# Audio file

[Robert Reffkin Compass.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

# [Transcript](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:00:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The way I knew that it wasn't working is I was listening to the customer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:00:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You can see there is too much frustration.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:00:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The most consistent feedback is it was more complex and it took more work on their part.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:00:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Than it would have otherwise. So within about a year it's a little less than a year. I go to the team and I say this isn't going to work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:00:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:00:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[We going to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:00:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[From NPR, it's how I built this a show about innovators, entrepreneurs, idealists and the stories behind the movements that they built.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:00:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I'm Guy Raz, and on today's show, how Robert Refken wrote a business plan just to get a job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:00:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Didn't get the job, but turned the business plan into compass.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:00:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[A real estate company worth around 6.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:00:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Billion dollars.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:01:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[2020 was supposed to be a disastrous year for real estate in the United States.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:01:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Instead, the value of the US housing market increased by 2 1/2 trillion dollars last year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:01:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[That is the biggest single year gain since 2005, and despite all the fears about a housing collapse during a pandemic crisis, the overall housing market in the US is now worth over $36 trillion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:01:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Trillion with at which couldn't have come at a better time for the real estate broker.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:01:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Compass, the company is one of the fastest growing players in the real estate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:01:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[In the US, it was founded less than a decade ago, but it's already 1 of the biggest real estate brokerage firms in America. In the spring of 2021, Compass became a publicly traded company, turning its Co founders Oreo loan and Robert Refken.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:01:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Multimillionaires overnight each of them owns about 6% of the company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:02:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[A company now valued at around $6 billion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:02:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And the decision to start Compass wasn't inspired by Robert's passion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:02:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Real estate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:02:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[In fact, he knew very little about the industry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:02:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[But as he considered ideas for a business that wasn't dominated by Google or Amazon or Apple or Facebook.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:02:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[He realized there were two options, healthcare or real estate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:02:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So Robert chose the latter, and as you will hear, the initial launch of Compass was kind of a disaster.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:02:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[A disaster that would push Robert and Ori to make a major pivot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:02:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[But before any of that, when Robert was growing up, he was, by his own account, a pretty mediocre student.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:02:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[He didn't always feel like he belonged, in part because of his background.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:02:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Robert is both black and Jewish, so he felt a little like an outsider.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:02:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[In both communities. But what Robert did have was a skill much more important than the ability to get good grades. He learned to feel comfortable feeling uncomfortable, and that helped him develop incredible people skills.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:03:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[He'd meticulously save business cards.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:03:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[He'd follow up with people he met and actively seek out mentors. Robert grew up in Berkeley, CA.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:03:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[His mom, Ruth, was born in Israel and emigrated to the US when she was a young girl.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:03:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[She moved to New York when she was 7 and raised by very strict parents.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:03:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[She was the kind of person whose parents would not let her leave the block, and she went to a very religious school named Ramaz.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:03:44](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:03:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[She ended up going to NYU and marrying a guy named Jean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:03:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Was a drummer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:03:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Give you the drummer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:03:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:03:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah, he was a A.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:03:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[They both went to NYU together, and all he did was play music. You know, my grandfather wanted June to be an accountant, but, you know, he didn't do that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:04:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And so they ended up moving to Berkeley, CA, and on the way to Berkeley, they actually went to Woodstock. And at the time, they were real hippies, the kind of people that didn't wear shoes when they were walking on the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:04:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Street. And there's a place in Berkeley called Telegraph, where they would sell beads and necklaces.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:04:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And so they were really, you know, big communes of of people. And they were just figuring out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:04:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So your mom really rebelled against her?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:04:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I mean, she went to this super religious Orthodox Jewish school and parents were really strict.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:04:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[She sounds like she just kind of rejected it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:04:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Think it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:04:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[My my mom is very entrepreneurial, believes that she can, you know, do whatever she wants. That when people say no she can say yes. I can figure it out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:04:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I think those qualities of a girl at that time, from my grandfather's perspective, were bad qualities. He wanted her to be the quiet girl that sits in the corner.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:05:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You actually took your your last name from Gene from Genevken, though he wasn't actually your dad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:05:17](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:05:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[He's your mom's first husband.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:05:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And so how long did her marriage to him last?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:05:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Their marriage didn't last long, and their friends to this day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:05:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And June refken is my godfather. And by the way, I love that my last name is Refken and it's neither my momma's maiden name or my father's last name.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:05:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It's a reflection that I can create my own.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:05:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Future I can build my own identity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:05:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Your mom's relationship with with Jean ended.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:05:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[She met your dad. How?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:05:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[What's the story about how they met?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:05:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So they met at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:05:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[A bar and my father. African American. Good looking guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:06:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Jazz player and construction.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:06:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I'm sure he's in great shape.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:06:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[He sits next to her and they start talking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:06:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And then he says, hey, what's your birthday?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:06:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And she says, you know, July, you know, 26th.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:06:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And he said, hey, my birthday is July 26th.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:06:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And she says, you know, her year, he says my birthday is the same year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:06:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Of course, she doesn't believe him at all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:06:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And she says, let me see your license and they end up having the exact same.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:06:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So in a way that was destined, you know, they went, they dated on and off for a few years and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:06:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I was not born on purpose.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:06:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I was not intentional, but we had me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:06:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And yeah, was was the initial idea to make it work for, for your mom to be a sort of life partner with with your dad. Was that her intention?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:06:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Love my dad and I. I think my dad loved my mom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:07:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[But he already had two other children, so I have two other half brothers that I don't know. The other issue was he was a drug addict.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:07:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[No other way to to say it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:07:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You know, not just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:07:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The you know, marijuana kind of drugs, but you know, real drugs like hero.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:07:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And really difficult things in needles.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:07:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You write about this in your book a little bit, I guess.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:07:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Mom told her parents that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:07:31 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Replay.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:07:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Was pregnant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:07:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[With their grandchild, how did?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:07:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[How did they respond?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:07:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The day I was born, my mom calls her parents and says I just had a kid.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:07:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And they just ask one question.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:07:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[What is he?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:07:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And she said he is Jewish in black and they hung up the phone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:08:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[A week later.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:08:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[They sent a letter in the mail that said that she was disowned.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:08:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You know, to this day I never met my grandparents.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:08:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Never spoke to them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:08:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[She never spoke to her dad again.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:08:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[He ended up being very.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:08:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I think he and his family owned real estate in Israel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:08:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And you know when he died.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:08:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[He gave $26 million to her sister.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:08:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Who was, I guess, more obedient to the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:08:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[He wanted her to be and gave $100 to her just to say I hate you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:08:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[To your mom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:08:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[To my mom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:08:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And it's worse than giving nothing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:08:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So as a child you had no connection to her family at all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:08:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[No connection to anybody other than my mom. You know, it was just me and my mom against the world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:08:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The interesting thing I think about at times is I think my grandfather would have loved me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:09:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You know, honestly, we have very different views.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:09:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:09:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[But I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:09:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The success that I built, I think he would have actually been very proud to have known me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:09:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It's really sad for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:09:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:09:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I didn't get to know them, but I never knew what I didn't know, so I actually didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:09:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It wasn't as bad as it may seem from the outside.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:09:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[But for them, they could have had more of a family and more love.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:09:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Just don't understand how you could disown your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:09:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Your kid.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:09:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So your mom raised you on on her own?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:09:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[She was estranged from her family, her relationship with your dad fell apart and and, by the way, did you have a relationship with him?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:09:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You able to see him growing up?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:09:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I have pictures of my dad when I was younger, but I don't remember it and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:09:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The last memory I have was many years later where I saw him on the street and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:10:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[How old are you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:10:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Like I'm 10 years old and my mom, you know, she had started to become a little more successful and she bought this red Volvo.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:10:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Went to Oakland.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:10:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And by the way, she was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:10:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Was a real estate agent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:10:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Right, she.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:10:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[At the time of life, insurance agent and so she she gets the red velvet and go to dine around Lake Merritt, Oakland.