10:30 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Computing at.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:10:31 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Clermont they had the lots of volunteers and so I became a lots of.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:10:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Volunteer lots volunteer.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:10:38 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Largely overloaded time sharing system.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:10:40 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Got it. OK.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:10:40 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Little Orange time sharing.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:10:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[System. So just just explain this to me in language that I can understand. When you say you were programming these computers you were taking in raw data and.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:10:51 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Helping them to create statistics from that raw data.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:10:55 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[That's right.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:10:56 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And this was just in this just would come to you intuitively like you just kind of learned this by playing around with it.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:11:04 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Absolutely not. I worked my \*\*\*\* off when I was in high school. Girls didn't get to take fourth year calculus when I was in high school. Girls didn't get to take physics, so I had to learn all that.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:11:13 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Stuff in Graduate School.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:11:15 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You had to learn how to program a computer. Oh, absolutely. What did you love about?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:11:18 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[It two things. One, the money and two the independents that it offered was was hugely attractive to me, you know not being tied to hours, not being tied to a desk. You know I've always been kind of an anarchist and the idea that you could come and go and as long as you got the work done.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:11:36 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Nobody cared about your.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:11:37 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Day when you got to Stanford, what was your impression?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:11:42 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Of the place was it was it.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:11:43 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Wow, I've finally arrived to this amazing of technology.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:11:49 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[No, not technology of smart people.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:11:51 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Huh.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:11:52 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I wasn't a freak anymore. They were very welcoming and I had great friends at computers, the computer science and at lots the time sharing system. And we would have two meals a day together and.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:12:04 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[With who? This group of engineers all hanging out around computer labs, basically.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:12:06](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:12:09 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[The the computer system? Absolutely.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:12:12 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[We hear a lot about the and we know a lot about the gender gap in in the tech world. We're talking about the late 70s. I mean, you must have been like one of.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:12:21 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[One or two or three women around all of these male.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:12:27 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Grandsons.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:12:27 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[There were there.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:12:27 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Were very few, I think I was the only graduate level female, but it was also a very welcoming group and they didn't care really if you were 3 foot high, green and stink as long as you could as long as you had the technical chops and you kept up. And I could do that.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:12:42 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[There's a small group of people.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:12:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You know probably about 810 or 12 of us people would sort of drips in and drift out. But remember, we had two meals a day together. We spent the weekends.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:12:52 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And lots together. I mean, I would leave these people at.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:12:55 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[2:00 in the morning.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:12:55 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[These were just computer geeks, just total programmers total.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:13:00 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[When the people had written the first spell checker and typed in the entire dictionary itself, one of us had a triple major at Stanford and a Masters degree in four years and.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:13:12 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And we were.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:13:13 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[All computer addicts in love with this particular architecture. We built our own Internet. We maintained our own Internet. We built our printer interface as we built our own computer terminals. It was just one of those times in life where what you what you gave you.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:13:27 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Got back.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:13:29 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[How did you meet Len Bozak?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:13:32 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I met Len the first time when he was interviewing Stanford, and I mean that it Stanford was not interviewing when Len was interviewing Stanford. Well, he was thinking about getting Masters degree and he was kicking around thinking he needed something to do and.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:13:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Or to become a.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:13:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Student there.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:13:49 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[On that day, I remember we went to Chinese food and remember, these guys are all largely overweight and they're not the people who were picked on the baseball team and we're all sitting around and these guys are flaming themselves out with hot oil on the Chinese food and they're like all red and they're like, perspiring and everything.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:14:05 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And then sat there and they were all like being very noisy and.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:14:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You know of questionable hygiene.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:14:12 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And lenses out there and his clothes were ironed and his clothes match. And he had this beautiful blonde hair and this very soft voice. And he could eat with a knife and fork. And when they would get all done arguing with each other, they would look at Len and they would say, well, you know, basically essentially, what is what is the answer and then didn't join in until they invited him and then he would tell them the answer and then they would have another topic and.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:14:34 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Are you in arguing? Then they would come back and say, well, Glenn, what is the answer? And I was just absolutely enchanted. I had never seen a more perfect human being in.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:14:42 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[My entire life.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:14:44 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And basically you guys became partners.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:14:49 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[It was very quiet because the dynamics of the group were that, you know, you you weren't supposed to have favorites that would have been very destructive to kind of the collegial kind of group dynamics there. And so it was.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:15:04 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Really, nobody even knew we were seeing each other until we decided that we wanted to get married.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:15:09 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[So I'm trying to trying to get a sense of what some of the problems you were dealing with in at Stanford in the early 80s, basically Stanford right at the cusp.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:15:20 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Of you know, it's sort of the the bleeding edge of the technological revolution. Lots of computers all over Stanford, presumably, but I guess they couldn't communicate with each other, was that that was.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:15:32 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[A problem? Well, it used to be that you either bought that computers you bought IBM or you bought HP, or you bought data general or you bought Wang or.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:15:40 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You bought whatever because those were the only ones that could communicate like a.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:15:43 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[IBM can only communicate with IBM.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:15:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[No, it wasn't. That is true. But the reason was that it was so new.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:15:49 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You entered into this unholy alliance with the vendor and they would help you.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:15:53 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I see. So some departments had IBM, some had decks, some had Dell, some Wang, whatever was around.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:16:00 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Well, whatever they felt matched their research or their, you know, pedagogical requirements. They were aligned to themselves, and they bought what they wanted.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:16:02 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Wow.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:16:10 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Which is typical of universities, right? There's they everybody wants autonomy. So they're 5000 computers.