



ANDERSEN
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Straight Thoughts, Straight Talk

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Editorial

Two weeks ago was the Masters' week. Like all good Georgians and golf fans the world over, I was glued to the television on Sunday to watch the final round. I was excited because my guy was leading and looked like he would repeat as the Masters' champion. Of course I am talking about Jordan Speith, one of golf's good guys.

Sunday did not go as Jordan or I hoped. Speith had an epic collapse and failed to win another green jacket. The collapse was so profound, that Jordan's caddy issued a heartfelt press release, praising Jordan and his character. The caddy said the loss hurt but "Jordan Spieth is the same genuine, grounded and humble person he was five years ago, in victory or defeat."

I think the caddy got part of it right. He was talking about Jordan's character. Win or lose, he remains true to himself. However, I suspect he will be different after the epic loss, just like he was different after every loss he has been part of leading up to last Sunday. You see, Speith is a competitor and like all competitors he learns from his

losses. He does not let them crush his spirit or change his character, but he does learn from them. It will make him a better golfer.

As I look back on my career, I probably learned more from my mistakes than my successes. Maybe that is because I am an accountant at heart and losses or mistakes, tend to sting more than the positive feelings and learnings from my successes. I am sure a psychiatrist could have fun with this, but I now I am not alone in thinking this way.

Life is all about learning, win or lose. I look forward to watching Jordan return to the golf course. It may take a few weeks to put the collapse behind him, but he will. He is a champion.

We'd like to thank Andersen Tax for its continued sponsorship.

As always, we need your help to further strengthen and maintain our Andersen Alumni network. Please leverage our Social Media Presence and [LIKE our Facebook page](#) and [JOIN our LinkedIn network](#), and lastly you can [FOLLOW us on LinkedIn](#) as well.

Sincerely,
Kirk Hancock
Editor

Commitment to Core Values

By **Lance Lamprecht** - Managing Director, Andersen Tax

Winston Churchill once said:

To each there comes in their lifetime a special moment when they are figuratively tapped on the shoulder and offered the chance to do a very special thing, unique to them and fitted to their talents. What a tragedy if that moment finds them unprepared or unqualified for that which could have been their finest hour.

Although Winston Churchill was referring to service that may be provided to one's country, I believe that same concept can apply to any aspect of life including a person's chosen profession. Since I joined Andersen Tax eight years ago, I have reflected on this quote and its potential meaning as it relates to our business. I have realized that in order to accomplish anything that could be deemed *unique* or *special*, I and my fellow co-workers need to be prepared, qualified and focused on making it the *finest hour*.

The primary focus of our business at Andersen Tax is encompassed in the core values by which we choose to be guided. I have come to realize the tremendous value of our firm's commitment to these core values which include:

Stewardship – leaving the firm in a better position than when I started

Best in Class - commitment to delivering best-in-class services – being the benchmark for quality in our industry
Independence – always providing advice and solutions that are in the best interest of our clients
Transparency -- valuing open communication, information sharing and inclusive decision making
Seamless – providing the highest quality service regardless of geographic location

It was a commitment to similar core values which made “old” Arthur Andersen arguably the leading service company in the world during the 20th century. Having spent the first 18 years of my career at two international public accounting firms that were competitors of Arthur Andersen, I recall the anxiety I felt when I was competing with Arthur Andersen for a new client engagement. From an outsider’s perspective, I truly believed that Arthur Andersen’s core values were deeply instilled in every person that worked there. It was this commitment that made Arthur Andersen a great firm and a formidable competitor – and attracted me to Andersen Tax.

The first time I met with the leadership of Andersen Tax (known as WTAS at the time), it was abundantly clear that, while their name didn’t reflect it at the time, the core values that made Arthur Andersen so successful were deeply engrained in this firm. Our values were clearly aligned and it made the decision join Andersen Tax that much easier. I have made a personal and professional commitment to pattern my career on these values and adopt them into my every-day business and professional activities.