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:10:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[She got it, OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:10:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And we're sitting down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:10:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[In this homeless guy comes, you know, walking across the street. She runs out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:10:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And grabs him, and then they come in together and she said, you know Robert.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:10:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[This is your dad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:10:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I remember 2.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:10:48](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:10:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[One he gives me this huge slobbery kiss off lips and says, hey, little man.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:10:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And then the second is he ordered two different plates of steak and eggs, and he was so hungry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:11:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[But the the last time I saw him after that was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:11:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[A year?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:11:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And it was at his funeral.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:11:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:11:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Wow. And my mom always told me that he wasn't around because he didn't want me to be like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:11:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Thank him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:11:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Canadian is one of the first things early on that taught me that you could you could change the story and the perspective on anything. They can make anything that's bad, good that any disadvantage can be your advantage. It can give you motivation to succeed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:11:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And do more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:11:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[How are you at school as a student, were you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:11:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Did you like school?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:11:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I hated school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:11:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I just it never made any sense why I was learning Western civilization. I don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:11:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Get it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:11:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Calculus. Come on, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:11:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Going to use calculus.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:11:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And so I couldn't get excited by something that I felt I was just being told to do because other people did it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:12:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And so I was never a good student. I was AAC student.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:12:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It's interesting. I mean, you grew up in sort of a very self consciously progressive part of America, right, Oakland, Berkeley.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:12:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Because of who you are and what you looked like and you know your different identities.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:12:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Jewish, you know, single parent, I mean all these things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:12:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Did you feel like it was a good environment all the time, or did you feel like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:12:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Did you feel like an outsider?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:12:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You know, at school or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:12:33 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:12:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Just in the community.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:12:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I I felt that I just didn't have a real Community synagogue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:12:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Was the only black person.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:12:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And around my black friends, I was also more Jewish and half white, the private school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:12:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Got a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:12:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Hey, I was a scholarship kid and I was commuting, you know, 2 hours to school and two hours back. And from the East Bay, you know, to high school in San Francisco.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:13:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And was also A/C student in a really good private school, so that didn't make me feel like I belonged. But it did give me a skill of feeling comfortable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:13:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I think I was forced to feel that way so much when I was younger, that when I was older and started working that it didn't drain me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:13:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Just it was just part of of life of how I felt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:13:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And so I just moved on and I was I wasn't able.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:13:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It didn't suck that energy out of me. Over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:13:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:13:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I just felt very comfortable that I am different and I didn't fight it anymore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:13:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I mean, it sounds like when you think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:13:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[About your childhood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:13:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Externally, one could say wow, what a difficult.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:13:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I mean, the tragedy of your dad and and the tragedy of your mom's relationship with her family and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:13:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Your mom's sort of up and down financial situation, but but it sounds like you would say, oh, I had a pretty good childhood. Like I was happy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:14:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I had a lovely childhood and I look, I don't think any kids care about money. I do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:14:10](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[We can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:14:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[When I was in first grade, my mom didn't give me underwear, and the sweatpants had holes in it, so people said tease me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:14:20 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Woman.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:14:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It was cool because I could see my bottom, but in terms of how I felt, I felt supported my mom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:14:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Love me like you do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:14:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Think about what it would have been if I would have just made Grandfather coming around and just telling us that we're not good enough in whatever way he would do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:14:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And if my father was around coming in and out of my life, you know, being, you know, abusive and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:14:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Seeing them fight physically, I think. I think all we had was me and my mom. He was happy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:14:55](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:14:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Either the only thing that wasn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:15:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You know, one of the hard things about being.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:15:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[A mixed kid is that you don't really feel like you belong like you have no place. You have no community.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:15:09 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:15:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And that feels lonely.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:15:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So I do remember being lonely when I was younger, but those feelings.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:15:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Are what instilled me at such a young age a drive to succeed, a drive to build a better life for the family that I was going to create?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:15:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You grew up in the East Bay.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:15:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I mean, you were sort of in high school in in the early mid 90s and that was like a from a like from a musical standpoint, there's a lot going on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:15:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Mean there was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:15:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Course it was MC Hammer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:15:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[There was also Green Day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:15:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Souls of Mischief and East Bay hip hop, but also punk.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:15:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Did you listen to that? Any of that music?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:15:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[First of all, like I respect you before, but this is even, I mean the fact that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:15:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:15:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Of Mischief 93 till Infinity, of course.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:16:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah, I was more into hip hop and rap.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:16:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I started listening a lot to reggae and I had this older friend named Jabali and he had dreads and he was mixed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:16:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[He was the first guy who made me proud to be mixed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:16:25](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:16:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[He owned it and he's the kind of guy that would break dance along the pier in San Francisco.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:16:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And he had this radio, and he would always play like reggae music.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:16:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You met him at school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:16:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And then in school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:16:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Wiki you know I didn't have a father figure, so I searched them and ultimately a number of the people that were my friends became father figures in certain ways.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:16:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And then I mentors over time that also became like a father figure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:16:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[But the reason I bring it up, reggae in dreads have a special place.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:17:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[For black people who don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:17:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:17:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Feel black enough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:17:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It was almost like a shield of armor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:17:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[There's like if you have dreadlocks, no one can question your blackness.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:17:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Did you have dreadlocks?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:17:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah, I started with the Afro as a as a freshman and had Afro for like 6.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:17:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It was like big, big and then I had dreadlocks all the way until college and it was like this force field that made me feel really confident about who I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:17:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[In high school, I guess you you started a business. You started by sort of selling like Rasta gear like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:17:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Two classmates, what would you sell?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:17:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I tend to when I go into something, I go all in and so I didn't just get dreadlocks, I didn't just start listening to reggae. I started buying a bunch of licorice.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:18:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[A bunch of Rasta bells and start making mix tapes and selling them on the buses and subways, and I had this big reggae backpack that I put all this stuff in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:18:03](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Oh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:18:12 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:18:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The truth is, not many people bought my stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:18:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[But it was fun.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:18:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It made me feel like that I was controlling my desk, that that was in the driver.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:18:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And you know whether people bought it or not? It didn't matter. The matter that I was trying.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:18:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And I guess you went from making mix tapes, actually starting a pretty successful DJ business in, in the East Bay.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:18:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I read that you called it rude boy production. Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:18:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah, I I ended up being one of the most successful D JS in the high school Bay Area system for years in a row.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:18:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It was mostly school dances, then their house parties.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:18:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[A couple bar mitzvahs did one wedding.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:18:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And I had something called the Rude Boy Productions guarantee, and it was basically I gave a list and I said you can fill out any song that you want. And I promise you that I'll play it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:19:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Now I don't play.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:19:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It I will give you all your money back and I noticed at the time that there are all these deejays who are just playing the music that they wanted to hear.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:19:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Literally weren't listening to the customer and I I just wanted to be successful and I said I'll tell you whatever you want.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:19:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And I cannot tell you how different like an all Black House party is versus a bar mitzvah of 13 year old kids versus a private school party, a wedding. These are such.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:19:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Different communities that listen to completely different types of music and you got to give the people what they want.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:19:43 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:19:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I read that you, over the course of your time in high school, would earn like more than $100,000 DJing, which is insane.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:19:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Mean it's an amazing business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:19:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah. I earned over $100,000 as a DJ in better than man. I was able to employ a number of my friends and help them make money as well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:20:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So it was a very empowering feeling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:20:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And it was fun.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:20:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[All.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:20:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So you go off to college.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:20:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Went to Columbia.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:20:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You describe yourself as A/C.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:20:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And yet you graduated Columbia in two years, you got your degree in 2 1/2 years, so you had to have been a good student while you were there to make that happen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:20:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah, people question. If I'm A/C student a lot, they don't believe it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:20:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And I actually think it's of everything that I've accomplished.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:20:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Thing that I'm almost the most proud of is that is able to accomplish it all by being.