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:16:12 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[So.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:16:16 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Probably many more at Stanford today, obviously, but but this is the late 70s and.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:16:20 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[These computers could not talk.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:16:21 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[To each other, it's right.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:16:23 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And meanwhile, Stanford, I guess was was actually trying to build its own computer network, right? I mean, and and that wasn't working. So what in in the?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:16:31 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Meantime.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:16:32 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You were doing a shadow network yourselves. Yeah. You lend and this group of engineers, you guys are trying to figure this out.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:16:38 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And plus plus all the people in the in the ARPANET community who were working on parts of this.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:16:44 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And ARPANET, this this precursor to the Internet. This, this was the thing funded.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:16:47 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[By the government. Yeah. And that's what ARPA was for. It was it was a network to foster.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:16:52 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[The interaction and inner sharing of ideas and information among the different people who were taking, taking our money and that's what.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:17:01 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[We were doing so so.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:17:02 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[How are you doing this? Was Stanford aware of what you.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:17:05 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Were.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:17:05 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Doing officially, absolutely not.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:17:08](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:17:09 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[We were definitely under the radar and we kept it under the radar and it wasn't until one day it goes back to 1981, our time sharing Ethernet.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:17:20 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Became the Stanford University network just one day it just, you know, the benediction went in in our direction. And then then we were the we were the Stanford University network.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:17:22](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Wow.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:17:30 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[So you created a system that would allow these computers to communicate what today we would I.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:17:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Guess call a.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:17:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Router you build a network at Stanford. What was the thing that was motivating you guys? Why did you want to do this for Stanford?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:17:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I didn't do it for Stanford.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:17:47 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I think there's a lot of misunderstanding about those early RP years. We did it because it was the right thing to do.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:17:57 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Harper was giving money. It was all public.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:18:00 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Public domain. Nobody had a financial motive. And the thing that ARPA did that was so amazing, even today was.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:18:09 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[It gave the right people the right money. It wasn't political, it wasn't. There wasn't any religion involved in it. It was just this collection of these incredibly smart, dedicated people who made things, and I was really, really lucky to get to be a.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:18:20](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Thanks.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:18:24 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Part of that.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:18:26 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I mean everything that you could do every day.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:18:28 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And you could hook something new up. Or you could, you know, you could get a message someplace so you could, you know, you could get these milestones, and it was I, I guess if you're a nerd, it was.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:18:36 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Just a tremendous adrenaline rush.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:18:40 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[So you are in your 20s at this time and ARPA, this government agency is funding all these cool projects that eventually would help.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:18:47](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Hi.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:18:49 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[To create the Internet you are part of this team that that creates a network that Stanford then adopts as its its protocol and and at that point these 5000 computers are able to talk to each other.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:19:04 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[So what? At that point you and Len, were you married at that?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:19:09 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Point. You know we married in 1980.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:19:11 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[We both graduated from Stanford, same department, same same platform in in June of 1981 with Masters degrees, and Lynn had walked into a job as the head of computing systems for the Department of Computer Science. And I'd gotten a job running computers in the Business School. So we were looking at.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:19:31 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Long, happy, nerdy careers in that environment.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:19:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[But didn't you want to do something with the routing technology that you worked on?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:19:38 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Oh, absolutely. But Stanford said no, you cannot license this technology.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:19:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[They would not entertain any any licensing. We had done our part and we had taken the government's money. This is all public domain. We had invented all of these wonderful things, but the office of Technology licensing didn't let anything out and Stanford was not even letting us sell it to the universities.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:19:47](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:20:01 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[So you and Len are frustrated because you believe that this technology needs to get out into the world, that there's all kinds of uses.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:20:09 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[We took out the money. This is United States money. We don't have a right to this stuff. We didn't develop, we we did develop it, but we didn't invent it. It was a commune.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:20:18 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Beauty of people were very smart and very committed in all of these different places and in Stanford, all of these different departments, there was a huge community at that point and Stanford was saying.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:20:30 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Just no.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:20:30](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:20:31 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And you didn't care. You weren't saying? Hey, we're going to take the money for this. No, the the money would go to Stanford or or whoever owned you didn't care.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:20:38 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You just wanted it.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:20:39 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[To be out in the world.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:20:39 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Stanford could have taken 100% of it as long as you know they paid the bill for the parts we had good jobs.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:20:43 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I see.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:20:45 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[So was it at that point where you and Len just said we better start a company and?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:20:49 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Do it ourselves.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:20:50 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[At that point, I believe that Len knew a whole lot more about business than I did. And at some point he looked at me and he says, well, we're just going to have to go and build this stuff on our own money because we can't do it. The university won't allow us to do it within university. So one day I drove up to San Francisco with a $5.00 bill and started the company.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:21:08 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[A $5.00 bill for.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:21:09 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Cost you $5 at that point to register with the California Secretary of State for a new company.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:21:14 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And so you are trying to build a company that just in layman's terms, would help computers communicate.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:21:23 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[We're just, we're we're trying to build terminal service and.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:21:25 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Routers.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:21:25](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Right.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:21:26 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You called it.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:21:27 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Well, that came later. Cisco was actually the.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:21:30 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[36th name that we tried to get anything having to do with computers we couldn't have. Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:21:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Because it was taken by someone else. So Cisco, as in San Francisco.