

Chapter Five

MASTER OF HUMANITIES



George and Jane christening the second Shadowfax, 1993.

*Calling the Company's Number*

By 1984, Frank Russell Company had a thriving bottom line and an exceptional growth rate of 24 percent a year—a pace that began in 1974 and held steady until well after the sale of the company.

As a place to work, however, it fell short of inspiring.

Our son Richard, who worked for the company in the early 1980s, remembers the corporate culture of that period as professional but perfunctory. “It wasn’t that the company didn’t have a heart,” he says. “It was just that nobody had called its number.”

It was up to Jane to pick up the phone and start dialing.

Jane had influenced Frank Russell Company’s corporate culture long before she had a corporate title. Besides providing a well-tuned ear for my ideas and plans, she acted as an informal but influential advisor to John James, who’d been hired by FRC in 1969—after interviews with both Jane *and* me—as supervisor of mutual fund operations. A few years later John became the company’s administrative manager. “Human resources was part of my group, and Jane and I worked together on training,” John recalls. “Jane was very influential in getting the right people and programs and in improving corporate benefits. Her greatest skill was being a very thorough listener and a tremendous sounding board. I considered her a true business partner.”