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:20:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And the reason I decided to join 2 and half years is I knew I couldn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:20:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Good at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:20:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I knew I could never be Magna \*\*\* laude, and so I felt, hey, I'm paying for school. This costs a lot of money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:20:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Let's pay.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:21:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Get it done faster.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:21:01 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Ah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:21:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And then we hurry up and find a thing that I can be good at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:21:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[What did you want?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:21:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I mean, you had already had experience running a business, the DJ business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:21:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And so when you when you got to college and you were clearly in a rush and hurried to get out, what did you envision you would do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:21:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You think I'm gonna go start a business or I'll go to Wall Street? What did you think?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:21:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Might my journey to New York, it is really just the idea of New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:21:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I felt like New York was a city that would accept anybody where everyone could belong. And then I started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:21:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You know, seeing you know what, what do people do after they graduate?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:21:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[What are the oortunities and of course, when you're in New York City, it's all about, you know, Wall Street at that time. And so in the fall before I graduated.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:21:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It was November and I had interviewed a number of investment banks. Anyone that would let me interview, and none of them gave me a job. And so I was getting terrified.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:21:59 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:22:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:22:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I accrued all this student debt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:22:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And as about a graduate a month later, you know, with a C average, by the way, in no job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:22:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And so I got really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:22:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[This.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:22:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And I had collected hundreds of business cards, actually had a a binder of business cards where you you would slot them into like baseball cards in like a collection. And I go through and I started emailing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:22:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[People and calling people that I met and asking them if they would interview me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:22:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And I guess one of those contacts that that you had saved was a guy who actually worked for McKinsey and then through that connection you you actually able to get your foot in the door for an interview.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:22:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah. So I knew this was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:22:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[This was my shot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:22:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Like if I didn't get this job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:22:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I thought everything would fall apart until I take two weeks off of school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:22:55 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:22:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I go to the library and in there they had the wet feet press in the vault guy to case study interviews.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:23:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And that's how you interview for consulting, case study interviews, and I memorized them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:23:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I spent two weeks every morning, every night just learning how to interview as like a Business School student would for McKenzie.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:23:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And then I go into the interview and I basically eased the case, and that's why they they had the confidence to give me the offer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:23:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[All.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:23:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So you get to make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:23:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Admittedly, you were the guy who was, like, super bored in high school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:23:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[By the way, that was me too.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:23:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I totally like what's the point of this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:23:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:23:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Was it mean?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:23:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Was it kind of disorienting?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:23:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[For a big company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:23:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Like mackenzie. Or did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:23:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You love it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:23:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So I was so excited to start Mackenzie and I go in and I just get my \*\*\*\* kicked and I learned at McKinsey why I should have focused more at school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:23:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[These kids were smart.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:23:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:24:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I was exhausted every day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:24:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:24:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Every day I'd walk home and I'd be like I'm going to fail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:24:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Can't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:24:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I can't be as good at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:24:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I didn't have the words. I remember being at this lunch. Everyone was talking about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:24:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The election.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:24:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[In a presentation I had nothing to say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:24:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:24:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[That wasn't my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:24:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I wasn't focused on those things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:24:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So for entire lunch, I said not one word.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:24:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I couldn't relate and it's one thing to be a DJ and to like relate to different people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:24:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It's a whole different thing to be able to relate to people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:24:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[In dialogue about politics or about travel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:24:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[To the South of France or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:24:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah, I never knew that until I I made it a point for myself over time, to be able to make sure that I can always be relevant in a conversation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:24:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Like you ended up staying there for, like, around 2 years, is that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:25:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah, I stayed there for two years and I was not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:25:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[They did not let me continue on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:25:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[They don't call it fired, but they say you're not invited to stay on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:25:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So it's like a 2.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:25:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Sort of trial period and and you just didn't, you know?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:25:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Cut it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:25:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah, think at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:25:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah. Look, I I wasn't good enough at writing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:25:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I wasn't good enough at synthesizing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:25:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I wasn't good enough at anything like if it were sports, it would be like you're in the NFL and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:25:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You're playing at like a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:25:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Freshman year college or Senior High School level?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:25:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Was not even.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:25:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I had a personality and I worked really hard, but every single night I would go home and say that I'm failing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:25:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Doing everything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:25:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I read that around like why you were there 'cause you get paid pretty well when you're, you know, when you're you're young and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:25:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[That you took all your money and you invested it in the stock market during the boom time, which turned out to be a really unfortunate decision.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:26:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah, it was very unfortunate. I. So I took the over $100,000 I had from DJ and I combined that with some of the earnings from McKinsey and this was the middle of the.com boom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:26:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Oh yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:26:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I learned about something called margin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:26:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And I took all of the money I had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:26:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And I opened up a couple of different online brokerage accounts and I took out the maximum amount of margin on them and invested it in a kicking war and more margin and it ended up being $1,000,000 at the top of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:26:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:26:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Bubble until the crash and in just like less than a few months, it went not only to nothing. I owed the bank money. I owed over $10,000 and I had nothing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:26:54](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:27:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[All.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:27:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[See, you broke and eventually out of a job and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:27:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[But you were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:27:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I mean, you were like 2223 years old, and I guess you decide to go to Business School, back to Columbia to get your degree. And and did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:27:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Mean. I guess part of that was you out of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:27:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Job. But part of that I'm thinking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:27:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You know, you get that degree and and it's like a ticket to anything, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:27:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[That was that your thinking?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:27:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah, I remember that when I lost the $1,000,000 I made in the stock market, it was like how am I going to get back the idea was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:27:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I applied to Business School.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:27:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Then worked really hard as the first time I started taking school seriously because I realized from McKinsey that it actually does matter.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:27:42 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:27:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And then I end up applying to a bunch of investment banks. It didn't get into most of them, but I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:27:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Get into most of them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:27:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I got into two and one of which was Lazard and Lazard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:27:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I read.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:28:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[There's a quote in your book.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:28:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You talked about your time kind of working as a banker and you write, I was almost always the only black person working on a team. Often one of the only black people working on an entire floor of a building.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:28:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[There were small comments that stung.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:28:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The Times people confuse me with other black people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:28:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Times people assumed I worked in the mailroom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:28:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The awkward jokes about the racial comedy skits of Dave Chaelle's show. How are you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:28:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:28:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Absorbing all of those things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:28:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I think I grew up with low expectations and I said this is the way the world is and I just got to work twice as hard and and do the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:28:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[In the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:28:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The world is and so yeah, it didn't feel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:28:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Good being the only black person in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:28:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Almost every meeting, but I felt fortunate. I felt lucky.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:28:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[How lucky am I to be here?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:28:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I need to work twice as hard, not just for myself, but to pave the way for others that come after. If I do well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:29:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[That's the way to honor the people like the late Vernon Jordan, who paved the way for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:29:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Because if.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:29:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Wasn't for him. I wouldn't have had that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:29:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It was very clear to me if I was born couple decades earlier. None of those. First of all, I was born 50 years earlier.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:29:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I would have been able to even get a scholarship to any of these schools.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:29:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[But the most important thing that happened to me in my career, not just professionally but psychologically, was Vernon Jordan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:29:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Who is a lot of people, remember, was an advisor to President Clinton and many other presidents.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:29:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah, he, he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:29:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Was the only black partner at Lazard when I went.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:29:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The only black person in Lazard when I went there in the New York office and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:29:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[He was larger than life, you know, 6 feet 6 in more Fortune 500 boards than any other person is what I had read and seen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:30:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:30:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[A black man, dark, tall, black man.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:30:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Walking the halls of Lazard, a multi 100 plus year institution Wall Street.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:30:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Just made me feel like being black wasn't a barrier to your dreams.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:30:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:30:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I mean, sounds like he became a pretty important.