In particular, I believe that *stewardship* more than any other of our core values can make the greatest difference in our firm. I believe that if this value is instilled in everyone and adopted with 100% commitment, Andersen Tax will become the world class “gold” standard in tax consulting service firms. Merriam Webster defines stewardship as the “activity or job of protecting and being responsible for something.” When I arrived at Andersen Tax eight years ago and after attending my first Managing Director meeting, I had the distinct feeling that I was part of something special, a firm where the leaders knew they were “protecting or being responsible for something.” All of the discussions about how we were organized, how compensation worked, how quality control was monitored and all other operations of our firm lead me to believe that stewardship was not just a cliché. After eight years at Andersen Tax, I continue to believe that the owners of our firm believe in and are committed to the core value of stewardship. I am excited about the future of Andersen Tax. I believe that the future generations that have and will commit their careers to our firm will find great satisfaction in working for our company.

Exercise your Creative Gene

By Ed Maier, *Former Andersen Partner*

Many of you who know me know that I enjoy the movies. I see a good number of motion pictures every year. One of my favorites from last year was *Steve Jobs*. The film caused

me to start thinking about the subject of creativity or innovation—and the occasional peril I feel when it's time for me to be creative—like each quarter when I challenge myself to write one of these newsletter articles!

Throughout my career, I have had the opportunity to work with people who I believe are very creative, innovative types. I have generally thought that I was not one of them myself. I am not an innovator the likes of Leonardo da Vinci, Michelangelo or Isaac Newton. I haven't developed new ideas like Wilbur and Orville Wright, Albert Einstein, Marion Donovan or Dr. Temple Grandin. I haven't designed and built new products or services like Lee Iacocca, Bob Noyce, Gordon Moore, Bill Gates, Steve Jobs or Joy Mangano (from another recent movie).

But recently, as I began to assemble my thoughts on this subject, I attended two disparate events. One was a presentation on brain science; the other was an executive book presentation. In the first, I heard an eminent cognitive neuroscientist speak on innovation and its positive effects on brain development. Simply stated, she said that engaging the brain in new and different activities stimulates brain health. To me, that is much like engaging latent muscles in new and different activities to stimulate physical development and growth. The second was an executive book presentation on a book titled ***Originals: How Nonconformists Move the World***. In this book the author, Adam Grant, provides "...something of a template, teaching us all how to become more of an original." So I concluded that it is healthy for my brain to practice my creative skills, and that I do not need to be "born an innovator" to innovate, I, too can create. And I challenge you that you can create also.

Creating something new or different does not have to happen in big, gigantic leaps. Think of the small steps a chef takes to create a new recipe. She experiments with different combinations of flavors, spices, etc. to enhance dishes. And, generally, she only does it for a short period of time to add something to the menu—driven more by the desire to create than to sustain. Or what about the sales clerk that looks at every approaching customer and thinks "How can I create a positive experience for this person?" Successful sales people are creating new ideas all of the time. The act of creating something new can be a big, bold step—or a series of little, baby steps—or a combination of both.

The more I thought about my own experiences, I realized I do have creative talent—more than I usually give myself credit for possessing. Looking back on my first career as an accountant and consultant, I was often challenged to come up with a new way of thinking to help a client solve a problem. As an executive coach, I have been rewarded when I ask a client a particular question and I can see the "light bulb go on" in their mind as I have provoked them to an "Ah-Ha" moment. By creative questioning, I am helping them deal with problems or issues they face. As you think about your own life and career, reflect back on those numerous occasions when your question or idea provoked change or positive action. That is you being creative.

Think about these two definitions from Merriam-Webster.com:

- Innovation – a new idea, device or method; the act or process of introducing new ideas, devices or methods; the introduction of something new.
- Creativity – the ability to make new things or think of new ideas.

How many times have you been asked or even told to be innovative or to be more creative? How have you felt when challenged to tap into your innovative gene? Do you leap forward and accept the challenge to demonstrate your Einsteinian skills? Or do you react like Punxsutawney Phil? When you see the looming shadow of creative expectations you return to your anti-innovative hovel.