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:21:39 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Yes, and I designed. It was my name and I came up because remember, at that point a router is a gateway. So I came with a little logo of.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:21:46 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[The Golden Gate Bridge and.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:21:47 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Which is still the logo for Cisco. The Old Navy bridge.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:21:47 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[We got absolutely and it was a part of San Fran and Cisco and so we just with tears on our eyes basically said, well, I guess we've got to go do this. I had no idea.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:21:57 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[What we were getting into.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:22:00 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I mean, you had no interest in in leaving your jobs at Stanford at that point, leaving this comfortable life, you know, sort of servicing their computers.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:22:07](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Well.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:22:08 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[By this time, this was 1984 and there were starting to be creeks. I mean, I was paid half of what my predecessor made and I was paid. I was paid a third of what my.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:22:18 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Successor was paid.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:22:20 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And you know, when the faculty would meet at the beginning of the year to plan the curriculum, even though I was the head of all of the computing facilities.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:22:28 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Both administrative and the curriculum computing I went and had lunch with the faculty wives because where they had their annual meeting didn't allow women.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:22:37 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[This is in. This is in 1980.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:22:40 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[384.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:22:41 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Yeah. So it was. It was starting to creak and I was getting a little bit bored and you know the the mini, the micro computers were starting to come in and I really didn't have a lot of interest in that. So I would say that I was ready for something else, but you know it's a complete.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:22:58 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Misunderstanding of the times to think that when and I had huge dollar signs in our eyes and knew that this company was going to go public and make a bazillion dollar.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:23:07 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[OK. So Sandy, based on whatever this is, this is really where the story gets a little complicated here. So I'm going to try and abbreviate things and and just say that during that period you I think you you leave Stanford and then Len also leaves and then around the same time, Stanford like looks at what you guys are doing with Cisco and.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:23:28 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And and they claim that you've stolen their technology. Right? And and they threatened to.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:23:33 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Take legal action.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:23:34 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Yep. So. So how did you deal with that situation?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:23:37 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Well, when Len and I left well, when when Len left Stanford a great deal of the engineering team behind the Internet at Stanford left. And so Stanford was left with the network, it didn't have any ability to run and certainly nothing to maintain. So within that.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:23:51 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Wow.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:23:54 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Very fortunate confluence of events, very serendipitous confluence of events. We actually did have some bargaining power, and we ended up paying them. I think a very fair royalty for.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:24:04 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[First, gosh, I want to say $3,000,000 of product or something very fair royalty and we had to fix the network.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:24:11 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[For three years. So that's a pretty good deal.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:24:14 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You know, it's what it's the deal they should have made to begin with. You know, if they'd have said here, pay us a modest royalty that you can handle from a capital point of view and maintain our network, we'd have gone OK.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:24:16 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:24:24 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:24:25 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And how are you, first of all, how are you funding your company? I mean to build and?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:24:29 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Credit cards and mortgaged remortgage mortgaged our home. A friend of mine that used to work for me at Stanford would send in a telephone and tell our vendors that the check was in the mail.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:24:39 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[How were you even getting customers? You were just just.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:24:41 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[The Internet. The Internet knew me, and when the Internet knew about the routers, the Internet was the Internet.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:24:41](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Last.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:24:47 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Internet and everybody who was part of that wanted what you were offering.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:24:51 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Absolutely. By 1987, with no sales force, we were booking a quarter $1,000,000 a month.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:24:57 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Wow. Who who are who are your customers?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:24:59 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Our first customer was Hewlett-Packard Laboratories. The second one was Rutgers University. Third one was Boeing.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:25:07 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And by that time, the Internet community had matured and it was no longer just the bleeding edge that that were ordering these inter networks, which were networks of networks. So it had kind of moved into the keeping up with the Joneses in the sense that if you didn't have an Internet.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:25:22 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[It was kind of you were backwards, so the style had changed.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:25:25 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And you guys were building these in a?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:25:28 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[In our living room and lens, parents.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:25:29 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[With, with with like soldering irons like try to figure this out. Like really.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:25:32 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Absolutely.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:25:33 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Absolute well job started in garage. At least I had a living room. I had heat.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:25:39 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[What did the actual?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:25:40 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[When you when I'm trying to imagine you guys soldering and build.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:25:44 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Selling these routers? What do they look like? Was it? Was it a giant thing? Was it the size?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:25:49 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Of this room.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:25:50 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You know, I would say it was the size of.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:25:51 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[A good sized bread box. So it wasn't that much. It was more or less the size.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:25:55 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Of today's routers well.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:25:57 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Today's routers are that size, but you know it was. It was the size of.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:26:00 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[IPhone size open, so yeah. Can I ask you a dumb? I'm gonna ask you a dumb question because are you and Len were programmers, you, your you guys could sit at a terminal and figure out how to create these programs. That would then do things.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:26:01 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[A microwave.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:26:15 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Cisco is a hardware.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:26:16 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Company. That's what I'm that's what I want to know. How did you?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:26:19 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[How did you know how to build the hardware? This is something that you just kind.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:26:22 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Of figured out.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:26:23 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I had nothing to do essentially with the hardware, but when is a superb hardware engineer and that's how Cisco made its money because of Lynn and his hardware engineering, Lynn also happens to be.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:26:36 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Unparalleled systems programmer lens just really good.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:26:40 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Were you stressed out about? I mean, I OK, I understand that you were not motivated by money, but you had to have money. That company had to be.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:26:48 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Ohh.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:26:48 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Absolutely. I had to go get another job. Besides Cisco. I worked for Somerset Computing computer and Systems Laboratory running, running their computers, and we had only my income and I didn't have a car and we had seven people were working and we were mortgaged the House to the hill, which we might have lost at any particular time.