



ANDERSEN
ALUMNI™

Straight Thoughts, Straight Talk

"Serving Andersen Alumni Worldwide"

Apr. 2022

Vol.15 No.2

EDITORIAL

Spring is a time when flowers bloom and trees begin to grow and reproduce. The days grow longer and the temperature warms. This year the joy of spring has been clouded by Russia's senseless invasion of Ukraine. Almost 35 years ago standing on the West German side of the Berlin Wall, with the iconic Brandenburg Gate at his back, President Ronald Reagan declared: "General Secretary Gorbachev, if you seek peace, if you seek prosperity for the Soviet Union and Eastern Europe, if you seek

liberalization, come here to this gate. Mr. Gorbachev, open this gate." Reagan then waited for the applause to die down before continuing. "Mr. Gorbachev, tear down this wall!". In the 35 years since and until recently we have seen Eastern European nations embrace their newfound freedoms and enjoy peace and prosperity. For these nations, there is no going back. Today's world leaders must challenge President Vladimir Putin to stop his war on Ukraine and seek peace.



Julian Lennon recently performed for the first time his father's song [Imagine](#) as part of Global Citizen's Stand Up For Ukraine. There are a few poignant words in Lennon's lyrics "Imagine all the people, Livin' life in peace you may say I'm a dreamer But I'm not the only one I hope someday you'll join us and the world will live as one."

Coincidentally, as part of Easter Week, I discovered the meaning of the word Maundy. The word 'Maundy' comes from the Latin word mandatum. During his last supper Jesus told his disciples, "A new command I give you: Love one another. As I have loved you, so you must love one another. By this all men will know that you are my disciples, if you love one another." (John 13:34-35) In the Latin Vulgate version of this passage the words "new commandment" are 'mandatum novum.' So, Christians recognize 'Maundy Thursday' as the anniversary of the night on which Jesus gave his disciples this new commandment to love one another.

If we only were to love one another, peace would not be just a dream.

Lastly, we need your help to further strengthen and maintain our Andersen Alumni network. Please leverage our Social Media Presence and [LIKE](#) , [JOIN](#) , and [FOLLOW](#) us.

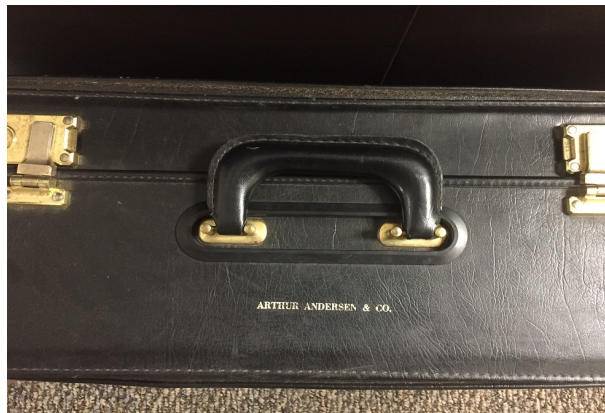
As Always Think Straight Talk Straight

[Warren Turner](#)

Founder and Editor

Alumni On the Move

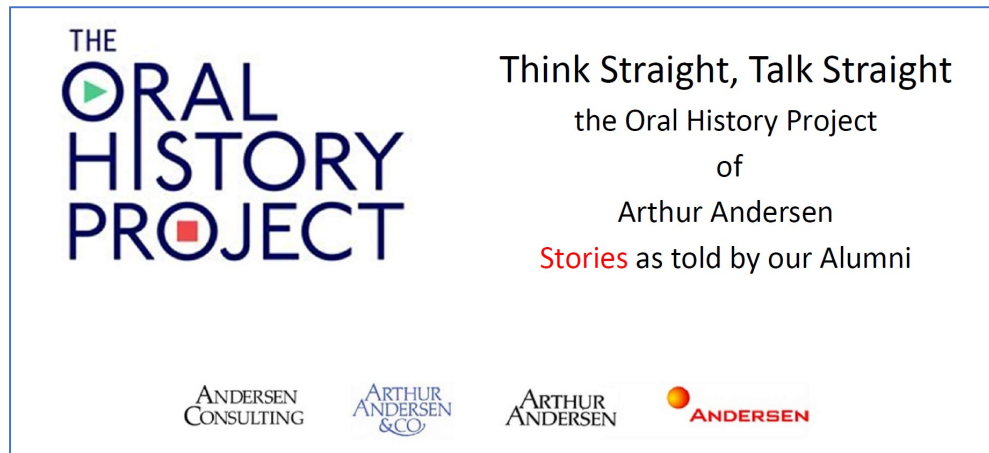
+ [Follow](#) us on our LinkedIn Company Page for the latest information on fellow alumni on the move.



John Hillman	Talib Dhanji	Warren Kohm	Jeff Sperber
David Doherty	John Ioannou	Chad Harcus	Melanie Courtney
Pat Walsh	Todd Storch	Andre Maciel	Bert Nappier
Salman Khan	Mark Coggin	Derik Mooberry	Antonino Morales
Tony DiBenedetto	Andy Kitzmiller	Amy Reeves	DeLynn Senna
John Head	Robert Burnham	Mehul Patel	Jennifer Hutcheson
Alex Thurman	Kathy Scott	Chip Staton	Dennis Secor
Deb O'Conner	Tim Holic	Timothy Hannon	John Byrd
Gene Raffone	Dev Parekh	Mehul Patel	Diana Garvis Purcel

If you have recently changed jobs and would like to share your good news with other Alumni, please email details to Admin@andersenalumni.com

Alumni... You've Told Your Story. Have you ordered your copy?



On March 4th [Publishing Concepts \(PCI\)](#) wrapped up the Alumni Interviews and has now moved to the transcription and editing phase of the project. A few special thank you's to:

- All Alumni that shared their stories, ensuring the preservation of Andersen's rich history.
- Alumni [Kim Schlossberg](#) for designing the book cover,
- Alumni and Arthur E. Andersen's Great Grand Daughter, [Kristen Andersen](#) for writing our prologue, and
- [TechCXO](#), and Alumni cofounders [Kent Elmer](#), Managing Partner and [Mike Casey](#), Partner for its sponsorship of this project and other support of the Association.

PCI expects the publication and distribution of the books to begin later this fall. It's not too late to order your copy. You can call PCI at 1-800-982-1590

Thank you
[Arthur](#)

BYU study: 20 years later, accountants burned by Enron scandal outperform peers

By Christie Allen, BYU Writer

This article was first published by [BYU](#) and has been reprinted with their permission

After the Enron scandal broke in 2001, Arthur Andersen — the accounting firm Enron had hired to audit the company's financial statements — was investigated by the Department of Justice. Arthur Andersen quickly collapsed, and even though most of the firm's 85,000 partners and staff weren't directly responsible for what happened, they lost their jobs, their wealth tied to the company and their good reputations.

But in the long run, at least some of Arthur Andersen's former auditors may be better off for the experience.

In a recent study, BYU Marriott School of Business accounting professor Tim Seidel and colleagues at other universities found that partners who worked at Arthur Andersen during its demise now provide higher quality audits than their peer partners at other accounting firms who did not.