As I have gained experience as an executive coach, I continue to study behavior and use behavioral assessments. Whether they measure extraversion versus introversion, mental agility, emotions or focus on strengths, I have learned that each of us possesses all of the behaviors being measured. We just have them in different degrees. Even though we might be extraversion-dominant, we are capable of behaving in an introversion manner when we have to do so. I believe the ability to create is somewhere in the behavioral DNA of each of us. We each possess the innovative or creative gene.

I hope I have convinced you that there is some level of creativity in your system. To help you practice building your own creativity, here are some ideas I have used in the past to stimulate mine and help others do the same with theirs. Try them on for size the next time you are challenged to be creative:

- Do some brainstorming. A tried and true way to help you manufacture new ideas or new ways of thinking is the age-old technique of brainstorming. The beauty of it is you cannot only do it with members of your team, you can do it by yourself! Whether you do it individually, or in a team, one of the standard steps to follow is to create a list of questions to stimulate thoughts and discussion, hand each participant a pad of Post-it notes and ask them to write each individual response that they can think of to the question on an individual note. Assemble all of the notes on a white board or the wall and sort them by category. Take the various categories and assign them to members of the team to flush out the workable from the unworkable. A more formal designation of this approach to brainstorming is referred to as the Nominal Group Technique. If you would like to try it out at one of your team meetings, just Google the term “Nominal Group Technique”, and you can easily learn it. And you don’t need to do this technique in a group. You can structure it as something you can do yourself. You just need to apply some self-discipline to follow-through with it.
- Try, try again. I have often heard it said that Edison failed 10,000 times before he invented the light bulb. While I think that has been disproved as urban legend, Edison himself is quoted as saying: “I have not failed. I have just found 10,000 ways that won’t work.” All of us should know by now that you cannot change things or create new things or solve new or old problems by doing the same thing over and over. Didn’t Albert Einstein say that doing the same thing over and over again and expecting different results was the definition of insanity? So as you apply this step, make sure that each time you try, try something different from the last time.

- Clear the air. If you work in an office or a cubicle or a place around which everything is familiar to you, change the environment. This doesn't necessarily mean you have to schlep off to the North Woods and live in a cabin, but it does mean you should put yourself in a different place for a bit of time. Once there, reflect on your issue and I'll bet this different environment helps influence your thinking. Just getting out of the normal workplace and taking a walk can often help. If you want to change your thinking, consider changing your environment.
- Think differently. I attended a leadership session that had a section on creative thinking and the speaker challenged us with an idea that I have found I can use on my own to help me do this. It's a simple test. Pick out one object in the room around you. Think of how many different uses there are for that object other than its current use. Write them down. Then apply a similar thought process to the issue or problem you are trying to solve.
- Draw a picture of the end state. This is another technique I learned in a workshop. Draw a picture of the current problem. Draw another picture that shows what things look like when the problem is solved. Despite the fact that, if like me, you are not an artist and all of your people are basic stick figures, this approach will help stimulate your thinking.
- Apply different solutions to different problems. My simple suggestion for applying this technique is to read the various articles that come up on the internet when you search for "Things Invented or Discovered by Accident". I mentioned Post-it notes earlier; that is one of such things. Learn to look in the non-usual places to discover how certain problems were solved. Then, challenge yourself to apply that solution to your problem.
- Analyze the data. Data mining and data analysis have become huge functions in business and organizations today, if not entire industries unto themselves. Creative ideas to solve problems can come from applying one of the earlier techniques—brainstorming—to a focused assemblage of data relating to the problem. Different people have different minds and different perspectives. They will observe data differently and draw different conclusions about it. Combine brainstorming techniques with data analysis to yield different problem-solving results.
- Use different minds. I come out of the world of finance and accounting. My college education and first career were focused on that area of expertise. Since moving on to another chapter in my life, I have participated in various problem-solving sessions with many people from other occupations and backgrounds. The difference is quite amazing and exciting. Challenge your own creativity by seeking the opinions or viewpoints of others who do not have the same background as you.