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:30:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Person in your life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:30:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah, he invited me to Thanksgiving at his house, and we would have lunch on a regular basis. He told me to apply to be a White House fellow, which I did right after Lazard, he said. He said old, young professionals in the private sector should get exposure to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:30:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Public sector, even if just for one year, because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:30:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The experiences you gain and the relationships you have will be transferable to any sector you choose.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:30:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And you actually did go to work in the white houses?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:30:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[House Fellow for a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:30:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So I think around like 2005 and then after that I guess you you were able to land a job at Goldman Sachs like a pretty big job like a A VP level.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:31:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah, it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:31:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It was a really big job and I thought this is my golden ticket.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:31:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Thought like I had made it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:31:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Remember talking to my mom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:31:12](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:31:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And she said you've networked your entire life to get to this point, to get to Goldman.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:31:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Now stop networking and just work as hard as possible and that was my approach.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:31:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I moved in literally one block from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:31:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Goldman Sachs and my idea was I was never going to be at home. As always going to be in the office and if I'm not in office, I'm just going to be asleep. And so I just walked one block back and forth and I gave it everything I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:31:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Could.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:31:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Unfortunately.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:31:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I just never was great in it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:31:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[But I did have the support of a really, really great mentor, Henry Cornell, who was the person who hired me, and he also gave me the honest advice that most people don't get. You know what he said in one of my reviews.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:32:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I come in and he says, Robert, he said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:32:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Trying to make your weaknesses a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:32:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Just minimize your weaknesses and maximize your strengths, he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:32:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You're really good at the personal stuff. You can be generating deals.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:32:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Be bringing in CEOs and making transactions happen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:32:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Focus on your strengths.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:32:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And that was, like, really important for me to hear my entire career before I was just banging my head against the wall trying to make these weaknesses, strengths and depressed every single night to suppress walking back at home to never be good enough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:32:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Going to be good enough and then for the first time someone said, hey, you can be great at what you're great at and that's OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:32:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So so this is now around I guess 2012 and it sounds like you really need to figure out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:32:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[What you're going to do next?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:32:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[What did you do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:33:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So I reach out to a guy named Biouganese and he was the biggest donor to nonprofit. I started called American into.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:33:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[This is a nonprofit you started in in New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:33:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[When I was in Goldman, I decided I'm going to start a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:33:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It was called New York Media at the time and we focused on students who were first in their families to go to college and below the poverty line.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:33:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Giving them career development college support into summer internships. So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:33:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You had called one of your donors up and you said what you said. Hey, I'm looking for a job or thinking about going to another bank.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:33:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It is like I call this donor app. His name's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:33:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[He is the biggest donor to New York need to and he had a big private equity fund called.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:33:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Global Infrastructure partners, right? He.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:33:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[He is willing to meet with me, and as I sat down with them and I told him I really wanted to work for him and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:33:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[He be open to interview me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:33:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So what do you say?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:33:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[He says, look, if you were my son, I would tell you to go start something, he says.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:34:04 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:34:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[How about?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:34:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You go think of a really good business idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:34:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Put a lot of effort into it and I'll use that to evaluate how good you could be in this job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:34:11 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:34:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And it'll be part of the interview process.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:34:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Until.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:34:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I go out and I have a lot of effort into this business plan and a friend named Ori alone, who had sold a company to Google and another company to Twitter and. And we started talking about it and the idea was what's what's an industry that's really, really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:34:23 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:34:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[That the big companies Google, Facebook, Apple, Amazon, Microsoft aren't competing with in, and it really came down to real estate and healthcare. And my mom was an agent and real estate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:34:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:34:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Hey, let's do that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:34:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Why don't we come back in just a moment?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:34:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[How Robert's trial business plan morphs into compass and how one year after its launch, the company goes through a major identity crisis.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:35:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Stay with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:35:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I'm Guy Raz, and you're listening to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:35:07 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[0.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:35:17 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Support for this podcast and the following message come from the American Jewish World Service working together for more than 30 years to build a more just and equitable world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:35:27 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Learnmore@ajws.org.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:35:33 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:35:36 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Good question.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:35:37](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[That's a really good question.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:35:38](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It's a great question.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:35:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[This is free therapy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:35:40](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Thank you for asking me that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:35:42](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[God, that's such a good question.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:35:43 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[That's an interesting question.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:35:45 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[But what FRESH AIR interviews are really about are the interesting answers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:35:49 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Listen and subscribe to fresh air from WHYY and NP.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:35:53 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[VR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:36:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Hey, welcome back to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:36:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:36:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So it's around 2012 and Robert is looking to get a job with this big player in private equity named Bio Ogunlassi. And just to kind of see how Robert's mind works.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:36:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Bio asks him to come.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:36:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[With.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:36:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Really good startup idea and write a business plan for it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:36:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So Robert and his friend Ori come up with an idea for a real estate company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:36:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And so then go back to bio and I have like this 10 page plan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:36:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I say hey bio, here's the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:36:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Well, do you think it's a good plan?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:36:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Do you think about?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:36:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You know, working for you. And he said, well, why don't you go do the plan?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:36:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Why don't you create the company as a bio?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:36:41](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:36:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Only did this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:36:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:36:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Can work for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:36:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Told me that as part of the interview process and then he says, well, I think it's a good idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:36:49](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:36:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And I told him what I can't do and I'm I'm getting married in a couple months. I'm going to have a kid.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:37:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I can't afford to not have a real income, is it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:37:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[About this, I'll be your first investor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:37:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Give you $500,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:37:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And if you fail in a year, I'll hire you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:37:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Wow. And I just said, yeah, I said wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:37:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[What was the idea you had? I mean, if you wanted sort of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:37:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Something in real estate I get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:37:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You were kind of brainstorming and you figured it was going to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:37:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Estate or healthcare, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:37:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[What was the problem that you were suggesting you could solve with real estate?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:37:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The idea was that we would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:37:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Focus on rentals in New York City.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:37:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Our big big dream at the time was we're going to make the process of renting home wonderful for everyone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:37:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[We're going to make it an amazing customer experience and the way we would do that is we would hire neighborhood specialists.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:37:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Pay them on salary, not Commission.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:37:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And just to clarify, the New York, is this really weird market where when you rent a house, unlike almost anywhere else in the United States, you have to pay?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:37:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[A.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:38:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[An agent, like a Commission.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:38:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You, as the renter, pay a Commission to an agent so you can rent an apartment, which is super weird, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:38:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[New York is this kind of outlier when it comes to that right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:38:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So I I we didn't know that it was an.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:38:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[At the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:38:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The idea was no one liked any part of the process.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:38:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Was too hard to find the home.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:38:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It cost too much and I sent out an e-mail to everyone in my network and I said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:38:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Quick question for a tech friend. If there was a problem that technology could solve.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:38:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[What would you want to solve?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:38:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And maybe it's just my peer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:38:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[But the number one thing was finding an apartment in New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:38:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[All.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:38:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So you you come up with this idea to instead of a Commission based system you would you would employ.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:38:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Real estate agents. What you called neighborhood neighborhood specialists.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:38:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[We call them neighborhood specialists.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:38:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Right, OK. And they would be like friendly?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:38:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And they'll be on salary and the renter wouldn't have to pay as much in in fees. They would pay a smaller fee, basically.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:39:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Was the model all right? And and this was called you called it compass urban compass, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:39:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:39:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Your urban compass at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:39:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And you had a friend named Ori alone. And I guess he was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:39:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[He had done a couple of startups and tell me about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:39:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[He was the guy that you want to start this with. Who's ori?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:39:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So I met Ori alone when I was a White House fellow at a conference called Academy of Achievement.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:39:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[He had just sold his first company to Google and we just sat next to each other and we really connected and I sent him holiday cards every year afterwards and we stayed in touch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:39:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And why did?