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:27:08 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And and we had creditors up to wazoo and I had people calling me at 2:00 in the morning complaining because they didn't have their router or their terminal server. And yeah, it was stressful.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:27:19 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Because you didn't.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:27:19 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Have a factory. You were making each.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:27:22 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[We didn't have the money to build the damn things we were having to buy parts on credit. We had every credit card maxed out. Kirk Lougheed, who was one of the founders, gave us $10,000. Let's parents gave us $10,000. Robert Michaels learned his $10,000. He worked at HP HP Labs.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:27:25](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Wow.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:27:38 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[But everybody want all these people wanted to buy them from you. You just could not make them fast enough. You didn't have the money to make them.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:27:43 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Well, think about the university payment cycle. You know, universities by the time they're, they're budgeted and you're.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:27:50 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Right. They're paying you 90 days later.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:27:52 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Yeah. And I mean literally, we would get the money.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:27:58 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[If we had pretty good margins, I mean we were we were doing a good business, we would get the money and we would pay off the the two months bills before. But then if you had an order for another 20 boxes we had, we had no, we had no collateral, we'd already mortgaged the house.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:28:05 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Wow.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:28:08 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You to borrow it.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:28:15 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[So here here's what I'll get you guys. It's it's just a a few of you, mainly you and.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:28:20 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Beginning trying to build this, you obviously have this thing that a lot of companies are interested in. A lot of the universities, a lot of people are interested. Why didn't you just go and get some investors to put some money?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:28:32 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Into the company.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:28:33 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[We went through about 70 or 80 of.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:28:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Them 70 or 80.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:28:37 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And the problem was that you know, at this point the investor community, which was a whole bunch of old, you know, Fairchild semiconductor salesman.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:28:44](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:28:45 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[They didn't think that you could make any money out of public protocol because of course everybody would do it. You know, deck net was a proprietary protocol. SA was proprietary, protocol was proprietary protocol.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:28:53 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Ah, but of course your technology was in the public domain, so they thought, you know, anybody could do this, right? You you, you you don't own this.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:29:02 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Right. Everybody else was going to do it.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:29:04 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Ah, which makes sense.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:29:06 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Right, except that if everybody could do it, why didn't?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:29:08 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[They.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:29:09 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[So what did when you went to investors and you pitched them on this?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:29:12 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[They had no clue what I was talking about. First of all, there was a woman founder and they're all 60 or 70. They just didn't know how to relate to a woman.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:29:21 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[In business, you know and you know Lenny is a great guy, but he's not normal. I mean, well, two of us are pretty abnormal. I mean, so I was basically a translator a lot of times.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:29:26](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Meaning.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:29:32 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You were the you were the face. You were the front man, front woman.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:29:34](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Well.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:29:35 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Not a lot of people can have.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:29:37 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[A conversation with.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:29:37 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Lynn and were you feeling? I don't know. Were you feeling dejected or nervous or anxious? I mean you you needed to build these. You didn't have money.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:29:48 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I think that I've never been in a war, but I think that we had all of us who were there. There were probably about 10 or 12 of us at that time, very much had a trench mentality.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:29:58 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[How are you paying everybody?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:30:00 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[We could get enough income fast enough to meet payroll and we had a whole bunch of free labor. Lynn's parents were building cables, and my aunts came down and did xeroxing for us, and I was managing the cash flow, but it was very hand mouth in a way that I think that people who want to be entrepreneurs these days.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:30:16](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:30:19 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Yeah. Was it exciting or was?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:30:20 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Really don't understand.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:30:23 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[It no, it was nerve.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:30:25 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Wracking if you can imagine being in a World War One trench in the mud, being constantly shelled by the by the Germans and the mustard gas and and no food and no relief and no sleep, it was that exciting.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:30:39 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[When we come back, how Sandy and Len finally did get their funding for Cisco Systems and why they both eventually walked out of the company they built stay with us. I'm Guy Raz. You're listening to how I built this from NPR.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:31:13 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

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[00:31:30 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

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[00:31:49 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

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[00:32:10 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

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[00:32:30 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Today, it seems like everybody's got a bone to pick with the nose. So what happens when somebody stops talking smack and just decides to wage?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:32:38 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[All out war.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:32:39](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[First thing you do in in an invasion you you eliminate the communications of the enemy.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:32:44 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And what happens if they win? Visit Stockton, CA for a story about a revolt against the mainstream media that's shaken up a city from NPR's Invisibilia.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:33:00 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Hey, welcome back to how I built this from NPR. So by the mid 1980s, Cisco Systems was up and running, and sandy and land went through a bunch of different investors trying to get their router company funded until finally they found the guy they needed.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:33:18 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I guess it's at that point where you come across a guy who is becomes pretty well known to people who follow the investment. The VC world again named Don Valentine. You come across him and this is a time where you are really desperate for cash. And what is Don Valentine? He's with Sequoia capital. What does he say to you?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:33:38 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Don told us that well, you know, I've taken 200 companies public. You walk into his office and you know, like your little cubes back there, he's got.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:33:43 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Like all these.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:33:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Little side cubes, you know, making this kind of untenable mountain. And he says, you know, you'll be part of the Don Valentine.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:33:50 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Group of companies.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:33:51 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[He had already launched tons of companies.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:33:53 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Yeah, including Apple and Intel. Oh, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:33:53 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Definitely.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:33:54 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Wow. So so the guy who launched Apple and Intel is coming to you?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:33:58 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And saying I'll invest.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:34:00 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And you.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:34:00 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Yes, and telling us that don't don't worry about getting your own lawyer. We'll you know, we'll pay for it. You know, when? And I walked into a four year vesting plan after funding the company for three years. Clearly a mezzanine investment we're making. We're booking a quarter, $1,000,000 a month at that point.