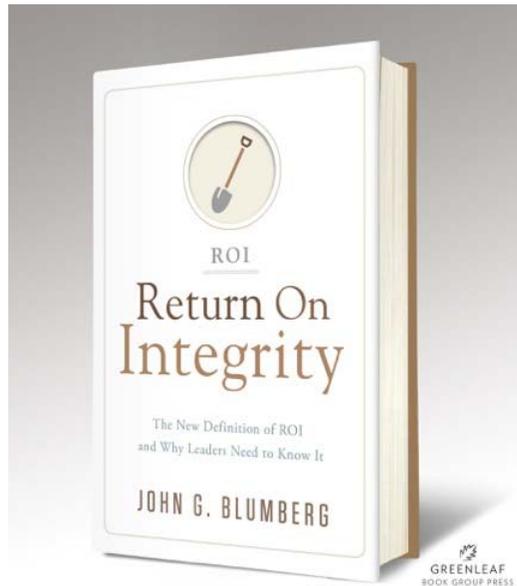
Each of us has the ability to create, to innovate, to generate new ideas. Like anything else you want to achieve, you have to want it and work at it. Go for it!

As always, I am interested in your ideas on this subject. Email me at ed@thinkstraighttalkstraight.com.

Redefining ROI

By John Blumberg, Andersen Alumnus

Never before has it be more important for the leader at the top to understand the impact and potential of personal and organizational core values. On Tuesday, April 19th, Andersen Alumni as well as National Speaker and Author John Blumberg will officially release his 3rd book, ***Return On Integrity: The New Definition of ROI and Why Leaders Need to Know It!*** Best-selling author, Patrick Lencioni, describes John's newest book this way: *John Blumberg has put together the most comprehensive, compelling guide to core values I've ever read. It's a treasure for leaders who understand the importance of culture.*



As an exclusive preview, we thought you might enjoy this opening excerpt from the Overview of ***Return On Integrity***. You can order the book from Amazon ([Click Here](#)) or from major book retailers across America.

Now ... from the Overview:

I was sitting on the foot of the bed, in a downtown Denver hotel watching CNN. It was about 5:30 PM on a cloudy Thursday, March 14, 2002. I had just come from speaking

with a training room full of Arthur Andersen employees from the Denver office. I had been speaking in the Los Angeles office just two days prior.

While I had left a wonderful eighteen-year career at the firm just five years before, I was coming home to talk with a family I loved—in their darkest hour. As I sat on the end of the bed, CNN was reporting that the Department of Justice had, in fact, just announced the indictment of Arthur Andersen as a firm rather than indicting individuals involved directly in the Enron situation. It would prove to be a decisive nail in the coffin for the firm, affecting the careers of its 85,000 professionals and their families worldwide.

It's hard to describe how hard and how personal that news hit.

As I sat there trying to process the reality of the news and its impact, I simply said, "Dear God, if we can all learn something from any of this, then it will be worth it. But please let us learn something." The key word was "all" because I was certain that this lesson wasn't something that just the people of Arthur Andersen or even the people of Enron needed to learn. It was all of us!

That question was: What's the lesson in this? Maybe more importantly: What is the solution?

Sitting on the foot of that bed was a defining moment for me, though I didn't realize it at the time. It was hard that night to see anything but darkness. It is only in looking back that I understand how that prayer would not let go of me. Sometimes lessons come slowly. At least the really important ones. I can still picture sitting on the end of that bed. Nothing changed that night. It would, however, be the first step in a journey that would eventually clarify everything.

As that clarity came into focus, it raised some important questions.

What if you got to the end of your career and realized you had missed something that could have totally defined your leadership, your success, and ultimately your legacy? What if you realized you had dismissed a powerful tool and an authentic strategy that you always had right at your fingertips? Or more precisely, right at your core?

As a fiscally minded executive, you might be especially disappointed to know that employing this tool would have cost you very little in comparison to the potential it could have delivered. It might have saved you millions. For certain executives, it could have saved them everything. Some executives discount it. Others ignore it. Some have manipulated it for their own gain. But only a few have intentionally led with it.