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:39:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Why did you think he was?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:39:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Partner to start this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:39:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I guess presumably because he had experience right with startups and selling them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:39:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So I saw this guy who had sold 1,000,000 Google another company on Twitter and was like this guy is a magician.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:39:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I said I need to work with him if I ever do anything I need to work with him and he gave.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:39:55 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:39:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[To everything we're doing on the tech side, I knew I could hire the business people, but he would be able to hire the technology people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:40:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The technology, when you say technology, you thought this would be like an app or a website that kind of made it took the friction out of renting an apartment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:40:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[At the time, we didn't know anything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:40:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Very clear.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:40:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Including about real estate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:40:24 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:40:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Knew my mom was an agent and I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:40:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Worked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:40:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[A little bit. When I was younger, but we didn't understand the way real estate worked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:40:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[We didn't know how much the Commission really was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:40:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Know anything?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:40:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[We were two complete outsiders, and the idea was just let's make things better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:40:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You launch this in in 2013 because I think you raised, you raised a lot of money before you launched, you ended up raising.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:40:50 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Bye.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:40:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[About $8 million, which I think is credit to your connections at that point and and all the experience you had presumably, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:40:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You know, we raised $8 million, which was the largest seed financing round that year and we raised it from three.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:40:58 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:41:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Groups of people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:41:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Venture capital firms, real estate investors and CEOs. We could see that each group was bringing more credibility to the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:41:11 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:41:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So like the investors like that, the real estate developers were there because they made it feel like we knew what we were doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:41:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The real estate developers, like the the technology investors were there because he felt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:41:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Like, that meant that we were going to actually be able to build the technology that will transform the industry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:41:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The bad thing was we had no clarity of what the single thing we were trying to do was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:41:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[We're going to hire really talented people and make things better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:41:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:41:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Is going in different directions better for some people?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:41:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Meant bringing down price better for other people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:41:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Creating scheduling software better for other.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:41:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Meant having really, really nice neighbor specialists that are trained on customer service and we realized people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:42:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[They're looking to find an apartment that meets all their needs and the people that are best at doing that I could see were agents who had been doing it for 10 years, not people that we hired, you know, from restaurants or hotels that were really, really nice.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:42:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[In trying to train them to meet someone on a corner and show them property.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:42:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And that was what your idea was that you would hire nice people, not necessarily experienced agents.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:42:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Exactly. I would literally go to restaurants, try to find the nicest waiters and ask them if they would become neighbors, specialists, and I'd go. The doorman and doorman at hotels and say, hey, do you want to be a neighbor specialist?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:42:41 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:42:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So you launch in 2013, having these neighborhood specialists and you rent it and and the renter comes and and how long before you realize that that's not working that that model is just not going to work?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:42:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So within about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:42:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[About a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:42:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It's a little less than a year. I go to the team and I say this isn't going to work and I was the NFL.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:43:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It was the same thing from so many times before, where you're going home every night. And I'm just saying this isn't going to work. This isn't going to work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:43:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And I see you feeling. I had a Goldman Sachs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:43:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I had it and I can't just like this is all going to not work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:43:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Are we going to do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:43:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And by the way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:43:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[How did you know it wasn't working? Cause 'cause the money wasn't coming in. You weren't gonna be profitable so early.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:43:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[But how did you know that it wasn't going to work?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:43:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Gave you that that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:43:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Was it intuition or was it real hard data?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:43:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[We were giving the landlords guarantees in rent to get exclusive listings.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:43:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And we said as if we can't rent your property within 30 days, we'll pay the rent 'cause we're so confident we're going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:43:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Able.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:43:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Rent it. And so we're going to buff and beyond for the landlords. And then for the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:43:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[We were charging half off.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:43:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Even giving such extraordinary offerings on both the landward side and on the renter side, renters were not happy and we really looked at the feedback and we look at the comments.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:44:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[In the emails you can see there's too much frustration. The way I knew that it wasn't working is I was listening to the customer and the most consistent feedback is it was more complex.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:44:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[In it took more work on their part than it would have otherwise.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:44:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So once you started to come to that realization, how did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:44:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I mean, did other people in the team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:44:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You had hired all these people and you had a management team. And did they agree with you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:44:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I tell everyone that this isn't working and they, you know, they didn't agree with me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:44:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Were saying things like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:44:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Hey, you know, don't give up on the vision.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:44:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Know we can transform the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:44:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Industry and I was never motivated just to transform the industry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:45:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Want to make things better?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:45:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[They want to innovate and disrupt just for disruptions.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:45:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah. And they were very unhappy with me. One morning, Ori was invited to a breakfast by one of the senior members of the team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:45:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[He goes to breakfast and everyone is there on the senior team except me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:45:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And they basically tell him that they want to fire me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:45:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:45:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[On he takes me on a walk and he tells me what happens when he said, hey, let's think about this throughout the day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:45:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Let's dinner tonight.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:45:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I go home to my wife, I tell her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:45:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I think it's all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:45:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[They don't want me at the company anymore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:45:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And you know, we talked for about an hour and end of it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:45:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Just tells me like bounce back. Tell Lori why you have conviction.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:45:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[In this new strategy, the new strategy was building for regular agents that are experienced and know what they're doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:45:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And so we have dinner that night, and I make the case, he says.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:46:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[We're always going to be able to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:46:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Really talented people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:46:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[From outside the industry and great business people and great engineers and we were able to raise, raise a good amount of money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:46:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[If we can just use those resources to help agents be more successful, really successful, I said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:46:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Absolutely.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:46:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[If we can just make agents more money, we'll make more money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:46:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And ever since we just hired a bunch of traditional agents and asked them what they wanted to help them grow their business, realize their entrepreneurial potential and that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:46:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[That allowed us to be more successful by making them more successful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:46:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[All.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:46:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So you like your idea? Was this original vision isn't working?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:46:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[We've got to go to the traditional model of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:46:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Real estate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:46:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So basically what the agents would be paid to Commission.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:46:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Exactly. I came to the conclusion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:46:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[That real estate agents are central to the transaction and that real savings are not going away.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:47:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Are 2 million of them in the country?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:47:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And that there's no great company that's working for them to help them realize more success.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:47:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:47:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[A really large industry with $100 billion of revenue that Edens produce every year where the incumbents, the brokerage firms, aren't investing in research and development to get better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:47:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And so it just felt like they're the customer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:47:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The agent is the most underserved customer out there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:47:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I kind of just saw the lane and the opportunity to build for this huge customer base, then no one else was building for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:47:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[But how did the how did the neighborhood specialists that you'd hired, how did they?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:47:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Were they like? OK, I'll. I'm. I'm happy to pivot. Or did did you have like, a mass exodus of people leaving?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:47:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Over a third of the team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:47:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It was really hard and people wanted to change the world and I was telling them, let's not reinvent the wheel. Let's just make the wheel better and that you know, that didn't align with a lot of people's dreams.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:48:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Was that personally hurtful?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:48:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I don't take anything personally.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:48:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Huh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:48:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:48:17 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:48:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You weren't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:48:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I mean, I would be devastated by that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:48:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:48:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I think a lot of people would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:48:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[No people, they had a vision. I think for me, I had a lot of empathy for their position.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:48:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah, and these were friends. I love some of these people to this day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:48:33 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:48:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I don't take any of that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:48:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Personally, so at this point when you this is in 2014, were you still focused on the rental market or did you start to were you also saying well, let's focus on selling homes, let's have these agents also.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:48:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Represent sellers and buyers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:48:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So we started by trying to hire rental agents and I said we have all these engineers, we can build anything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:49:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[That you want. Come here and let's build this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:49:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[We'll build the future real estate together and they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:49:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Basically told me in their nose what they wanted, and so whenever someone rejected us, they would tell us why. And then that why was what we what I knew we had to do in order to get to a yes next time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:49:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So what were people saying?