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:34:16 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[For your vesting plan means that your your ship.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:34:18 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[We have 4 years to to to put in to get our stock and no employment contract.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:34:24 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And what did he get? What did he give you? What did he get?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:34:26 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[He gave us $2.6 million and lien, and I got about 30%. But remember he was the chairman of the board of the company and he got stock from.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:34:34 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[That and all of his friends got stock.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:34:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Right. OK.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:34:37 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I think we're foreshadowing that this story does not end well, but we're going to get to why so? So Don Valentine is now essentially the boss.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:34:48 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Right. And and so does he say to you guys, I don't want you to run the.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:34:52 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Company anymore.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:34:54 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[No, no. He's done is much more clever than that, you know, Don said. Well, for the good of the company, when you get you a professional CEO for the good of the company, you know we need a professional CFO. And Lenny, I we're still kind of doing the.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:35:06](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:35:06 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Think we wanted to believe it? You know, we had given our health, our marriage, everything for this company. And here's this guy who's been wildly successful and and we we truly did want to believe that that was for the best and his next strategy was to bring someone in who was hostile as the CEO to this mortgage. Yeah. And he denies it, but I will swear in the lives of my cats, the first thing he said to me was.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:35:07 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:35:21 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[As a CEO, this is John. Mark, this is John Morgridge.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:35:28 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I hear you're everything that's wrong with.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:35:30 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Cisco.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:35:30 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[When the first time you meet the first, the new CEO of the company that you started, he said. So when John Mortgage comes in to run the company.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:35:35 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I will square that.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:35:42 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Tell me what he would have thought was wrong with Cisco.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:35:46 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Well, Cisco by this time had a sales force. But remember the sales force looked like Don Valentine, but younger salesman way into the this current Millennium are still having the parties with the \*\*\*\*\* \*\*\*\*\* jumping out of the cake and and all of this stuff.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:36:01 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[There was a type you're saying that came into Cisco.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:36:03 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Yes.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:36:04 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And these guys were used to having a product that they frankly didn't understand, but to sell a Sysco box, I think you had to understand some part of it because it's what made us different and it's what's made us successful. And at one point I looked at Don and I said because he was arguing that we didn't need more floor space because we we literally didn't have a place to set the boxes that we were making.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:36:25 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And he says every company I invest in always wants more space and they always go out of business. And I said, you don't understand.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:36:31 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Don.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:36:32 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[This is going to be a $1 billion company and he looks at me. He goes. How do you know that? And I said, look at the people here.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:36:40 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And then I said the most stupid thing I've ever said in my life, which was leaving me out of it. These people are really, really special. And I did it because I felt.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:36:51 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I grew up with a grandma who said pretty is as pretty does and you don't say nice things about yourself, you know you, you know, I was being modest. I was saying you.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:36:59 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Know.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:36:59 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Even if you don't like me, which he didn't, he loathed me. Look at these other people. They're truly special. I mean, these were people.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:37:06 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[That came out of Stanford at the end of the 70s. You don't know what you've got here.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:37:10 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[How many women worked does this go at?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:37:12 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[That time well.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:37:13 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Not very many, although we had a couple that were doing inside sales and we had my friend who was still at that point running the purchasing department. I do remember that at the executive meeting, the head of HR who was the former Miss California and I were.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:37:27 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[The only women so that this is this is.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:37:30 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Another part of the story where it's it's a little complicated and and there are obviously different versions of of of what?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:37:37 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[But essentially there was a lot of tension at Cisco and it and it it seems pretty clear that there was somebody or some group of people who wanted who wanted you out. And so I guess one day that your CEO John Mortgage calls you into his office.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:37:47 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[That's right.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:37:56 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And what do you remember about that day?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:37:59 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Everything.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:38:00 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[What happened?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:38:02 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I was sitting in my little office in the corner as I did every day, and he came in and he sat down in the chair without making an appointment. And he said, you know, I think.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:38:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[It's time to retire.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:38:11 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[That was it. That was it.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:38:11 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Says you've got. You got all this money now you just time to retire. And I said, well, John, I'm.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:38:17 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Not even half vested yet, and I've got a lot. I still think I'm I'm doing here and I started. Of course, in my practical way to telling what I was doing. And he practically told me to shut up and basically I was fired.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:38:28 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Wait, but your share of the of the company was going to fully vest in four years. This is 2 years so.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:38:37 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[If you were to walk out of that.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:38:39 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Right.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:38:40 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I'll be walking out with half.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:38:41 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[My net worth.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:38:42 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And noticing they fired me and not Lynn.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:38:45 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And you could do nothing about that.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:38:48 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You know at that point it was women don't get along, they're not playing team players. You know, this was six months after the company IPO. So you fire one of the Founders Big deal. And Len and I were not getting along. We did have a an adjustment period where it was very difficult to.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:39:03 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Your marriage was was suffering at that.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:39:03 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Carry.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:39:05 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[We've given everything up for the company, our health, our marriage.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:39:06 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Point.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:39:08 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You name it.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:39:09 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Which it sounds like it. I mean it. I mean, I don't know how you could have.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:39:12 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Had a normal marriage.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:39:13 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You can't, and people handle stress in different ways and.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:39:17 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[They were simultaneously pandering to lens ego and I had no idea Len had an ego and told them. But, you know, he went on the road show, he got the board seat, and I was literally chopped liver. And so they, they very consciously tried to drive this wedge between us and.