Many executives have embraced the tip of the iceberg of this strategy and then checked it off their list as if it were something that could be completed rather than lived. Still others have been comfortable with it at the organizational level, but found themselves unable to take it to the personal level.

Some executives have thought it was just all about the soft stuff, when in truth it was just too hard for them to do. Many were seduced by the momentum of the time, and some weren't strong enough to embrace what they mistakenly wrote off as an approach for the weak.

Many executives drift, while some of their colleagues actually drown. Few executives live up to their enormous potential; and because of their negligence, they let their followers down. They don't do it on purpose. But the consequences are just the same. Ignoring the truth doesn't change the truth. But ignoring the truth changes us.

We will never truly know the cost of the lost opportunities. That cost can't be fully measured. In a world with significant devotion to the measurable, some executives may think that what is not measurable can't be that important. They may think it doesn't really matter. Maybe it doesn't matter for what's already in the past—but it certainly does matter for the future.

This tool, this strategy, is nothing new. In fact, it's as old as the human race. Anyone in a leadership position would intellectually be cognizant of it. The problem is, few have ever taken the time to study it, or more precisely, to actually understand it.

On the surface, this concept is deceptively simple, and that's a big part of the problem in having leaders embrace it. We think we know all about it. Because we think we know all about it, we would rather work around it. Avoid it. Work on something that seems much more sophisticated. Complexity makes us look smarter. And looking smarter is easier than being courageous. Executives in leadership positions can certainly fool most of the people most of the time. But this deception is ultimately wasteful. It wastes resources. More tragically, it wastes human potential and fulfillment. You can ignore it. But it will never ignore you.

The greatest tragedy is that we miss out on what is truly possible—personally as a leader, and collectively as an organization.

The strategy I've been talking about is a strategy based on core values, both in an organization and in an individual. In any organization, they are two sides of the same coin. Ultimately, it's this currency that matters most.

As we move forward, I hope the points I make will stir the conscience and consciousness of every leader at every level. Most importantly, I hope it will stir you on a personal level. I hope you will find our experience together to be challenging. It may even be a bit painful, but there will be huge rewards as a result. I can guarantee these rewards if you fully engage. I have no doubt you can take it. I hope you will also find this book to be relentlessly refreshing and a source of restoration—something many leaders probably need. Most importantly, I hope it will harness your desire to truly lead from your core; and I trust that once that powerful connection is made, you will never let go of it.

Return on Integrity officially releases April 19, 2016. See more at www.BlumbergROI.com

Continuous Improvement Embraces and Accepts Constructive Criticism

By Warren Turner, *Andersen Alumnus*

Arthur Andersen's culture was seeped in a mantra of "*Think Straight, Talk Straight*" and its staff were evaluated on their acceptance of *Constructive Criticism*. The purpose of constructive criticism is to improve the outcome, by reinforcing the good and correcting the bad. [Watch](#) former Navy Seal Officers and authors of "Extreme Ownership", Jocko Willink and Leif Babin, explain how your ego can destroy everything. Be Humble, Own your Mistakes and Accept Criticism! How do you provide your staff with Constructive Criticism?

Have You Ever Called on the LinkedIn Dynamic Duo?

By Wayne Breitbarth, *Andersen Alumnus*

I just saw the movie Batman vs Superman: Dawn of Justice. It takes me back to my childhood when I was an avid Batman comic book reader/collector.

But you're probably wondering what in the world does Batman have to do with LinkedIn? Has Wayne finally lost his marbles?

Actually, I'm just fine—at least I think so—but here's the connection.

This week I'm going to share with you what I fondly refer to as LinkedIn's dynamic duo of lead generation features. Just like the dynamic duo of Batman and Robin, they're great on their own, but together they're much more effective.