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:49:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[No, at the time was there's no top agents there and you would have a top agent or else you know, your firm will never have credibility.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:49:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I then asked all the agents that I told me no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:49:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Give me 3 names of the top agents that you respect the most.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:49:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And there was only one person.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:49:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[That every agent said that they are one of the top three most respected agents and it was a guy named Leonard Steinberg.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:49:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Leonard was the number one agent in New York the prior year, having sold or put in contract $500 million in listings. And I knew that he was if he came to compass, then other agents would come.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:50:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And by the way, was he working for himself or was he working for another brokerage?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:50:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[He was working for another brokerage and I just literally called him out of the blue because every.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:50:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Agent's phone numbers on the Internet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:50:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And I said, hey, you know what Robert Refken, would you be open to meeting with us and talking about, you know, coming on as a as a leader in the company we're building?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:50:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Said he was willing to meet, but then he said like absolutely not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:50:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Because, you know, we had no experience in real estate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:50:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah, I mean, and if he was to, if he was listing $500 million in real, real.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:50:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I mean just on commissions alone, he was minting money. I mean, he was making a lot of money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:50:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Why would he take a risk on this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:50:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Like how?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:50:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[How would you even convince him?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:51:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Presumably you had to say, look, we can you can make more money with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:51:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[We can use them not with money, and money is always part of it, but we convince him with vision, a vision of the impact that he could have on his his.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:51:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[History and that he would allow us to build a better company for agents that are coming after him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:51:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And so we knew that if he came, then other people would come. That would give them the the credibility with their clients.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:51:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:51:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[He he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:51:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Say yes, and he's really transformed the company since.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:51:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[But hold on, how long did it take you to convince him that he was he convinced.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:51:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I mean did was it several?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:51:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I mean, because look, it's not enough to just say, hey, here's our vision.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:51:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Mean lots.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:51:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[There are lots of people with a great vision.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:51:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And this guy is the best real estate agent in New York. Everybody says so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:51:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Presumably he's going to become a partner in this endeavor, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:51:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Going to become an owner as well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:52:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[He came on as our as our President at the time and he started off with one meeting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:52:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It was like a 15 minute meeting and then we call him back and he brings for a second meeting his partner on his team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:52:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[But the reason why I believe we were able to get him to come is he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:52:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Wanting to create a better industry and the best people in the world, don't move just for money. They move out of passion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:52:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[He felt that real seat agents don't get the respect that they deserve and they don't get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:52:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The investment that they deserve from their companies, that the culture of a lot of the brokerage firms is either the same thing year after year after year, that they're not getting better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:52:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It sounds like what you're saying.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:52:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Was better tools for the agents, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:52:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Wasn't the experience for the client?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:52:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Wouldn't necessarily be different, or would it be?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:53:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[At first we ivot we were doing a little further client in a little bit for the agent and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:53:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[But we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:53:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Realized at a certain point you have to choose a customer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:53:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You can't work forever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:53:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[21 and who's your customer?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:53:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Your customer is the person that pays you in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:53:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:53:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And sellers don't pay brokerage firms.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:53:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[They pay agents, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:53:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And agents are the ones that pay brokerage firms. They split a percentage of what they make with you, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:53:29 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:53:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[That clarity, which took us years to get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:53:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[But it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:53:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[They helped us be very focused on creating value for the person's penis, for agents. Just asking them tell us what you need to make you more successful, whether it's marketing, whether it's technology, what are the things that will help you either grow your business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:53:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Or have more time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:53:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Those are the two things that that agents care the most about more money or more time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:53:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[What?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:54:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I mean this is 2014 and by this point, you know Zillow and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:54:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Redfin are already kind of disrupting the market because at this point everybody can look.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:54:06 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:54:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Homes for sale, you know, from their computers, they can even look at the Zillow value of their home, whether it was accurate or not, they could look it up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:54:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So this is already, I mean there's already a lot of disruption happening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:54:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[What did the agents say they wanted or needed that they weren't able to get?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:54:26](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:54:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:54:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[To us that there, there was a real misunderstanding of real estate and what the business of an agent was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:54:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Everyone thought that real estate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:54:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Was like searching listings, what aggregators do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:54:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[That's probably less than 5% of what an agent's business is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:54:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The agent business, we started to realize when you ask agents what you want and none of them come back and say I want a better consumer search, you know what they're saying is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:54:48 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:54:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I want you know better marketing tools to market my listings.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:55:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I want better marketing tools to market myself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:55:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I want a sea around so I can stay top of mind with my sphere of influence so that everyone that I know whenever they're thinking about buying or selling a home they think of me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:55:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I want transaction management so I can have all the transaction documents.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:55:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And closing documents in one place. And so there's so many things. And that's just a small portion of what real estate agents do that people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:55:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[People will focus on the wrong.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:55:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[They're all focus on this consumer search, where all those consumer searches, they go back to the agent because you click the button and then the agent gets it and no one was focused on the person that's actually doing the work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:55:42 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:55:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I'm curious.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:55:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I mean, you were talking about a customer relationship management, right platform. But I mean I mean there's HubSpot and there's Salesforce and presumably there are agents.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:56:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Those crimes, there was nothing out there that was designed specifically for Realtors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:56:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[That is the point. Instead of justice being as broad basic software for everyone, we have acrm that we built for real estate marketing tools for real estate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:56:09 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:56:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Let me give you a simple example.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:56:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Let's say you want to do a digital newsletter and there are a lot of these e-mail newsletters that you can get. You know, third party sites.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:56:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[But then you have to upload the photos from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:56:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Your listing you have to upload the the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:56:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You have to upload the price because it's not connected to a listing system.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:56:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You have to do the same.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:56:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Again for your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:56:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Same thing again. Upload again for your social media. But by connecting everything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:56:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[In one place, integration.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:56:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And creates the the innovation. We only upload things once.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:56:57 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:57:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Only log in once.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:57:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Think about it. Without that integration, you can't get on a mobile app because a mobile app can't connect to 13 different third party tools, which is how many tools.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:57:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Average agent uses.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:57:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[We're building the one thing that they can use. They don't have to log on to 13 companies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:57:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Don't have to use 13 companies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:57:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Speak to each other.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:57:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[We're putting all together in one place.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:57:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I imagine like in order to attract the best agents, you had to focus on marketing and branding.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:57:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Because if you are an independent operator as an agent and you've got to give a percentage of your sales to Coldwell Banker or Sotheby's or whoever you're affiliated with, you are affiliated with them because they have a brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:57:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And people see that name and they say, oh, there's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:57:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah, I think that's a good brand or there and compass was brand new.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:57:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Was that also the strategy to just very quickly kind of get your brand?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:57:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:57:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Logo in as many places as quickly as possible to build that momentum.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:58:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Oh yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:58:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[We would market the Compass brand outside of the offices of our competing firms and so there was like a a phone booth or a billboard or a bus stop outside of our competing firms.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:58:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Where we would put the brand so that each other companies would say, oh, compass.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:58:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Its names out there on the street.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:58:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And so we did a lot to try to make our brand bigger so that it would give more credibility to the agents we were trying to hire.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:58:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[When we come back in just a moment, how compass started attracting more and more agents and more and more criticism. Stay with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:58:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I'm guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:58:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And you're listening to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:58:53 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:58:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:59:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[This message comes from NPR Sponsor American Express business. American Express business offers a line of cards packed with features and benefits like membership rewards points, flexible payment options, employee cards.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:59:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And much more to help take your business further.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:59:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Because with needs like yours, you need a card designed for business built for business buyers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:59:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Don't do business without it. Terms apply.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:59:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Learnmore@americanexpress.com business cards.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:59:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[This message comes from NPR sponsor com committed to helping you kick start your mental well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:59:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Initiatives empower your employees to stress less, rest better and build resilience year round with calm for business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:59:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Can partner with the mental fitness app to provide support and tools for their employees.