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:39:22 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:39:33 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Sounds like it was working.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:39:34 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Well, except for one thing, and someone like Don Valentine has no way to really internalize lend for all of his things that can make him very unusual and sometimes very difficult. He is fundamentally fair and decent, and it is inviolable. And I went to him and it said.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:39:54 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[When I I don't know if you know you're on the board, whether you've heard about this. But Margaret just fired me and then looked at me in his usual way. His little nose kind of goes up one side, he says. I am sure you are mistaken. And I said, well, I'm sure I'm not the words. You are fired. Leave the building.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:40:13 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Were said.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:40:15 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And so, Len, I think you probably could have knocked over both Valentine and everybody else, like little bowling pins. When Lynn walked up there and walked.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:40:23 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[With me.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:40:24 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[He walked out in solidarity with.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:40:26 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:40:26 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[He absolutely did won.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:40:27 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[He gave up half of his.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:40:29 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Potentially we ended up getting it back, but only because it would have looked very bad for the stock six months after when both of the Founders walk out and you can't tar and feather the other one with girls don't know how to play.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:40:43 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[On a team.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:40:43 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Well, so you did manage to retain your 1/3 stake in the company?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:40:49 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[With with our lawyer and threatening to expose all this stuff six months after the IPO.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:40:55 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Right. It it speaks to the power of your.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:41:01 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Intellectual partnership that Len walked out with you. I mean, it speaks to how much he respects you.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:41:08 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I agree with you and Lynn and I, you know, we respect each other as people and we adore each other and we we each other's best friend.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:41:18 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And I should say you're you're no longer married.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:41:21 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[That's right. But what fundamentally hit was something that they could not have reckoned on, and that is that there exist people in the world who fundamentally see black and white, right and wrong.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:41:32 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:41:33 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Glenn is one of those.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:41:35 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[People that have.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:41:39 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Did they? They must have panicked when he walked out with you. That could have that could have sunk the company.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:41:41 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[They did. They did.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:41:46 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[They were wholly, wholly taken aback. They had no Plan B.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:41:51 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[So sandy.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:41:54 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Somebody who knows somebody who, who, who's hearing this?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:41:59 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And knows a little bit about it might ask you this question, which is when you and LAN walked out, it's been reported you walked out with $170 million. Their argument, Cisco's argument was, look, you guys are now rich. Just go enjoy life. And so, I mean, you did have all that money.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:42:19 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Was any part of you like? Yeah, right. I mean, I I I did my job here and. OK, I'll move on.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:42:26 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You know it, it could have been that way had the sequence of events been less brutal and less personal, they could have bought an eye out. We could.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:42:32](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:42:34 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Have.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:42:35 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Kept, you know, a facade of a relationship. It could have been done 500 ways that would have been a positive thing. You know, it's probably time for me to go. It's probably time for them to go. We're just not good.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:42:46 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[People in a collaborative environment.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:42:49 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[So you you both.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:42:50 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Leave the company and how was your emotional state at that time?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:42:54 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Or is Iraq?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:42:55 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You know, my entire adult working life was tied up in everything that had been done and sacrificed and built in that company and the people who stayed there were no longer not my friends.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:43:07 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:43:08 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[The people who were customers of them were no longer now not my friends, and it was. It was a time that.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:43:17 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You know any kind of tentacle or root that I had managed to put down was just forcibly ripped up. I was on my own. I had a comfortable amount of money. Remember that. Right after that, Lenin, I put 70% of the proceeds in the charitable vehicles.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:43:31 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Which does not get distributed until both of you guys are long gone, right?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:43:35 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Well, yeah. And and we've paid out about.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:43:38 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[$50 million on a on a private charity that that we've been funding since since that time. So, you know, I had money, but we're not talking about billions. We're talking about, you know, a 10th of that.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:43:50 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You guys sold all your stock.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:43:51 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[We did, you know, certainly people would say, well, you look, you're crying all the way to the bank. Yeah. How much money can you spend? How much money do you really need? I'm not somebody that, you know, I live in a log cabin.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:44:02 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You know it. What they had taken from me was what they meant to take.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:44:05 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[From me.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:44:06 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Which was basically my whole working identity.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:44:09 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And the amazing thing is, you are 35 years old and this happens you are.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:44:12 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[A very young.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:44:13 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Person you. So you're 35. You're ousted from the company that you founded. You do have quite a bit of money at this point. So what did you do?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:44:24 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You know, I come from a family that believes very strongly in the calm and good I've I've been given great values with respect to work and you know, I decided that.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:44:35 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Animals were always my first.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:44:37 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Love.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:44:38 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And there were five animal shelters in the Bay Area that if your pet happened across the street, it could end up in a in a shelter 60 miles away. And they had no way to tell where your pet was. And a lot of times, by the time you figured it was really missing, it had been euthanized. And they went across the street to the.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:44:55 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Animal shelter and I said, you know, hey, I had this idea for net.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:44:58 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Work and we could put all these animals, you know. You know in this database that would be shared by all of these five networks that ring the Bay and we could call it pet net. And you know, you guys could just sit there and, you know, take picture of the animal and like type in a few things about it. And people could sit at home and see if where their animal was. So I just started working really, really hard with Moran.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:45:20 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Peninsula in San Jose and the Palo Alto and the Oakland Oakland Shelters building pet net.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:45:28 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You spent a couple years in the Bay Area after.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:45:32 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You. You're outside from Cisco. And then I guess in the 90s you started a cosmetics company, urban decay, which is complete like a total totally different direction, right? Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:45:43 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Did that how did?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:45:44 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[That happen.