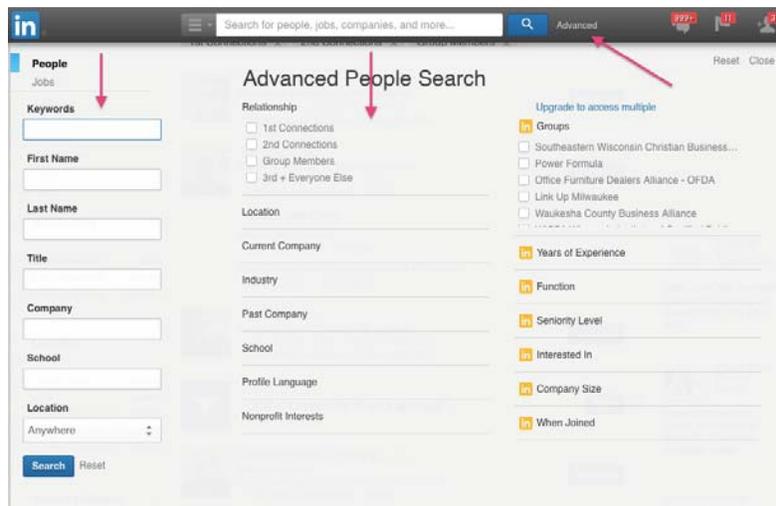
So, come meet LinkedIn's lead generation dynamic duo: Advanced People Search and Saved Search.

Simply put, these two features together will automatically serve you up a list of targets who meet your defined criteria –and I use the word target very positively. This could be customers, vendors, donors, employees, strategic partners, future employers, and experts, to name only a few of the endless possibilities.

How to get the Dynamic Duo working for you?

Follow these simple steps:

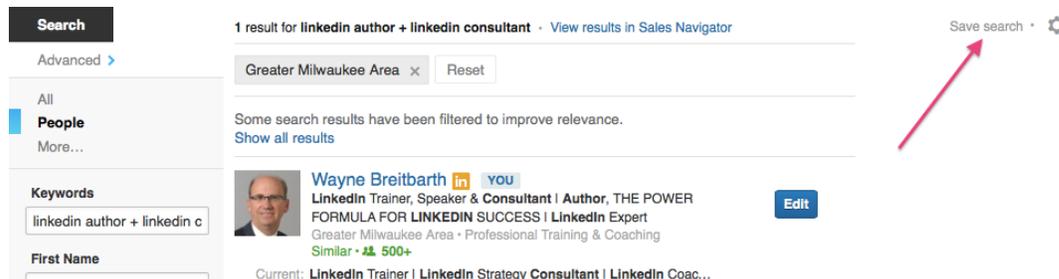
1. Click the word Advanced to the right of the blue magnifying glass on the top LinkedIn toolbar.



2. In the search filter boxes (lefthand column and center column), enter the keywords, job titles, company names, geographic areas, etc. that your targets would use to describe themselves on their LinkedIn profile.

3. Review the list of people your search uncovers, making sure they actually look like people you'd like to meet, and see which of your connections already know these individuals.

4. Click the words Save search on the top right of this list of search results.



5. Decide what you want to name this target list and how often you want LinkedIn to notify you of new results.

From this point forward, LinkedIn will deliver to you—at whatever interval you choose and without any further work on your part—an updated list of your best and most qualified leads. And, maybe more importantly, you'll see which of your connections might be able to make that all-important introduction to these potential customers.

Oh, are you wondering what I thought about the movie? I gave it 2.5 out of 5 stars, and that rating is coming from a guy who grew up on Batman—so not exactly an impartial reviewer. Does anyone know how to get ahold of Adam West?

How Recruiting Can Take A Page from Accounting, Embrace Measurement and Metrics

By J. James O'Malley, *Former Andersen National Director of Experience Recruiting, Jim joined TalentRISE as a partner in 2012 to focus on clients' executive leadership challenges by leveraging his passions for executive search, on-demand recruiting, workforce planning and analytics and executive coaching.* jimomalley@talentrise.com

Lord Kelvin, born 1824, was an Irish physicist and engineer. Ahead of his time, he was obsessed with measurement and wrote: "When you can measure what you are speaking about, and express it in numbers, you know something about it. When you cannot express it in numbers, your knowledge is of a meager and unsatisfactory kind; it may be the beginning of knowledge, but you have scarcely in your thoughts advanced to the stage of science."