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[00:59:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Right now, COM is offering a free well-being ebook for HR and benefit leaders and one month free after you attend a free demo. When you go to com.com slash.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:00:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Built.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:00:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Hey, welcome back to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:00:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I'm guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:00:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So after Compass pivots in 2014.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:00:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:00:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Really begin to take off.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:00:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[New agents are joining.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:00:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:00:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[More investors are investing and the company starts to expand to other cities.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:00:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I mean, Robert, I can remember like all of a sudden, I started seeing compass signs in in Washington, DC, where I lived at the time, and that was the first city you expanded to and why?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:00:36](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:00:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Why did you go there first? Was it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:00:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Was it because it was close to New York, or was there a particular strategic reason?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:00:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[We asked our agents.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:00:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[What would be the market that would give the most credibility?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:00:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It is very consistent with how we approach most of what we do at Compass.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:00:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Ask the agent and you know they'll tell you where to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:00:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You know, so DC was a nations capital big brand then it was Florida and Miami, because New Yorkers moved to Florida and Miami.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:01:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Then it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:01:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Boston and Los Angeles. And so we really followed our agents.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:01:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And where they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:01:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[We should go next based off where their clients are moving from and to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:01:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[How does?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:01:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I mean, I'm curious, 'cause, there's some agents who are super agents, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:01:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[They have a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:01:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Team, would you go in and kind of same way that you would acquire a company like would you go into a market and like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:01:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Make an acquisition offer for that team and say, alright, we're going to, you know, we're going to give you big check to join us and then now you're part of us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:01:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[That something that happens.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:01:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So in the early years, I personally launched all the markets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:01:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So I've launched dozens of markets myself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:01:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I go out to the market, I would call the top agents and it's a hey, I'm Robert Rfkin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:01:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The CEO of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:01:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And they were saying, you know, compass, who, like, compass, the bank.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:01:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:02:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[In no market where we launched did anyone know who we were in the early years. And so the hardest thing was just getting the meeting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:02:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And I tried talking my background and what we're doing and the money raised and investors and say hey, look if you can meet, there's no downside. The worst thing that can happen is you'll.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:02:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I'll share with you all the ways that we're helping agents grow their business and if.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:02:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[When a company can take those ideas back to your own business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:02:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And so that's how I would get the meeting and I'd have two different conference rooms in a hotel and be like back-to-back meetings from 1:00 to another.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:02:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And I'd have someone else in my team be in the meeting when I wasn't there. So you'd be, you know, back-to-back from early in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:02:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Morning to late at night and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:02:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Explain to them we're going to have the the marketing, the technology, the culture and the support to help them grow their business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:02:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah, you know, I mean, some skeptics have said all these guys do, all compass does is they'll go in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:03:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[They've got their they've raised over a billion and a half dollars from investors and banks and they can just buy out the best agents and it's kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:03:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You know it's it's using money to buy market share.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:03:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Is that a fair critique in in your view or fair assessment?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:03:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[One of the the best things that come best has is the cynicism of our competition.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:03:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[When our competition says, oh, compass, they're only successful because of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:03:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Whatever, whatever that thing is, it makes them feel OK about not doing anything about not asking their agents.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:03:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Know what can you do to make it so you don't want to go to compass?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:03:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The concept that agents just move for money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:03:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Is really offensive to the agent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:03:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[They are not going to move their entire business to a company they don't believe in for some economic incentive, that's a small percentage of their annual income.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:04:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah. When I moved from my BlackBerry to my iPhone, yes, I got, like, $300.00 off the first phone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:04:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[But that's not why I moved, but the you know you are. You are right there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:04:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The competitors say a lot of really bad things to try to scare people from wanting to move, but they they had their chance and this has been a model for over 100 years where brokerage firms had taken the profits from the agent, spread it between the manager.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:04:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The managers, manager and the owner.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:04:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And on balance, that owner put in their pocket and they went on vacation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:04:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[But what they didn't do is what Apple did, what Microsoft did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:04:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[What Google did, they didn't invest it back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:04:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Research and development to create a better company for their customer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:04:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The agent, and that's what we're doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:04:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I'm curious because this is it has to be kind of a cutthroat element to this, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:04:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So like a talent agency.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:04:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You represent a talent. Let's say that star can at any point choose to go work for another talent agency, if they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:05:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Make a more attractive offer, and presumably that can also happen with agents like you. You have to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:05:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Have to assume stay one step ahead.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:05:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Of other brokerage firms to make sure they don't go after the agents that are aligned with compass, because those agents can leave, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:05:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Not bound to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:05:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I mean, they're they're independent operators.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:05:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[If the average agent that comes to compass growing their business 19% in their their first year and because of that we have above average industry retention.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:05:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[That's the that's one of the things that I look at the most is if they're staying, that's a good thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:05:44 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:05:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[When someone leaves, it's a really bad thing and we have to make sure that we're building the tools.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:05:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Rules in offerings and services that help them grow their business so they would never want to leave.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:06:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I guess in 2018 you were, you had this idea to like I guess a license your your software.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:06:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The CRM and and things to other agents who were not working for Compass and it kind of imploded. What would happen?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:06:17 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:06:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah, I I had this idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:06:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Let's license our technology to a competing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:06:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[We, we announced it in less than a month and there's a complete backlash of our agents and they didn't want us to give any competing company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:06:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The technology, because they didn't want an agent in another company to say, hey, work with me. I have the same technology as that agent from Compass.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:06:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And so we shut it down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:06:43 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:06:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And yeah, there's a lot of, you know, press at the time saying, you know, how we failed. Then there's a failed launch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:06:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I never understood that because to me we just tried. You know, we tried something that didn't work and we tried something else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:06:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[In the next month we tried something called Compass.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:07:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[We launched it really quickly in less than a month and it turned out to be one of the best things that we've ever done where we front load the cost of home improvement services like staging and deep cleaning and painting to repair homes and make them move in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:07:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And you know, that's a been a big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:07:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[But you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:07:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Be the company that can do that without being the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:07:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[That also.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:07:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Has that launches something that isn't successful?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:07:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Robert, I loved your book.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:07:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I love your story, but I wouldn't be doing my job if I didn't make you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:07:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So I'm going to end, but I'm going to read something mean that somebody just said about you and it's not just random person, it's it's a broker named David Goldsmith.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:07:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Wrote this last year on a forum called Urban digs, he said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:07:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[He compared a compass to Wework, he said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:07:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Like we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:07:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It's backed by billions of VC money claims to be a tech company that, rather than a real estate firm, but also like we work there, doesn't really seem to be any revolutionary tech involved.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:07:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Just seem to be throwing tons of money at acquiring market share.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:07:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Did you hear that? And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:08:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[That's just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:08:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Flat out wrong.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:08:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[There's no ability to that or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:08:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Or is there anything in there where you think, OK, you know, I can, I can see that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:08:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Look, I think that 20 years from now, if you're not a technology company, it's unlikely you're going to exist.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:08:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Agents are going to be here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:08:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Just be very clear. People use agents more now today than they did 10 years ago.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:08:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Who's going to be the company that helps agents use technology to realize their entrepreneurial potential? Over the last 30 years?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:08:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Every profession has been able to use technology to get better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:08:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And that's actually what has made it so difficult for brokerage firms 30 years ago.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:08:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[All of the workflow that Edent went through the brokerage firm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:08:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The MLS book was on the desk.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:08:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The client would be in the office.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:08:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[They would look at the off market listings on the wall.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:08:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[But over the last 30 years, the workflow the agent has come outside of the brokerage firm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:09:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So now it's like half outside.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:09:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Inside, we're building the modern.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:09:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Platform it's not either or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:09:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It's not just, you know, is Amazon a bookstore or a technology company?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:09:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Uber, a tax limiting commissioner or technology.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:09:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I think these are false economies. Over the next 10 to 20 years, you have to be both.