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:45:46 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[My aunt, whom I adored, I was turning 40 and she said, hey kid, it's time to lose the T-shirts and jeans. And by the way, you could use a little makeup. And I adored her. And I thought she loved me. And so I.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:45:57 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Took that to.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:45:58 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Heart. And I thought that jeans and T-shirts were not a negotiable item, so I would concentrate on the makeup and I went to go look at that.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:46:05 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And I went to the department store and it was all great. If you're a Christian.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:46:08 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Frankly, you know, I don't look like Christie Brinkley and I I've always been kind of a.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:46:13 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Hippie cute punk sort of person just cause I don't fit in, so I tend to gravitate toward those fashions that belong to those people who enjoy not fitting in. And you know, it was all pink. And I just go. I I can't do this for the rest of my life. This is not right. Why is your nails red? Well.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:46:33 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Because it has to match your lipstick white. Yes, down there and put your hands up by your face. No, your nails should maybe match your clothes. How about that? What if your nails match to CLU?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:46:42 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[So makeup is a very easy thing. You do it three weeks, we're on the shelf in three months. You know, just add $50,000 in stir.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:46:48 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Wait. Hold on one SEC.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:46:49 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Because at this point you were like, I am never going to outside investors ever again. So you had the money and you funded this company and because you could do that, you could make it happen quickly on your terms. And So what was the what was urban decay? What would make it different?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:46:54 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Bingo. Bingo.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:46:57 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[That's right.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:47:04 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Well, I just thought, you know, there's a whole market for people like me that.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:47:09 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Really grew up in the time of, you know, Vietnam War and hippies and punks. And you know, I was, I was really heavy into the punk scene at that point. I was a little delayed gratification. So I just started making these really cool colors, like beautiful Blues. We had a kind of a light steel blue that was called UV.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:47:29 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[We had plaque which was kind of purple with a green tint. Roach, which was an absolutely drop dead gorgeous brown. And we had mildew, which was really lovely. Lovely green, boozy, boozy.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:47:38 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[It's nice.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:47:41 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You're not.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:47:43 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Kind of steel, steel color.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:47:45 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Wow.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:47:46 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[So you were making up colors and giving them some interesting names and.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:47:51 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And really, really good ingredients. The 1st place we were in was in Nordstroms and Neiman Marcus. We were using top of the line ingredients and it was absolutely committed to no animal testing.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:47:56 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Wow.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:48:02 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And because you put your money behind it, you was you were able to get, like, how did you?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:48:07 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Get Nordstrom to agree to to carry it?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:48:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Because it was a really good product and BI think it was good timing because you know you're talking about the mid 90s, you know you're talking about Nirvana and you know the the grunge wave and, you know, Pearl Jam and that whole thing. And I think Nordstrom rightly felt that they.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:48:24 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Were missing a market, so it's coming. It's really cool because you sort of had spent, so the previous like 2 decades.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:48:31 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Really, understanding, learning and mastering computer technology.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:48:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And I have to assume that you had to dive into cosmetics in the same way. Cause I I mean did.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:48:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You know, did you?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:48:41 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:48:41 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[It's really.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:48:42 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Easy.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:48:42 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You know the base of the nail Polish how much, Michael you want to put in at the base for the, you know, the the color cosmetic eye shadow, what kind of mic are you using? How much, Micah, how much pigment you're?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:48:51 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Putting.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:48:52 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[In it, everybody uses the same stuff, it's just how they put it together and what they're.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:48:57 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Willing to pay for. So you. So you would go to these.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:49:00 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Factories that would make that make make up for 100 different companies and you would tell them exactly what you wanted. No, we.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:49:06 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Would make it. You'd make it. We would sit on the bench with the people and and make it. And we had three weeks to get it out on the shelf.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:49:06 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:49:12 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Before the same company would would knock it off for the other people down the street.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:49:16 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I mean, you were. And you are such a highly respected technology pioneer and and you had all these friends in this community, did anybody ever say?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:49:27 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Sandy cosmetics. That's interesting. That's like a total departure.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:49:32](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:49:32 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Wanted it to be a total departure because and I was I was using my technical chops for pet net so I was doing that and the the makeup to me was really.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:49:42 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I was quite offended by the makeup industry putting all the women in this pink box. You know, first our first adverb in decay was just paint, make you puke, you know, to me it was about choice.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:49:54 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I guess to to to illustrate like how kind of punk this urban decay was, I've read that Dennis Rodman used it like that was he was.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:50:03 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Dennis Rodman. The cure we the cure used it when Stefani used it. I mean, we had a we had a whole lot of people who were who were using.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:50:10 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Wow.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:50:11 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Our makeup.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:50:13 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[So why? Why did you? I mean, I think it was like five years after you launched urban decay that you sold it to to LVMH, which the company that that includes Louis Vuitton. Why?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:50:24 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Oh I for the simple reason that there's no intellectual property. You can't patent color.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:50:30 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Right. Meaning. Well, like other companies could could keep knocking you off. So you just you.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:50:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Just figure it's.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:50:35 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Wonder this.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:50:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Just.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:50:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Yeah, done with this.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:50:38 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Was it worth the price? Was it worth?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:50:39 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Selling it I I.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:50:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Made money and I believe, but by the way, I think urban decay is now.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:50:44 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Owned by loreal. Yep, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:50:45 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[$400 million.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:50:46 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[$400 million. That's not what they paid you in 2000, unfortunately, right. But still, you know, you started this company. It's probably cool to see this around, I mean.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:50:50 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[No.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:50:55 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Still around. So you?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:50:56 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Absolutely.