Today, business have embraced Kelvin's wisdom and it's widely accepted that ALL areas of a business lend themselves to measurement. Unfortunately, HR/Recruitment functions were slower to come to this realization. Historically, many of us believe that this was based on the (mistaken) perception was that HR, by definition, exists to advocate for employees.

So, when HR finally came to its senses a couple of decades ago and businesses concluded that being merely "warm and fuzzy" was no longer acceptable, some of us in HR/Recruiting quickly latched onto metrics that, at the time, seemed like reasonable things to measure. Within recruiting, many started collecting data such as "cost-per-hire", "time-to-fill" and "source-per-hire". As we advanced our view of what to measure, others started to track the recruiting department's workload, hiring manager satisfaction, the effectiveness of outreach/brand awareness, applications-per-hire and even the percentage of hires that are proactively sourced (which seems to imply that it only requires an

individual recruiter's ingenuity to find the hired candidate!). However, metrics such as "value-of-hire" and "quality-of-hire", focusing on the value that a particular hire brings to the business, were talked about, but rarely instituted.

Today, fortunately, there is widespread recognition that the most recruitment valuable metric - and the one that really matters - is quality-of-hire (QOH). Other measurements may help you evaluate the efficiency of your recruitment function, but that's about it. They won't reveal much more than whether recruiters are working as effectively as you'd like. What you really need to know is whether the work recruiters do is materially raising the bar on the quality of people joining your organization.

The problem, of course, is actually measuring QOH. There is no "one-size-fits-all" algorithm. QOH will mean different things for each business and possibly even for each individual contributor within each business unit. Measurement is perhaps best done by vertical. For instance, within a typical professional services firm, the measurement of an individual in an internal finance position requires different tools than a director or a partner. However, at the vertical level, it's difficult to determine who you benchmark against. Is it all the internal finance people within your company; within your industry or ALL the finance people with a particular title/level? QOH is also pretty subjective. Do you base it on a performance evaluation system? When do you measure it? At six months into the job? 12 months?

Questions abound. And there are no easy answers since the metrics and measurement process must be tailored to your organization. However, several overarching principles can be helpful in establishing QOH and other related metrics for your business. David Earle of Staffing.org in his white paper for Jobvite [Recruiting Analytics: 5 Ways to Benchmark Success](#) is right on target when he recommends asking the following questions:

Will everyone who sees them understand what they mean?

Have they been compiled cooperatively, based on dialogue between recruiting and internal stakeholders?

Does everyone agree that they are important?

Do they speak directly to recruiters', hiring managers' and executive management's objectives?

Can they be easily accessed and compiled consistently and accurately?

When seeking input from within your organization, don't neglect to look beyond your usual internal clients for expertise. The absolute best source of information is the individual ultimately responsible for the organization's financial performance and metrics: the CFO. In my experience, even the most well-intentioned (or perhaps ignorant) recruiters overlook the value of soliciting input from the person whose job it is to constantly measure overall business results and who, by the way, certainly appreciates the magnitude of employee costs.

Once you've established the metrics, ensure that the process of tracking and analysis isn't overly complicated or unwieldy. Recruiting tools and technology have made this much easier. The same technologies can also support and enable decision-making for strategic workforce planning and can be used to gather critical talent-related business intelligence. In fact, in recent years, this has evolved into a profession right in front of our eyes.

Finally, Lord Kelvin also said, "If you cannot measure it, you cannot improve it". Which leads me to offer one last piece of advice: always follow-through on what you learn from your metrics - whether it's good, bad or ugly - to improve your processes.

ALUMNI BENEFITS:

MedjetAssist

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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.

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Social Media is a great way for us to stay connected. To request the Association Status be added to your Linked in Profile click on the following URL to JOIN:

<http://www.linkedin.com/e/gis/38306/6E0CB25BC94E>

Additionally you can "FOLLOW" the Association by clicking on the following URL:

http://www.linkedin.com/company/andersen-alumni-association?trk=tabs_biz_home

To “JOIN” our new fan page simply click on the following:

<http://www.facebook.com/pages/Andersen-Alumni/182112725168442>