Previous research has shown that early life experiences shape how CEOs later manage companies. Seidel's team wanted to see if the same was true for Arthur Andersen employees. "How might watching your firm implode affect these auditors' work 15 to 20 years later?" Seidel asked.

To find out, the team compared recent audits by 199 former Arthur Andersen employees — who are now partners in Big 4 accounting firms PwC, Deloitte, KPMG and Ernst & Young — to recent audits by 1,446 of their peers.

The researchers used three proxies that correlate with audit quality and found consistent evidence that former Arthur Andersen auditors appear to provide higher quality audits. Just 0.8% of their clients later issued financial restatements to correct mistakes that weren't caught in the original audits, compared to 2.3% for peers' clients. The propensity to report small profits (a sign that a company is manipulating earnings to avoid reporting a loss) was 12% for former Arthur Andersen employees' clients compared to 14.8% for the others' clients. Clients of former Arthur Andersen auditors also paid 4.4% higher fees, which indicates that the auditors invested more hours in verifying financial statements.

Seidel believes that former Arthur Andersen auditors are driven partly by a desire for redemption.

"Even today when Arthur Andersen is mentioned in accounting circles, there's always a joke about shredding documents," he said. "Former Andersen partners feel the salience of the collapse more. There's an element of reputation-building and trying to reverse the

stigmas attached to them. I've seen that come out as I've talked to people who worked there during the scandal."

Former Arthur Andersen auditors may also do better work now because they know exactly how badly things can go when auditing gets sloppy or corrupt. They're less likely to be swayed by clients' pressure to approve financial statements and more likely to gather sufficient evidence before offering judgments.

"In our study, auditors who experienced Andersen's demise firsthand developed greater professional skepticism, which plays a critical role in identifying potential misstatements, whether due to fraud or errors," said Iowa State University professor Feng Guo, a co-author of the paper.

The research can provide valuable insight to accounting firms as they make hiring, training and assignment decisions.

"A lot of times auditors associated with offices who have done bad audits are seen as inferior, that there's a contagion effect. This study shows that you should be careful about such judgments," Seidel said.

"Our research suggests that auditors learn from their experience," added co-author Ying Zhou, a professor at the University of Connecticut. "So audit firms could explore ways to simulate audit failure in auditor training."

Seidel said that the research has implications beyond the realm of accounting, too. "As we're dealing with people and trying to understand them, it's good to remember that extreme experiences in their past really shape how they view the world and what they do."

The paper was published in the journal [Contemporary Accounting Research](#) and was additionally co-authored by Ling Lei Lisic of Virginia Polytechnic Institute and State University, Jeffrey Pittman at Memorial University of Newfoundland and Mi Zhou at Virginia Commonwealth University.

Six Suggestions for Ensuring Technology Fluency in the Boardroom

By Jim DeLoach, *Former Andersen Partner and current Managing Director at Protiviti*

Copyright 2022 National Association of Corporate Directors (NACD). This article originally appeared on the NACD BoardTalk blog. Reprinted with permission. No further reproduction is permitted without permission from NACD. For more information about NACD, visit www.nacdonline.org.

Every director on your board should be technology-engaged. No director gets a pass.

With business and technology inextricably intertwined, today's directors need to possess sufficient knowledge of technology issues to execute their duty-of-care responsibilities. In fact, [research](#) indicates that technology-savvy boards experience a financial performance payback: An analysis of US-listed companies' boards determined that companies with at least three technology-savvy board members outperformed other companies. These outperforming companies reported notably higher profit margins, revenue growth, return on assets, and market capitalization.

It's beneficial to have one or more people with deep technology expertise serving on the board or as advisors to the board, independent of management. However, the pervasiveness of technology suggests that every director should at least understand how technology enables the organization's strategy and business model, as well as the implications of disruptive innovations to their industry.

Below are six suggestions to help make sure your board has the technology fluency it needs

1. Accept that disruptive change is the norm. According to a [recent global survey](#), many significant risk concerns for the next decade have a technological underpinning: for example, the rapid speed of disruptive innovations, the threat of new competitors, evolving customer preferences, utilization of insightful data analytics, resistance to change, and data privacy and cybersecurity. The focus on innovation and digital transformation to retain relevance has never been stronger.

2. Stay current with the evolving technology landscape. The most prominent suggestion from a December 2021 NACD Master Class session is also fundamental to other complex matters: bring outside experts into the boardroom and invite them to keep the board apprised of technological trends. Alternatively, identify and lean on expert resources inside the organization—regardless of the function they're supporting. When seeking guidance from management and advisors, insist on getting it in plain, practical terms.

It helps to view technology as a strategic enabler rather than a shiny object. Focus on the organization's long-term strategic goals and how technological innovation can help reach those goals. Consider the capital deployment ramifications alongside the related opportunities and understand how existing legacy technology in the organization might hamper goal achievement. Recognize the risks emerging technologies can pose—for example, the risk of improper algorithms and bias inherent in artificial intelligence—and discuss them with management.

3. Engage the full board on the right questions. Technological fluency is also about learning, and learning comes from asking the right questions and obtaining input from the right subject matter experts. Critical questions for the full board to consider include the following:

- Is technology identified as an integral part of the company's strategy and key initiatives? Does the CEO dashboard monitor technology investments that enable improvements to customer engagement, process efficiency, products and services, and competitive position?
- Are the organization's digital transformation efforts properly prioritized to deliver the expected value and results? (For example, are multiyear plans reevaluated every three to six months in view of changing markets and customer needs?) Are plans resourced with the requisite skill sets, or is help needed?
- What are the long-term plans for hybrid work environments? How will the company enable access and connectivity to ensure productivity, safety, and security in the future, considering the next generation of mobile connectivity and systems as well as data access?
- What programs are management considering to protect the organization's critical data and information assets and to comply with global data privacy requirements?
- What are the company's business continuity, crisis management, and disaster recovery plans? Are contractors and outside services aligned to support them? Does the technology infrastructure enable or hinder business resilience? How would operations be affected if a security breach were to occur, and how quickly could the company respond?
- Are the processes that management chooses to automate focused, streamlined, and simplified enough that automation makes sense? Is selecting a process for automation a strategic decision (for example, to focus employees on more complex, value-added tasks)?

The board should expect management to consider these questions and the accompanying resources needed to be successful.

4. Ask: Should the board have a technology committee? This has been a discussion point for well over a decade. The focus of such a committee varies by company, and these committees remain relatively uncommon. It's up to each board to decide how best to provide strategic oversight regarding technology. That said, every director should be technology-engaged.

The view discussed at the NACD Master Class session was that while a technology committee may be appropriate under certain circumstances, technology oversight responsibilities should ordinarily not be entirely relegated to a small handful of board members. And knowledge of and attention to technology shouldn't be limited to a separate board committee—whether that committee is a technology, audit, or risk committee.

As technology often drives overall business strategy, knowledge of technology-enabled opportunities and risks is relevant to many board discussions with management. A designated technology committee is not a panacea.

5. Focus on the implications of technological advances for talent availability. The board should be cognizant of how technology impacts talent availability. Over the long term, the limited pool of technology professionals will be drained quickly by overwhelming demand for skilled, experienced talent as new technologies take root in the execution of business models. As a result, human capital strategies require a revisit.

Continuous learning, upskilling, agility, and innovation should be emphasized as core values. None of this will happen organically. Training and upskilling must be intentional and pushed by management, with the board's encouragement.

6. Remember that cyber risks come with the technology territory. Organizations should have a cyber response team in place and ready—with legal, forensics, communications, and other resources. Such teams should be steeled through preparation and practice. Prevention is also imperative. Many services and products are available to protect the organization from incidents and breaches. Multifactor authentication (MFA) is an example, and everyone in the organization should be required to use MFA on company systems to provide a critical layer of protection. Finally, boards should ensure management is taking appropriate steps to retain cyber insurance coverage.

Jim DeLoach is managing director of Protiviti. DeLoach is the author of several books and a monthly contributor to NACD BoardTalk.

An ERP Implementation in the Wild

By **Erin Koss**, CPA is an Andersen Business Consulting Alumni (1993-1999), and CEO of Syte Consulting Group, Inc.

I talk a lot about the processes and frameworks we use to help our manufacturing clients identify and implement the ERP solutions that are right for their business. But how does that actually play out in real life?

While every business and ERP project is different, we've developed a solid framework and philosophy for how we approach each one. We recently put these to work in a client engagement where we helped a family-owned manufacturing company implement a new ERP solution — and **I can honestly say that it was one of the best professional experiences our team has ever had.**

Today, I want to walk through this real-life case study and talk about the key elements that, in my opinion, made this engagement such a success.

A Successful Journey, Two Years in the Making

ERP projects are not short-term commitments, and this one was no different. We first started working with this manufacturing client in February 2020, and we began the same way we always do with these engagements: with a discovery phase to deep dive on their business, their current capacities, their goals, and so on.

We always like to do this work on-site so we can get a better sense of where they're at, start to build relationships with key stakeholders, and generally see for ourselves how the business operates. We find that in-person meetings and interviews help us build rapport that carries through every phase of the project and is a big part of making it successful.

You can probably see where this is going. Unfortunately, about a month into the project, we were suddenly faced with a global pandemic. Everything changed.

Suddenly, like every other business, we had to pivot. But the fundamentals stayed the same. Our decades of experience helping family-owned manufacturing companies implement ERP solutions to move their businesses forward paid off. Our people-first approach and the methodologies we've developed ensured that our team members and processes were resilient and adaptable, even as the whole world seemed to change on a daily basis.

The result? One of the smoothest ERP rollouts we've ever had the privilege to help plan and execute, across 23 different branches of the business, all on the same day.

But it wasn't magic. It was the result of intentional planning, commitment from all parties (and at all levels), and experience.

Planning Pays Off

Obviously, a big project like an ERP implementation requires a lot of planning. And before you can create the plan, you need to get clear on where you *are*. That's why we developed our [Business Transformation Framework](#). We use it to help our clients think intentionally about their business goals and what they need to have in place in order to reach them.

I know for a fact that a huge part of this particular engagement's success was diligent, continuous project planning. And I don't just mean for the big pieces and milestones. We spent months meeting regularly with our client to create a cutover plan for our "go live" day. The plan really focused on the last week before we switched over to the new system, and then the first week in, but it was an incredible amount of planning for a relatively short period of time.

And it paid off. You see, while planning is absolutely about creating a roadmap that you can follow, it's also about removing as much of the "unexpected" as you can. It's about risk management and risk mitigation.

Let me give you an example. The day before we planned to cut over and go live with the new ERP solution, we ran into some hiccups while we were importing data. We found some discrepancies and things were just taking a little longer than we expected. Nothing catastrophic, but we needed to get to the bottom of it quickly — and we did. We pulled the right people together on a call and were able to resolve the issue. It didn't derail us at all, and that's in large part because *everything else* had gone so smoothly. We'd done so much thorough planning up to that point, preempting all kinds of unpleasant surprises, that it was really the only major issue we had.

People Make the Difference

At Syte, we've always taken a people-first approach with all of our client engagements. We operate on a philosophy that we call the 3 Cs — connection, collaboration and communication. And this project was a perfect example of the 3 Cs in action.

Let's start with connection. This was evident in the commitment that everyone brought to the project, at all levels — from the client, to the solution provider, to our team. Everyone was connected to the mission. There was full buy-in and participation from the executive sponsors, as well as significant employee involvement all the way through.

We also set a collaborative tone early on, which resulted in the actual rollout going much smoother than if we'd taken a more siloed approach. For example, in the first few days after we went live with the new system, we were handholding everyone through the change. But we quickly saw that team members began relying on each other to adapt. Day by day, they shared information and learned from each other, and were able to wean themselves off outside support.

The communication piece was also front and center. Not only did we help our client put together an effective communication plan, but we also made sure that communication was timely and continuous. This enabled everyone to stay aligned and roll with the punches as things changed.

I'm also going to add a fourth "C" here as a critical success fact, and that's "consistency" — by executing on the three Cs consistently, over the two-year span of this project, we were able to get it over the finish line.

At the end of the day, it really came down to people working hard and being committed to, and aligned with, the work that we were all doing.

Experience Matters

The last thing I want to say about this project is that we, as external partners, really brought a lot to the table. Our deep expertise, the strong relationships we've built in the industry, and our decades of experience with similar projects were invaluable in making this ERP implementation a success.

I'm not saying this so much to toot our own horn, but rather to emphasize that it truly is a team effort. I like to think of it like the three legs of a stool: a committed client, an engaged solution provider, and an experienced partner to bring it all together. We were "the glue," if you will.

Our frameworks and methodologies stood up to all the stresses of a sudden pivot to remote work. Our business analysts were agile, adaptable, and committed to whatever needed to be done. Our deep network allowed us to call in subject matter experts to help when the solution provider didn't have the bandwidth to meet the schedule.

But I think one of the biggest contributions that our team (and specifically our business analysts) made was **eliminating friction** — friction between supervisors and employees around project involvement and work priorities, friction around not understanding new tools and methodologies, and so on. Our business analysts really got in there and rolled up their sleeves to make sure everything went as smoothly as possible, from doing unit testing, to documenting new processes, to creating training materials to share with the team.

I won't deny it: I'm really proud of the way we were able to pivot and figure out how to execute ERP implementation best practices in the middle of a pandemic, without missing a beat. We were there with our client on a Monday morning at 5:00 a.m., when the new system came online, two years after we started the journey with them.

Conclusion

We've worked on many, many successful ERP implementations over the years, and the elation and satisfaction of a successful rollout never gets old. But this particular

engagement was special, in no small part because of all the unique challenges thrown in our way. But we were all up for it, and today we're celebrating our client's win.

Speaking of celebration, [here's a video of us all dancing at the post-launch party!](#)

Are you thinking about implementing a new ERP solution for your manufacturing business? We'd love to help. [You can schedule a complimentary consulting session right here.](#)

Erin Koss, CPA is an Andersen Business Consulting Alumni (1993-1999), and CEO of Syte Consulting Group, Inc. [Talk to Erin about preparing your company for sustainable growth.](#)

I Should Do Something. But What?

By Ed Maier, Former Andersen Partner

I have been troubled lately by a matter that keeps gnawing at me.

It relates to an occurrence at a recent basketball game I attended. My 11-year-old grandson was playing in it. I was sitting in the front row of the bleachers, right at the out-of-bounds line, and a teenage boy was sitting next to me. He was holding an infant in his arms which I presumed to be a sibling. As occasionally happens during a game, a loose ball came bounding to the sideline and almost hit him in the arms. The referee came over to retrieve it and commented, in a professional manner, that there was some risk in holding the infant so close to the action of the game. As the referee walked away, the teenager made a comment which I felt was a racial slur.

I did nothing. I said nothing. I continued watching the game.

I have thought about my inaction several times since then. Should I have said something to the teenager? Should I have looked to see if a parent was sitting with him and discussed it with the parent?

I am also reminded of this question – should I do something – when I listen to certain television or radio commentary. The issue of my “doing something” is broader than just the question of dealing with a possible racial slur. It comes up in all sorts of situations – religion, politics, business, social. Is it a red issue or a blue issue? Is it a Republican belief or a Democratic belief? Is it an issue defined by Christian or non-Christian beliefs? Is it societal issue that pitches the 1%-ers against the underprivileged?

Out of my personal frustration over my own inaction, I spoke to a community leader who I respect. She pointed me in the direction of two organizations with which have initiated contact. One is a local Dallas organization called Together We Can. The second is a national organization known as Braver Angels.

Borrowing from websites, here are brief descriptions of each.

Together We Can (www.togetherwecan.one) – I understand that this community organization was founded shortly after the ambush of several Dallas police officers on July 7, 2016. Its co-founders were a local pastor and a local attorney who came together to create it. The mission statement of Together We Can is to “...**educate, enable and empower a lifestyle of mindfulness and action against racism.**” Its website goes on to state that “It is an action driven initiative...a positive, non-judgmental, non-political program that addresses personal and community development by making change inside and out. This platform is designed for individuals, corporations, organizations and everyone who will take a challenge to continuously improve themselves, their communities, and the country!”

Since learning about this organization, I have participated in two activities which I found meaningful. Both helped me think about issues around race in a thoughtful, non-challenging, non-threatening manner. Through participating in these conversations, they helped me listen carefully. By listening carefully, it helped me understand the perspectives of people from different racial and ethnic backgrounds.

Braver Angels (www.braverangels.org) – The mission of Braver Angels, once again according to its website, states: “***We bring Americans together to bridge the partisan divide and strengthen our democratic republic.***”

I have not participated in any Braver Angels activities yet, as I just became aware of them. I begin my journey with them later this month. So once again, borrowing from their website, I share with you that Braver Angels was launched in 2016. It is described as a “national citizens movement to bring liberals, conservatives and others together at the grassroots level—not to find centrist compromise, but to find one another as citizens. Through workshops, debates, campus engagements, and more, Braver Angels helps Americans understand each other beyond stereotypes, form community alliances, and reduce the vitriol that poisons our civic culture.”

Braver Angels uses the terms “Red”, “Blue” and “Other”. Reds are voters who lean conservative philosophically on most issues (or on some issues critical to them), or who tend to vote for Republicans. Blues are voters who lean liberal or progressive philosophically on most issues (or on some issues critical to them), or who tend to vote for Democrats. Others are voters who do not lean either Red or Blue. I am looking forward to participation in my first event with them.

I have begun to take some small steps with these two groups to learn more about the different perspectives of my countrymen. I am doing it with people who I think might be a lot like me, or not. And they might be of a different color, ethnic background, political or religious beliefs. It is my own first step to “Do Something” to reduce polarization in my community and country.

In my 34 years with our Firm, I had the opportunity to work with thousands of people. We were all different sizes and shapes, from different backgrounds, beliefs and communities. We did not necessarily agree on the same music, the same movies, the same sports teams, the same politicians or the same religions. But we did work together for a common purpose—to serve our clients. And I am very proud of the way we did that despite any personal differences we may have had. I hope I can feel some of that same spirit as I go forward with these two organizations. I also hope after you read this you will look around in your own communities and networks and find similar opportunities. If you become aware of other organizations doing similar work, I would be happy to share them with our alumni group in future communications.

Over two hundred plus years ago our Founders came forward to “...form a more perfect union.” It is not perfect yet, but it has continued to move forward despite all our difficulties and differences. I plan to do what I can to move toward that perfection by doing something. I hope you will also.

Thank you for taking the time to read my thoughts. If you have any comments, feel free to write me at edmaier46@gmail.com. With graduation season approaching, if you are looking for a nice, inexpensive graduation gift for someone close to you, go to www.amazon.com and pick up my book – *Think Straight. Talk Straight.*

How to Ask for an Onboarding Coach for Your New Executive Role

By Jennifer Eggers, *Andersen Alumnus*, and President of LeaderShift Insights, Inc.

As the excitement of landing a new executive role sinks in, the pressure begins. How will you come in and demonstrate visible leadership in your first 100 days? How will you make a significant enough contribution early on to validate the company’s choice in hiring you and ensure the street ‘cred’ necessary to become both an influential player on the leadership team and earn the respect of your direct reports and peer team quickly?

Taking a new leadership role, even in the same organization, often feels like drinking from a fire hose. You’ve got to get to know the industry, the company, your team, your peers, your leadership and how to get things done in a complex environment fast...all while adding value and being the rock star expert they hired. It is hard not to become overwhelmed...and most of our clients tell us they don’t want to reveal that either.

The data shows that rigorous new leader integration programs can shorten time to productivity by 40% and improve new hire retention by 50%, yet most Fortune 500 companies, even with sophisticated HR teams fail to provide comprehensive on-boarding and assimilation programs that do this well. So, the question is, what can YOU do to take control of your integration so it goes smoother and sets you up as a visible leader fast, regardless of what their HR team provides?

The good news is that you are not alone. Executive transitions are high stakes, high stress events, for both you and the company that hired you. The risk of failure is great, but there is significant expertise available to help you mitigate risk and integrate effectively.

But how do you come in as the expensive rock-star they hired and ask for a coach? It's a gutsy move, but it may be the smartest one you'll ever make. A great onboarding coach can be worth their weight in gold to both you and the company, if brought in early in the integration process. The catch is that they might not think of it and you might have to ask for one... and asking might be one of the first things you do in your new role. Here are a couple strategies to help you make the case:

1. Try to negotiate it with your offer. Your success is not only in your best interest, it is in the best interest of the company, your team and the recruiter who hired you. Give some thought to the value you can bring if you are able to accelerate your integration to full productivity faster. Then give some thought to the consequences if you don't. Quantify both wherever possible. Consider both the positive and negative impact on the business, your new team, you personally, the recruiter, the HR team, and your boss. A thorough list will provide a lot of fodder for you to make a solid case for an onboarding coach.
2. Have your coach start before you do. An onboarding coach with the right set of questions can meet with HR, the recruiter, and a set of key stakeholders before you step foot in the door. There is an enormous advantage in having an advocate on day one who understands critical stakeholder expectations of you; picks up on any misalignment, cultural nuances, things to do/not do right up front; understands the legacy of your predecessors and key messages you need to send right away. Of course, you'll likely learn all this eventually, but imagine having it all before you walk in the door so you can plan your first steps accordingly. This can literally shave months off your 'ramp up' time.
3. Present the idea with confidence. Accelerating your integration and reducing the risk of a failed hire is not a remedial intervention. Rigorous executive integration programs are common at many Fortune 500 companies. You can ask with the confidence that this is a best practice and probably the surest way to ensure your success. Your coach will provide an objective point of view and act as a confidential thought partner to plan your transition in a way that not only sets you up to demonstrate visible leadership quickly, but also to sustain your growth and deepen relationships in the organization long after the engagement is over.

There are a few factors that could increase the justification for an onboarding coach. Certainly, the higher the level of investment the organization is making in your role, the less likely they will be willing to risk failure and the smaller percentage the coach's fee will be. If your new role is building a new function or providing a new capability, it will also be more reasonable to consider coaching. The speed with which the company would like to see results can also provide a reason to ensure acceleration.

If you are considering onboarding and integration coaching for yourself or for new executives in your organization and would like help thinking through whether it would be a fit, call us. *It's what we do.*

***Jennifer Eggers** is the President of LeaderShift Insights, Inc. She has coached Presidents and C-Level leaders in over half the 50 states and 11 countries. She works with senior leaders and organizations facing disruption to improve their capacity to adapt and resilience in the face of change.*

Give Them Purpose!

By Todd Dewett, Andersen Alumnus, author and speaker

Most employers give people jobs. That's good, but they're missing the point. To create all of the outcomes we dream of (strong productivity, morale, profits, etc.) you have to give them more. You must give them purpose.

Say it with me: purpose over paycheck! Sure, compensation really does matter, but it's never the best motivator.

Sadly, most employees don't experience much purpose. They do a task and receive their pay. Work is just a transaction. What a shame. When employees feel real purpose, you get more than just lower turnover and absenteeism. You get more than better productivity. You get more commitment, creativity, and resilience in the face of challenges. What's that worth?

There are three ways you can help your employees experience more purpose.

First, draw attention at least monthly to the higher purpose they serve. Why is the group's work so righteous? Because they help families find homes, they make cars people need to get to work, they maintain a fleet of trucks that deliver valuable products to help keep the economy moving, they keep the community clean, etc. Connect them to the work's higher purpose.

Next, help them individually find fit. Fit refers to how well a person is matched to their role. Based on their interests, skills, and personality, how can the role shift, or how can you help them in the long-term find a professional home that really works for them? Higher fit always means a feeling of stronger purpose.

Finally, consciously cultivate and maintain great relationships. The key to long term success isn't task competency. That's required, but it's the easy part. What moves them past mere competency towards embracing change and improvement is the quality of the relationships that surround them every day. When their immediate context is defined by helpfulness, kindness, and a sense of knowing that others have your back – that means you're doing more than just completing tasks. You're taking part in a real team. That's purpose.

A funny thing happens when they feel more purpose: they stop obsessing quite as much on the paycheck!

Dr. Todd Dewett is one of the world's most watched leadership personalities: a thought leader, an authenticity expert, best-selling author, top global instructor at LinkedIn Learning, a TEDx speaker, and an Inc. Magazine Top 100 leadership speaker. He has been quoted in the New York Times, TIME, Businessweek, Forbes, and many other outlets. After beginning his career with Andersen Consulting and Ernst & Young he completed his PhD in Organizational Behavior at Texas A&M University and enjoyed a career as an award-winning professor. Todd has delivered over 1,000 speeches to audiences at Microsoft, ExxonMobil, Pepsi, Boeing, General Electric, IBM, Kraft Heinz, Caterpillar, and hundreds more. His educational library at LinkedIn Learning has been enjoyed by over 30,000,000 professionals in more than one hundred countries in eight languages. Visit his home online at www.drdewett.com or connect with Todd on LinkedIn. He can be reached at todd@drdewett.com

Alumni Development: Interested in a Board Position?

Andersen Alumni from California, Illinois, Florida, Minneapolis, Georgia- and as far away as Switzerland -are now PDA members. Join the Private Directors Association at a 20% discount as an Andersen Alumni and take advantage of board development and placement opportunities.

Join a local live or virtual chapter event as a guest and network with directors, owners and executives at 22 locations around the US. Contact Paula, AA's dedicated support person, for complimentary registration or to join PDA at [281.404.3725 / paula@pcdassociation.org](tel:281.404.3725).

Don't miss PDA's complimentary 15-minute podcasts including SHINE: Governance Illuminated and ESG Insights, a 5-part series. Visit www.privatedirectorsassociation.org for details.

New Book Release Co-Authored by Andersen Alumnus Janet Foutty: Arrive and Thrive: 7 Impactful Practices for Women Navigating Leadership

Author: Janet Foutty, *Former consultant in Arthur Andersen Consulting, currently Executive Chair of the Board for Deloitte US.*

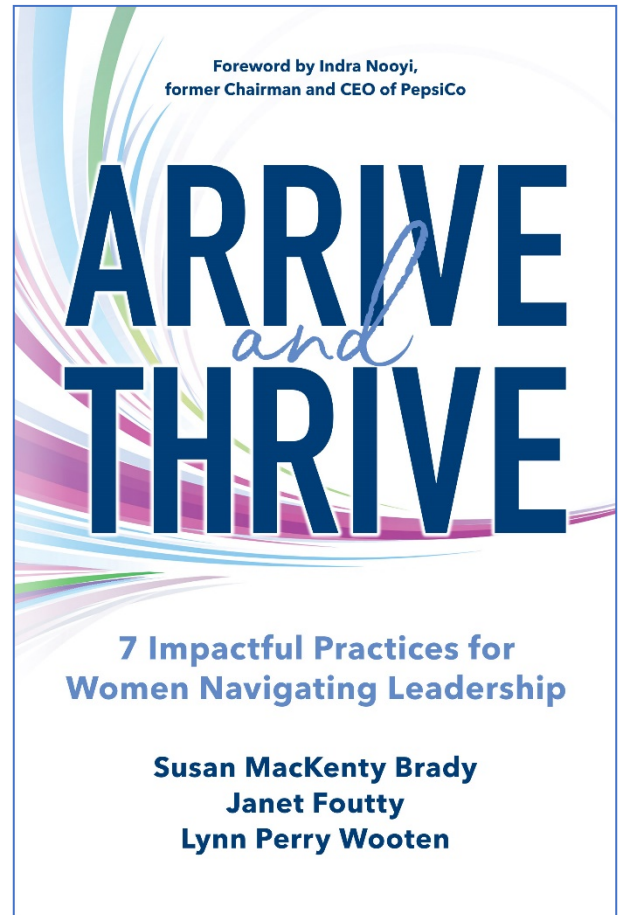
There is a big difference –especially for women leaders – between being in a position of leadership and thriving in a position of leadership. Because, for far too long, women leaders have had to focus on survival. After all, women comprise less than a quarter of middle level managers, and that number shrinks even further at each rung of the corporate ladder. Even women who rise all the way to CEO experience higher turnover than their male counterparts do. But surviving as a leader is the floor, not the ceiling.

So, what does it take to not only reach the top, but truly thrive there?

Arrive and Thrive: 7 Impactful Practices for Women Navigating Leadership is a timely and practice-driven guide to empower women leaders to excel as they rise to positions of greater responsibility, risk, and reward—and to lead others along the way. It offers insights from a unique trio of women leaders from different spheres—Janet Foutty, the first woman to be named CEO of Deloitte’s Consulting business, and now chair of the Deloitte U.S. Board; Lynn Perry Wooten, Ph.D., the first African American to lead Simmons University; and Susan MacKenty Brady, globally renowned Leadership Wellbeing Expert and CEO of the Simmons University Institute for Inclusive Leadership.

The authors also draw on knowledge and advice from 24 of the world’s most successful leaders to identify the seven key practices to thriving as a leader:

1. **Invest in your best self.** This entails getting to know yourself when you’re at your best and leading from that place.



2. **Cultivate courage** by committing to action and overcoming your fear of doing so.
3. **Foster resilience** to enable you to overcome setbacks and lead more powerfully.
4. **Inspire a bold vision** by discovering what needs to change and creating a future that does not yet exist.
5. **Create a healthy team environment** that personifies your organization's values and is supportive and collaborative.
6. **Lead inclusively** by modeling it for others and creating a culture of equity.
7. **Embrace authenticity** and bringing your whole self to work.

By adopting these practices, women leaders can enact change for themselves, their team and their community. They'll have the confidence to "hit reset" on the way we work in order to create more equitable organizations that promote leading while living.

Learn more at arriveandthrive.com

New Book Release Co-Authored by Andersen Alumnus Lara Hodgson **LEVEL UP: Rise Above the Hidden Forces Holding Your Business Back**

Authored by: Lara Hodgson, *Andersen Alumnus currently President & CEO NOW Corp.*

A refreshing must-read for any individual navigating a critical turning point: when you either level up or give up.

Described as “a business book that reads like a thriller,” the raw and real stories and the lessons in LEVEL UP, are relevant in all areas of a person’s personal and professional life. For example, Stacey and I are different on almost every axis from political ideology to personality traits. These differences, they are our SUPERPOWER. In a world that is increasingly polarizing, we explain how to avoid the tribalism that separates us and instead leverage differences to drive innovation and progress.

It's never been easier to start a business—and it's never been harder to scale one. As we come through the pandemic more businesses than ever are being started. Yet, at the same time, we are experiencing an entrepreneurial crisis in the US, because most of these “new businesses” are really jobs that will never scale to hire another person. Stacey and I want to help today’s entrepreneurs beat the odds by revealing the unseen tethers that keep small businesses from growing and thriving.

In LEVEL UP, we share intense behind-the-scenes stories of building our own businesses, as well as actionable, get-it-done, and often contrarian principles for individuals looking to propel their ventures and their careers forward. This is straight talk from the trenches on real issues like curating partnerships through both success and failure, hiring, identifying a revenue strategy, recognizing when growth is a trap, managing cash flow, and more.



Stacey and I also highlight the experiences and the incredible personal stories of resilience and grit of other successful founders including Sarah Blakely of Spanx, Alisa Clark of Glory Professional Services, Sheila Jordan of Knowledge Architects, and more.

Each chapter ends with simple, yet profound “Level Up Lessons” such as Hire patience & Hire Patiently, Cash is King but Flow is Queen, Your Network is your Net Worth and More businesses Grow out of Business than Go out of Business.

According to Dylan Schleicher of Porchlight, “One of the things I love most about LEVEL UP, is its conversational tone. You never feel talked down to, but like you’re learning alongside them. On every step of the entrepreneurial journey, there are decisions to be made. They have been there/done that, and their insights can help you at whatever stage you’re currently in. Whether you are comfortable being a solopreneur whose business is tied to your efforts alone or want to be able to “make money while you sleep” by growing it beyond yourself, from when VC might be helpful to when it might prove to be a hindrance, or knowing how to negotiate when you’re dealing with much larger companies, there is a wealth of experience here to tap into.

But perhaps the greatest lesson of all is in the partnership the two have formed. It reinforces one of their mantras throughout the book: that business *is* personal.

When you enter into an agreement with anyone, you bring your whole self, not just your “business” self. The weight of your word has to mean something. Without integrity, you have nothing.

Their partnership doesn’t look like a natural match on paper. Hodgson was once a political appointee of a Republican Georgia governor. Abrams ran for governor of the state as a Democrat. It could have been a political minefield, but the transparency, openness, and honesty they practice both in the wider world and in the relationship, they have with each other has made it work. Their political ideologies do not align, but their values and work ethic do, which is an example that I think all of us can learn from. Being open and honest with each other also led Abrams to eventually tender her resignation at Now when her political work meant she couldn’t devote the time needed of her to the company—and to coming back as a member of an advisory board for Now Network, a new initiative that aims to help connect corporate and government buyers with small and more diverse businesses. The example of how they do business with others is instructive, but the example of how they have built businesses together is truly inspiring.”

We received a rare and coveted starred review from Kirkus who said: “A fresh take on entrepreneurial endeavors and a love letter to small businesses everywhere... Abrams and her business partner, Hodgson, blend their personal narratives with hard facts and lessons to create **an easily digestible how-to for running a business.... The authors could have easily taken the safe route** by simply sharing the story of how one thing led to another with their businesses or providing a straightforward, chronological account of their success. **Instead, they dig deeper and offer candid exploration of nearly every aspect of their businesses, including good, bad, and occasionally devastating outcomes.**

Throughout, the authors open up in an appealing way, owning up to their mistakes, and they directly address many currently accepted principles that work against small-business owners... A book **packed with insight and inspiration** from two successful entrepreneurs."

Booklist writes, "This **outstanding book** from multihyphenate Abrams and business partner Hodgson is **essential reading for every current and potential small-business owner**... Abrams and Hodgson **strike a perfect balance** in addressing both the abstract and practical aspects of small-business ownership. This brilliantly written, deeply insightful look at small-business ownership is a must-have for public and academic libraries."

Publishers Weekly raves, "**Enormously validating** and backed up by **easy-to-implement tips**. Small business owners who feel lost in the trenches should give this a look."

We wrote this book because we believe that there has never been a more critical time for diverse people to come together and drive prosperity for our economy and our communities. Small businesses are the engine of our economy and have the power to bring our communities back together. Join us as we talk with one another, not at one another. The book shares a link to our website at www.LevelUp2Day.org. Join us!

The Art of Being In-Between

By John Blumberg, *Andersen Alumnus* and author of *Return On Integrity*
(www.BlumbergROI.com)

I will always love sharing fun and laughter over a lunch with anyone. Yet, in recent years, I have shared with several close friends that I have come to realize that I would much rather share in a conversation over a meal with someone in the midst of a failure rather than with someone experiencing great success. No doubt there is more fun and laughter in the second scenario than in the first. It's just that the first scenario is always more meaningful.

When I would share this observation with others, I would get mixed reactions. No doubt some of those reactions were shared with me and then again, I'm sure, some kept those reactions to themselves! When I would share this observation, there was still something inside of me that felt it wasn't totally true – or that it was only partially correct. Recently, I figured out why. It wasn't that I was drawn to conversations of failure ... it was that I was drawn to conversations where people were lost in the “in-between.”

They were in a time of transition.

No doubt, failure is the great set-up for transition ... which is why failure is never the end. Transition is a doorway to a new beginning. Failure has its way of giving, even the blinded, the eyes to see that it's time to change something. So, yes, several of those meaningful lunches were at a time of someone's failure – or at least at a point of overwhelming struggle.

What we can miss, though, is that all of us are always in the midst of a transition. We are always evolving. We are always changing. It's just that it is in the very intense moments that most are willing to actually pay attention to the transition that is always in play. It's in those moments that even the most blinded can see that there is no choice but to pay attention.

I have always admired and recommended the great insights William Bridges shared in his book, *Transitions: Making Sense of Life's Changes*. William sets-up the process of transition in a linear fashion of Endings, the Neutral Zone and New Beginnings. He also warns that it's never sequential, but rather ebbs back-and-forth along the way. It is a beautiful model through which to process, understand and live through any specific change in life – whether that change is perceived as a positive or negative transition. Perhaps it is graduation from college, a job change, a geographic relocation, a new marriage, the birth of a child, a sudden divorce, or the death of someone deeply meaningful in your life.

Bridges' model is like a breath of fresh air in helping one in transition realize, that most often, the struggle is simply a bad case of normal ... affirming that what I'm experiencing should be expected – and then expected to eventually pass. Yet, there is still a problem.

This model unintentionally conditions us to be *outcome* focused ... to get to the other side of transition as if the transition is something to be overcome rather than to be embraced. It also conditions us to see transition as an event instead of a constant way of life.

Everything is in transition. Simultaneously. Always.

Everything about you and everything about me ... *everything about everything* ... is always in a constant state of change. It is the very essence of life. How might it change one's experience in life if they realized that every single present moment is the state of some in-between. Not just in one aspect of my life, but every aspect of my life – and everything that I know, that I experience, that I see – everything is in-between in a constant state of evolution. It is precisely why every ending is the dawning of a new beginning – and every new beginning is the onset for an ending to eventually manifest itself.

I would suggest, while this may seem a bit obvious, most rarely come to recognize it. This raises some practical questions:

- How much energy do I spend in trying to hold-on to what is inevitably changing?
- How much time do I waste worrying that something might change when, in fact, it certainly will?
- How much resistance do I apply to what is meant to be for my own good?
- How much illusion do I embrace to ensure my life seems stable and steady?
- How much truth eludes me when I don't embrace life as a flowing existence?

What if we embraced life as a flowing river rather than rigid grids, models or formulae of attachments and expectations? Would it feel less exclusive and more inclusive? Less expectation and more anticipation? Less assumption yet more awe and wonder? Perhaps rather than holding-on, we would more likely be building-on.

And as if dealing with one transition at a time wasn't enough! Transitions are multiple, simultaneous and even more importantly ... interwoven within ourselves *and with others*. So goes a version of the interconnectedness of the science of quantum entanglement!

Life is going to have moments of change that are indeed painful. Haruki Murakami, the Dalai Lama and others name it well through an old Buddhist saying:

Pain is inevitable: Suffering is optional.

How much suffering is created because we refuse to acknowledge the constant state of the “in-between” within each present moment. So much suffering is amplified when we try to force our way back to an inferior past or pretend our way to a non-present future.

I want to be clear: this isn't a narrative about how *anything goes* – a default rationalization for justifying power and control rather than living in the messiness of the

“in-between.” This is about how *everything flows*. Building dams in our life may appear harmless on the surface, yet likely cause systemic damage in ways that we will never fully know. Resisting the flow is much like holding yourself hostage while crushing the potential inside.

If I came to accept and even embrace each inevitable transition as a natural gift, how much less frustration, suffering and trauma could there be in my life – in the whole world?

In practical terms, you might take a walk and intentionally notice various things along the way. Assess how the particulars of what you see are in a constant state of change. Often, it’s easier to accept transition around us before accepting it within us. Then it might be helpful to start a list of every personal transition of which you currently have an awareness. Perhaps it might help to assess just how much resistance you’re applying to each of them – and ultimately discern how to best begin to step into the flow of each transition on your list. Don’t let your list overwhelm you – rather, let it invite you to let-go and step into the reality of the flow.

In the Christian tradition, the celebration of the Paschal Mystery of Easter is upon us. If you really think about it, William Bridges’ framework of transition perfectly models this mystery: *Ending, Neutral Zone and New Beginnings*. It also serves as a perfect example to reveal how we don’t want to reside in the “in-between.” On Good Friday, I have often cringed at the social media post: *No worries because Sunday is coming!* (Editor’s note: please don’t crucify me here ... I know what you mean!). But isn’t that just like us to want to get to the outcome without the beautiful transformation of sitting, waiting, and reflecting upon the wisdom of the “in-between.” It strikes me that we would more gracefully honor the Christian tradition in the humility of becoming more of a Saturday people.

In the end, you may come to realize that you are never in the middle of anything – you are simply in the flow of everything. Maybe in an artistic way, Tina Turner captured the art of being “in-between” in the lyrics of [*Proud Mary*](#): you are just *Rolling on the River!*

As always, I’d love for you to share your thoughts! We could all benefit, if you would be so kind to share your thoughts email me at John@BlumbergROI.com!

Want to Know How to Use LinkedIn to Target Fellow Alumni (University)?

By **Wayne Breitbarth**, *Andersen Alumnus and CEO-Power Formula LLC (Author of "The Power Formula for LinkedIn Success: Kick-Start Your Business, Brand and Job Search")*

Connecting with people has always been easier when you know that they attended the same school you did. Those mutual warm, fuzzy feelings can open a lot of doors. Personally, I've done a lot of business with fellow Marquette and UW-Whitewater grads whom I've found on LinkedIn.

The school(s) people attended are prominently displayed on their LinkedIn profiles, which means you can easily search for classmates. But then you can use the numerous filters on your school's Alumni page to laser focus your search for the perfect prospects.

Once you find those prospects, you'll want to reach out to them with a LinkedIn message (if you're already connected to them) or send a personalized invitation to join your network (if they're not already a first-level connection).

If you approach them in a friendly manner, mention that you're a fellow alumnus, and then nurture the relationship, there's a good likelihood that it could lead to your next client, job, employee, or other important business relationship.

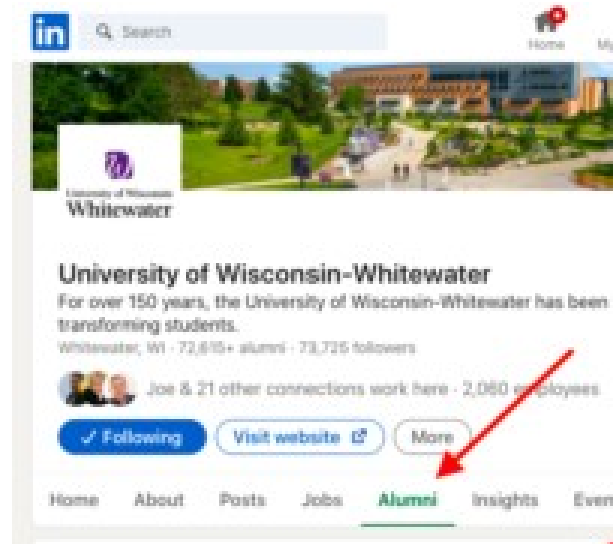


Step-By-Step Instructions for Using LinkedIn Alumni Page

1. In the large search box on your top toolbar, type the name of the school you're interested in. When it shows up in the drop-down list, choose that entry—or you can just click the name of a school on anyone's profile.

2. Once you're on the university's page, click the *Alumni* tab. This will take you to that school's Alumni page.

3. You can now filter the entire list by entering words in the *Search alumni by title, keyword or company* box, entering years in the *Start year* and *End year* boxes, or



selecting or entering information into one or more of the six columnar filters which include:

- *Where they live*
- *Where they work*
- *What they do*
- *What they studied*
- *What they are skilled at*
- *How you are connected*

If you've been looking for a way to sort people by age range, this is your ticket. If you sell products or services to a targeted age group, use the *Start year* or *End year* filters on the top right to find alumni who are probably in that age range. Granted, it isn't exactly an age search because not everyone gets an undergrad degree at age 22, but it should still provide some valuable information.

4. Once you have selected your filters on the Alumni page by clicking the bars under your desired selections, LinkedIn displays a mini-profile for everyone who meets your filtering criteria.

Without leaving the page, you can send a message to any first-degree connections or use a personalized message to invite anyone on the list to join your network.

Interested in becoming a Sponsor?



Andersen Alumni Association is proud not to charge annual alumni dues and relies rather on strategic sponsorship to fund operations. Given advances in technology and alumni mobility Andersen Alumni Association is seeking a few additional qualified sponsors. If you think your company may benefit from a strategic partnership with the Association, please email Admin@andersenalumni.com for more information.

ALUMNI BENEFITS:

Message from LinkedIn – Update Feature

Reprint: Communication received by Andersen Alumni Association

Thank you for your continued dedication to your Groups! ([Andersen Alumni Association Group Page](#))

Based on member feedback, we have invested in improving the ways that our members can engage in meaningful conversations within safe and healthy communities like yours.

In our latest update to Groups, members will be able to easily message anyone in the group without message limits and will have the flexibility to control which messages they accept or privately decline. Members will receive a notification about their message requests just like they would with a regular message and continue the conversation with a single click of "accept".

Thank you for your commitment to keeping your community safe and productive. To learn more about this update, visit our help center.

Sincerely,

The LinkedIn Team



Andersen Alumni Association and the Private Directors Association© Align to Drive Membership Value

PDA is providing a 20% discount on corporate or individual membership for Andersen Alumni Association members*

To take advantage of this discount, contact Paula Gardzelewski directly at Paula@pcdassociation.org / 281.404.3725

BENEFITS FOR ALL MEMBER TYPES

- Complete your [Private Company Governance Certificate](#) at no additional charge.
- Access to [board opportunities](#) to match board-ready PDA members with start-up and scale-up companies for fiduciary and advisory board roles via PDA's partnership with **Bolster**
- National network of peers engaged in events focused entirely on private company issues, both locally through our [21-chapter system](#), as well as virtually via [webinars](#) and online resources.
- Monthly e-newsletter
- Complimentary subscriptions to "Directors & Boards" and "Private Company Director".

CORPORATE FULL BOARD MEMBERSHIP ONLY

- Complimentary **director or advisor search** with an enhanced posting approach, supporting faster process with highly qualified candidates.
- Complimentary in-boardroom **Ransomware Preparedness and Response session** (a \$10,000 value) to PDA Corporate qualified members.
- Dedicated "**CISO on Call**"
- 30% discount on all additional **PDA University Director Education** products designed to enhance private company value through high functioning boards.

Visit www.privatedirectorsassociation.org to learn more, or visit us on [LinkedIn](#)

*15% going to the alumni members as a direct membership discount and 5% to the Andersen Alumni Association organization

NEW Medicare Medical Savings Accounts (MSA)

Andersen Alumni Association has partnered with Medicare Caddy to provide our members with a NO COST TO YOU Medicare insurance expert to help you optimize the Medicare benefits available - wherever you live. Medicare Caddy, LLC is a licensed insurance agency that only works with existing or soon-to-be Medicare beneficiaries. Medicare Caddy KNOWS the Medicare course and is a leader in providing educational programs about the unique benefits of Medicare Medical Savings Accounts (MSAs) as well as other Medicare Advantage, Medigap and Part D Prescription Drug Plans.



Greg O'Brien is Managing Principal of Medicare Caddy, LLC. Based in Atlanta, GA, Medicare Caddy is a licensed insurance agency specializing in all forms of Medicare related insurance. Medicare Caddy has helped hundreds of people evaluate Medicare options and enroll in the plans that optimize their Medicare benefits. Greg can be reached by email at greg.obrien@medicarecaddy.com, phone 404.821.1886 or visit <https://www.medicarecaddy.com/medicare-msa/AndersenAlumni>

Long Term Care – Insurance Coverage

70% of Americans over 65 will need some form of long-term care. And that care will be expensive. According to a recent survey, the cost for long term care can currently range from \$48,000 a year for home care to \$98,000 a year for a private room in a nursing home; and costs are increasing every day. Planning for these expenses with long term care insurance can help you maintain your lifestyle, protect your assets and savings, and give you the options necessary to receive care and services.

BPB Associates of Atlanta has been helping families like yours with their extended health care planning needs for 33 years and has negotiated special discount carrier pricing for Andersen Alumni members. Click here for more information:
www.bpbassociates.com/andersenalumni/LTC

International Travel – Medjet Assist

Medjet provides reduced annual rates for its Air Medical Transfer membership program on a voluntary purchase basis to North American members affiliated with **Andersen Alumni Association**. Medjet provides single point coordination for the safety and protection of organizational clients and individuals/families as they travel for personal or business reasons - domestically and abroad. Zero cost beyond the membership fee for services coordinated by Medjet in medically transporting a member back to a home country hospital of their choice in time of need.

Medjet also offers an optional membership upgrade branded as Medjet Horizon that provides (among multiple membership benefits) a 24/7 Crisis Response Center for **Travel Security and Crisis Response** consultation and coordinated in-country services.

Learn More/Enroll? Persons from the U.S., Canada or Mexico can visit Medjet at www.Medjet.com/Andersen or call Medjet at 1.800.527.7478 or 1.205.595.6626. Reference Andersen Alumni if calling. Enroll prior to travel. Reduced Medjet annual membership rates for persons from North America under age 75 start at \$250. Multi-year and short-term rates are also available. Rules and Regulations available online and provided with Member ID cards.

Social Media: Association's LinkedIn Group (Join), Company (Follow) and Facebook Fan Page (Like)



Social Media is a great way for us to stay connected. Below are three ways:

- 1) JOIN our LinkedIn Group for group discussions & member Postings.
<http://www.linkedin.com/e/gis/38306/6E0CB25BC94E>
- 2) FOLLOW the Association for important notifications such as job changes
http://www.linkedin.com/company/andersen-alumni-association?trk=tabs_biz_home
- 3) LIKE our Facebook fan page simply click on the following:
<http://www.facebook.com/pages/Andersen-Alumni/182112725168442>