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:50:58 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Have this entirely other part of your life, which is arguably the biggest part of your life, which now, which is a a sustainable farm in Virginia, you, you completely left the West Coast, you built your.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:51:14 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Life in the Virginia countryside, where you raise rare breeds of cattle and pigs and chickens and turkeys and turkeys, tell me that. Tell me about that. How did that?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:51:22](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[2nd.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:51:26 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Start. Well, you know, I was raised on a farm and I believe in eating made. I mean, we've got these pointy teeth right here, but you know, I the idea that you would.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:51:34 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Factory Farm, to me, was beyond horrifying and I absolutely believe that we did not use that kind of farming when I grew up, we farmed the way my grandfather knew how to farm.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:51:37 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:51:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Which was the men were on the fields. And you fed your cows good things. And at the end of the time your cow fed your neighbor. I mean, we would know more of poisoned our cows because we were poisoned. Our neighbors at that point. So I was convinced that I could find an economic model because I have the resources to raise large livestock profitably in a sustainable, organic and humane.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:51:53](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:52:04 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Paradigm.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:52:05 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And I am.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:52:07 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[But I mean, but imagine. But I mean, I have to imagine that like doing this.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:52:10 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Kind of farming is hard.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:52:11 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You know, I'm one of those people that doesn't have, I guess, the good sense. God gave an act to, to just not do something because it's going to take a whole lot of hard work. Farming is the hardest thing I've ever done much.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:52:22 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Much.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:52:22 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Harder than learning calculus as a graduate student and you know, physics and the rest of all of that stuff, it's it's it's much, much, much harder than anything I've done.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:52:32 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And it takes more work.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:52:35 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And more heartache and more aggravation than you can ever imagine.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:52:39 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You know, Sandy, something that that is really striking to me is that you, you still have this partnership with Len like like even though you haven't been married since, like the 90s, you still collaborate together and and and clearly like you still value each other tremendously.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:52:55 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Yeah. And our foundation is called the Ampersand Foundation because it stands for Len and Sandy.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:53:01 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Ohh that's so cool.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:53:02 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And we both have put our money in no matter what we do with our personal lives, the rest of our lives, we are each.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:53:02 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:53:07 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Other's legatees.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:53:08 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:53:09 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[But you know it is good that that Lynn and I found each.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:53:11 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Other because we've.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:53:13 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Probably were more suited to each other than most everybody else on the planet. You know, my parents thought Lynn wasn't a space alien until until he fixed my uncles chainsaw. Then he was like the Golden Boy.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:53:27](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[But.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:53:27 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[When my parents and let's parents met each other for the first time, I think they were each expecting sort of like ET and.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:53:33 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And wife, you know, because both of their children were so bizarre, you know, it was. It was a little. It was a little touchy there for a while.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:53:42 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I mean, I know you've been asked this before and it's a bit of a touchy question, but I want to ask you anyway.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:53:48 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You have been able to do almost anything you wanted to do, and you've given away so much.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:53:55 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Of your wealth.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:53:57 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Had you and Len kept that stock, you would have been, it would have been worth 50, maybe more billion.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:54:04 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Yeah, last time I checked, I think I would have been been worth 9 billion, but it's it's probably gone.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:54:08 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Up since then?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:54:09 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[What do you think about that?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:54:11 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You know, I think that nobody can see the.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:54:14 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Future.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:54:15 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[And that Len and I agreed to sell our stock on a very joint basis and we did it because we fundamentally had no respect for people running the company and it wasn't really that we didn't believe in the company. I mean, I was the one who said that Cisco would be a billion dollar company and I knew that that was.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:54:31 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[As long as those people stayed there even without me and Lynn, they had a technology legacy that they would be successful. It was because Lynn and I did not wish to live our lives with those people having any more control over our day.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:54:46 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[It had nothing to do with with financial, you know, we we made a pile of money and it really had nothing to do with, you know, ROI or, you know, P&E rates. And you know what that company was going to do, it had to do with the quality of our life and how we wanted to.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:55:01 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[To look at the morning.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:55:04 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[How how much of your?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:55:06 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Of your success to you attribute to your intelligence and your hard work, and how much do you attribute to just luck?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:55:14 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You know, I've always said that it's a third being smarter, 1/3 working hard and.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:55:17 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[A third look.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:55:20 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[No. Take that back. It's a half being smarter, half working harder and a half pure luck because that adds up to more than one. And there were times.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:55:30 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[That Cisco could have just been an asterisk on a footnote. I mean, there was so many times that company could have gone under and we were saved by circumstances out of our control. So there was huge luck in there. I still work harder than anybody I know. That's my great gift. And I love work.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:55:50 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[I'm I'm I'm besotted with work. You have already. I've already designed my epitaph. It has one word on it. What do?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:55:56 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[You think it is?](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:55:59 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[One word. Wow, that's tough. I can't sum your. I can't summarize your life into one word. Sandy, I I I don't know. I have no idea.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:56:01 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[One word.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:56:12 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Bold.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:56:16 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Sandy Lerner, co-founder of Cisco Systems and founder of Urban Decay makeup, by the Way, Sandy did guess right when she once predicted that Cisco was going to be a billion dollar company, it is now more like a $200 billion company.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:56:33 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[In addition to running Ayrshire Farm and running its restaurant, Sandy also started a library in the UK, the Chattel House.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:56:40 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Story which contains thousands of books written by female authors around the time of Jane Austen, who Sandy says is her drug of choice. In fact, a few years ago, Sandy wrote a Pride and Prejudice sequel. It's called second impressions.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:57:00 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

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[00:57:15 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Raz and on Instagram you can follow at how I built this NPR or my account at Sky dot Raz. This episode was produced by Rachel Faulkner with music composed by Ramtin Erebuni. Thanks also to Janet Ujung Lee, Liz Metzger, Farrah Safari, Darris Gayles, Jaycee Howard, Julia Carney, Neva grant.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:57:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[Jeff Rogers. I'm Guy Raz, and you've been listening to how I built this.](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[00:57:52 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2g)

[This is NPR.](https://1drv.ms/u/s!AMhVeraEIITCz2g)