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:09:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You have to use software to make everything better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:09:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And we have overall 850 person technology team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:09:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So we're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:09:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[We're investing more in technology than the traditional brokerage firm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:09:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I wonder, I mean 2020, right? Was supposed to be a catastrophic year for the real estate industry and it started out that way, you know, shut down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:09:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Couldn't see homes. It turned out that 2020 transformed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:09:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The industry it it all of a sudden completely opened up virtual tours and people were looking at homes across the country virtually and buying them. And there was a real estate craze for home prices just skyrocketed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:10:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Was that unexpected? Were you surprised by what happened?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:10:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[2020.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:10:08 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:10:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And when?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:10:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Hit in early 2020, we had closed our offices in early March.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:10:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And over the following weeks, I really thought, hey, this could all be over. And I told my wife, you know, we are legally not allowed to show property in almost every market we're in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:10:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And there's no end insight until we couldn't make any money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:10:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And business is a business. You can't make any.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:10:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You can go out of business because we still handled those costs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:10:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You know, we had to go through the really hard work of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:10:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Just trying to survive like the goal was we just need to survive and we're we're talking just two months later, activity started picking up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:10:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And market by market, by market, not in New York City because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:10:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[They would not let you show property in the buildings, but in the suburbs people started buying at a faster and faster and faster rate and then over the summer it became the busiest summer in the history of real estate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:11:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:11:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Because everyone wanted more space.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:11:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Is it gonna change real safe forever?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:11:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Do you think that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:11:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It has supercharged certain innovations.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:11:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yet we launched during COVID a number of virtual tools like Live stream, open houses tours where you as a buyer could stay in your home and the agent would go from property to property into a live stream tour.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:11:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So a lot of tools to allow Edens to work virtually, and we believe that will continue on the real estate side.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:11:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I think that we have a permanent shift in the demand curve where people will continue to want more space.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:11:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[In more multiple home ownership, the hybrid work environment which will continue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:12:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It makes space literally more valuable because you're going to be using it more, whether it's a private office in your home or whether it's a second home where you can work two months out of the year and give your family better quality of life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:12:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Your mom, who became a real estate agent, is an agent for Compass right now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:12:16](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Oh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:12:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[She works.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:12:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[She works for. For you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:12:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah, I like to call my mom the chief feedback.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:12:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You know, she's the she's always been the kind of parent that tells me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:12:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Know what I should be doing differently?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:12:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And she's been an agent for over 20 years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:12:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You know, one of the things that makes me happiest is that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:12:41 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Repl.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:12:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[At this point in her career, she's able to work at a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:12:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I mean, it's just, it's such a wonderful thing. And this is one of the few careers where people in their 60s and their 70s are pushed to grow and to get better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:12:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Now, while you know a lot of the attritional companies are pushing people out, you know much earlier in age.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:13:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And so it's it's a wonderful thing to be able to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:13:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[To spend so much time with her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:13:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Both, of course personally, but also with Compass.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:13:10 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:13:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You think a part of you was motivated by?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:13:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[A desire to prove.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:13:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[All the people who kind of let your mom down let you down to kind of prove them wrong in a sense, or to kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:13:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:13:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Despite that, despite all the people who let.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:13:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Her down let you down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:13:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[That you were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:13:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You were going to make it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:13:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah, I've always been motivated by a mixture of positivity, like big, big dreams and anger. So, you know, you talk about the competitors at Compass.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:13:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[When they say things that are are less positive, you know about, you know me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:13:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Or the company gives me energy and there's a woman that came to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:13:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[This one, their early top agents and she told me, hey, Robert, I can't come the head of my former brokerage firm that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:14:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Came from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:14:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[She told me that you were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:14:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Anti-Semitic anti-gay and anti women. Right? And I'm like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:14:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[What? What are we talking about?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:14:13 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:14:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I tell her, first of all, I'm Jewish in a permit spot, So what were then?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:14:19](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:14:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[One that is not true.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:14:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Things like that happen in the weird way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:14:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Maybe this real estate industry is so full of people that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:14:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Are negative in in mean in a competitive sense like a brokerage firm that's actually giving me an extraordinary amount of energy to work harder.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:14:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[There was A at a big real estate conference, one of the top, you know, brokerage firms says, oh, this was like 2018.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:14:47 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Replay.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:14:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I think Compass is going to go out of business in five years and then the the head of the fourth largest brokerage in the country says, oh, I think that's generous.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:14:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It's not going to last five years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:14:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[But that's kind of what this industry has been about. And so when someone, when I see that kind of stuff out there, whether it's against me, my company, yeah, I hate it. Makes me want to work harder.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:15:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[When you think about the arc of your life and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:15:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So far.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:15:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You're still young in your early 40s.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:15:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Do you think that when you were a kid, like when you were a high school student and you had that business right and it was really successful? TJ, business, do you feel like you knew intuitively in your head that despite?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:15:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You know the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:15:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Kind of personal challenges you faced as in your mom faced.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:15:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Did you just kind of intuitively feel like you were going to succeed?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:15:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I've been afraid.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:15:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Of failing you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:15:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Know the majority of my life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:15:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Just definitely all of my life then, and that was the driving force.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:15:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I wanted to create a better life for this family that I had envisioned that I would build, but I couldn't ever see it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:16:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[There's the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:16:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You can't be what you can't see, but I never saw anyone like me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:16:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You know, I didn't see like, the successful black people when I was in the the 90s in the high school and middle school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:16:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So the answer is, I never thought that I was going to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:16:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Successful. You never thought you were going to be success.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:16:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I thought that I was gonna get fired the majority of days that I've been working. I worked really, really, really hard and I would do and put in any amount of effort that it would take.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:16:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:16:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[But the reason I worked so hard is because I didn't think I was gonna be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:16:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It's almost like if I did think I was gonna be successful, maybe I wouldn't have been because I would have worked as hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:16:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:16:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I mean, I think anyone listening to this knows that part of your success just comes from working really hard. But does any part of you believe in luck?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:17:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Of course, if it wasn't lucky enough to be born to my mom, I wouldn't be where I am not would I?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:17:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Only just be won't even be. But I wouldn't have been raised to be an entrepreneur.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:17:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I would have been raised.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:17:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[To bounce back every single time something goes wrong, I wouldn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:17:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Been raised.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:17:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[To be the kind of person that sees positive in negative and knows that whenever something bad happens, there must be something good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:17:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[How can you find it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:17:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And I also I had a lot of fun knowing that luck is just around the corner and I'm going to find it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:17:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[That's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:17:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Refken CEO and Co, founder of Compass and by the way, remember the nonprofit Robert started in New York while working at Goldman Sachs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:17:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Well, to raise money to get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:17:55 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:17:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Robert actually trained for and ran 50 marathons, one in each US state. He was running a marathon every month to reach the goal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:18:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[So I ran probably on average.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:18:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Four hours.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:18:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Until the last one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:18:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Last one I did everything I possibly could to break 3 hours.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:18:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:18:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[And I crossed the finish line at two hours.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:18:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[59 minutes and 31 seconds. By the way. The faster you run, the less pain you're going to deal with, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:18:27 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:18:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Because there's less less time out there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:18:33 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[That.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:18:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Is not my experience, by the way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:18:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[The slower I run, the less one I have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:18:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Is my experience, but sure is different, OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:18:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Thanks so much for listening to the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:18:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Show this week if you're not yet a subscriber, please do subscribe wherever you get your podcasts. If you want to write to us, our e-mail address is hibt@npr.org, and if you want to follow us on Twitter or Guy Raz, or how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:18:54](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[This is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:18:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[You can also find us on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:19:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[That's how I built this NPR for my personal account at Guy dot Ross.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:19:03](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:19:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[This episode was produced by Casey Herman, with music composed by Ramtin Arablouei.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:19:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[It was edited by Neiva Grant with research help from Liz Metzger. Our production staff includes JC Howard, Rachel Faulkner, James Delahousss, Julia Carne, Farr, Safari Whiz Mezger, Janet Ujun Lee, and Annalise Ober.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:19:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[Our intern is Harrison, Vijay Choi and Jeff Rogers is our executive producer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:19:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[I'm Guy Raz, and you've been listening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:19:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[To how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[01:19:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)

[This is NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVU)