



ANDERSEN
ALUMNI™

Straight Thoughts, Straight Talk

"Serving Andersen Alumni Worldwide"

Jul. 2023

Vol.16 No.3

Sponsored by Solutions II

**Most companies
have hidden assets
that are vulnerable.
We solved this!**

ASM Illuminate brings all your organization's assets into a unified view, identifies the risk they pose, and eliminates unknown risks left by other security solutions.



Editorial

"Think Straight, Talk Straight" June 18th Father's Day was bittersweet... While I celebrated by oldest 25th birthday, we unexpectedly lost a fellow alumni and my best friend of 40+ years, [Kirk Hancock](#) (his service starts at 17 minute mark). Connections were important to him; he was ALL IN as a partner and an inspiration behind the formation of the Andersen Alumni Association. *"What you leave behind is not what is engraved on stone monuments, but what is woven into the lives of others."* — Pericles

On a brighter note, I recently began advising and mentoring Veteran Technology Solutions, a Services-Connected Disabled Veteran Owned Business. We owe our veterans as they have sacrificed so much for our liberties.

Please join me in THANKING Solutions II for sponsoring this quarter's Newsletter. Best wishes on [ASM illuminate](#) and the FREE Hidden Asset Assessment.

Lastly, 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.

As always Think Straight, Talk Straight
[Warren Turner](#)
 Editor

Alumni On the Move

Congratulations to the Following Alumni and Best Wishes in your new roles.

Tom Panther	Helen Partridge	Tim Leveridge	Chris Haggmann
Sue Kiefer	Jennifer Pippin	Drew Crawford	Mark Macaluso
Mike Dotson	Greg Cook	Brian Fieldott	William J. (Bill) Keneally
Robert Hiatt	Dennis Stankiewicz	Michael Stein	John Poss
Todd Hipwell	Tom Hitzelberger	Miguel (Mike) O. Villegas	Evan Levitt
Glen Ferguson	Alpana Wegner	Chris Polimeni	Nicole Caherly
Trevis Alberts	Kathryn Schoenrock	Greg Ludwig	Pamela Hefner
Jay Matushak	Suman Mookerji	Alejandro Arrieta Quispe	Brandee Wade
Christopher M. Coleman	Nainish Gupta	Melissa S. Linton	Marcus Glover
Katie (Rice) Shellabarger	David Call	Tim Stone	Gary W. Ferrera
Eric Faulkner	Kent Cameron	Ken Tsang	Kim Sajewski
Tony Jordan	Christa Miller	Matt Murphy	Joel Alperstein
Matt Schvimmer	Kristina Warga	Jeff Jackson	Abed Abdo
Jennifer Fall Jung	Mike Maresca	Jennifer Wyne	Matthew Manning
Keith Siegner	Patrick Campbell	David Oliver	Justin (Jay) File
Salman Khan	Jennifer Cote	Lea Knight	Kirk Pressley
Larry Nash	Brian Musfeldt		

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

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



Trends in Executive Search

By J. James O'Malley, *Former Andersen National Director of Experience Recruiting, Jim is a Managing Director and leads the executive search practice for Felix Global.*

Just like many industries across the globe, Executive Search has seen a major shift in the work landscape, and firms are evolving accordingly. Technology, employee expectations, and social influences are some of the major driving forces behind these transformations, and companies are relying on search firms to support their efforts to act as leaders and meet the ever-changing demands of the market.

Focus on Diversity, Equity, and Inclusion (DEI):

Many companies are now emphasizing the importance of DEI in their executive search efforts. While leaders genuinely value and embrace diversity and equity, they often find it challenging to achieve meaningful inclusion within their organizations. In fact, 65% of respondents to a 2021 analytical study from **Harvard Business Review** reported that DEI is a high strategic priority while 67% of respondents also reported that their organization is only somewhat successful at implementing it, at best. Transitioning from well-intentioned principles to well-executed practices can prove quite difficult due to barriers such as implicit bias, lack of resources, and a general resistance to change. Addressing these challenges requires commitment, persistence, humility, and adaptability. Executive search firms are responding to this growing, and vital, need by supporting their clients in new ways.

While search partners can support DEI initiatives in traditional ways such as broadening their search pools and ensuring inclusive hiring processes, we can have an even greater impact by partnering with our clients to learn and adopt stronger, more intentional practices. This involves first assessing and understanding the organization's DEI needs and goals by evaluating current efforts and developing a plan to address areas of improvement. Then training and

education can be implemented related to unconscious bias and best practices for building and maintaining inclusive teams. Measuring progress is also crucial to success, and executive search teams can support tracking metrics, evaluating effectiveness, and providing feedback to our clients about their DEI program's strengths and weaknesses.

Data-Driven Hiring:

Employers are under increasingly greater pressure to quickly fill roles with the right talent. According to a **Deloitte** analysis, most organizations are not well-equipped to identify areas of improvement and effective solutions regarding their recruiting practices. Data analytics and artificial intelligence can help them and their executive search partners solve this problem. Depending on the needs of the company, large volumes of data from various stages of the hiring process can be analyzed to efficiently make more objective, informed decisions about which candidates are best fit for the company. Data can also be used to evaluate the effectiveness of the hiring process and ensure that the organization is meeting specific hiring goals.

Some tools we use to support data-driven recruitment include applicant tracking systems, assessments, and predictive analytics. Applicant tracking systems automate many of the administrative tasks involved in the hiring process, streamlining steps like job posting, resume

screening, interview scheduling, and communication which leads to a higher time-to-fill rate and a more positive candidate experience. Various assessment tools can be used in the candidate evaluation process to determine behavioral, cognitive, and job-specific abilities that objectively shed light on potential job performance. When used in conjunction with other methods such as interviews and reference checks, these tools are highly effective in selecting candidates for positions at all levels of the organization. Predictive analytics can be used to combine a variety of assessment tools. It uses machine learning algorithms to analyze data from multiple sources like resumes, assessments, social media, and past performance data to determine a candidate's fit for a particular role. This is an effective way to reduce implicit bias in hiring decisions but must also be used carefully so the best candidates are, in fact, identified and hired.

Executive Coaching:

Coaching is becoming more popular to help newly hired executives succeed in their roles. This involves providing support and guidance to leaders as they navigate the challenges of their new positions, including developing competencies, expanding their network, and navigating a new culture. Because their roles require so much of their time and energy, setting time aside for coaching allows them to set goals and reflect on their progress with intention. Depending on the needs of the individual and their employer, executives can

benefit from coaching in a variety of ways to reach their full potential in their company and their community.

Executive coaching often focuses on developing leadership skills such as communication, planning, and decision-making which are closely related to improving productivity and the ability to manage others. Adjusting to a new role and workplace culture have emotional and psychological impacts that require the development of new strategies and approaches to work. While executive coaching typically involves leadership development and performance improvement, it is important to note that it also allows the individual to concentrate on their own personal development so they can feel more effective and satisfied in their work and life.

Importance of Assessing Culture:

Culture is defined as shared values that drive behavior. It is so powerful that Peter Drucker wrote, “culture eats strategy and vision for breakfast.” As executive recruiters, job number one is getting the right person hired. So why do so many companies, candidates, and recruiters fail in getting the right person in the right seat at the right company? We don’t spend enough time on culture!

Culture really matters, and in an environment where demand outstrips supply for many jobs, culture exerts an increasingly enormous impact on your ability to hire and retain people. But most companies are inadequate at building authentically engaging cultures. The evidence is everywhere. In a recent **Forbes** article, Deloitte shares research showing that culture, engagement, and employee retention are now the top talent challenges facing business leaders. The same article also cites data from Gallup showing that that 51% of us are

disengaged at work while 17.5% are actively disengaged. Companies can address their cultural shortcomings in a lot of ways, but it requires an overall commitment to authenticity - from everyone.

Companies can begin by openly sharing their values and living by them. Every workplace has positive and negative aspects, yet corporate culture is often aspirational rather than a reflection of current reality. Employers must stop speaking about their cultural aspirations when hiring, so as not to confuse the candidate and/or themselves. If you pick a large corporation and look at the way culture is described on the website’s pages devoted to HR, then ask a friend who works there what it is really like, the two descriptions will not likely match. It’s important that companies not only share the truth about their culture but also understand how others perceive it. They can monitor postings on sites such as [glassdoor.com](https://www.glassdoor.com) or [vault.com](https://www.vault.com) to understand what employees and job applicants are saying about their culture and why. While a portion of these may be generated by disgruntled employees, nonetheless, perceptions count.

We often hear executives make comments to the effect that “HR owns culture.” The truth: everyone shapes the culture of an organization, and everyone on leadership and hiring teams must walk the talk when it comes to maintaining a positive and engaging workplace. It starts at the top and, to achieve this, companies should devote time and training to ensure that hiring teams are truly assessing the job candidate’s values - rather than some other characteristics - and that those values are consistent with the values of the company. If a company decides to hire an individual whose values are not aligned with those of the company, they must be prepared to lose them. Turnover is so often grounded in cultural mismatches.

About the Authors: J. James O’Malley is a managing director and practice leader for Felix’s Executive Search business. For 30+ years, Jim has developed talent acquisition solutions to ensure that leadership talent aligns with changing business needs. Jim has served: Private Equity and their portfolio clients across all industries in addition to his background with Management Consulting firms, Architecture, Engineering, Accounting, Tax and Law firms in addition to IT, Healthcare, Operations and Supply Chain consultancies. He also helps large Commercial, Consumer and Private Banks with their hiring needs. For more information and to contact Jim at: jomalley@felixglobal.com.

Jennett Douglas is a senior client services manager for Felix. Jennett brings her decade-long experience working in education and nonprofit management to serve our clients. In her work, Jennett utilizes a wealth of knowledge and experience in project management, research-based practices, human development and learning, and coaching

About Felix: Felix is a North American-based talent and organizational advisor with over 30 years of successful client engagements. Felix offers a partnership with a team of thought leaders who deliver integrated solutions for achieving excellence in talent and organizational performance. Their team encompasses content experts in the areas of Executive Search, Talent Acquisition, Talent Development & Insights, Talent & Organizational Performance, Career Transition, and a C-Suite Advisory that provides development and transition services to C-suite executives, their direct reports and board members and advisors. Felix works with numerous organizations of global reach in a variety of verticals, including financial services, healthcare, industrial/manufacturing, technology, professional services and more. Felix is headquartered in Chicago, with a Canadian headquarters in Toronto and new offices coming to Milwaukee, Dallas and Naples. **Don’t wait. Think big. Go Small.** For more information on our Executive Search Practice, contact us at: www.felixglobal.com

Giving Back, Helping Veterans With a Renewed Sense of Purpose

By Warren Turner, *Andersen Alumnus and Founder of the Andersen Alumni Association*

A former client and friend, Chris Gilbert recently introduced me to Jarrad Turner. Both Chris and Jarrad are combat veterans. Jarrad was medically retired from the Army after being injured on his second deployment to Iraq in 2005. Due to the severity of his injuries, Jarrad was granted a 100% Service-Connected Disability rating from the VA. Shortly after our introduction and several meetings, they ask me to advise them and their company, [Veteran Technology Solutions-USA, LLC](#) (“VTS-USA”), a 100% Services-Connected Disabled Veteran Owned Small Business. VTS-USA is important to these veteran entrepreneurs as it provides a purpose and sense of mission in civilian life. The sacrifices made by the brave men and women in our military are immeasurable. Alarmed by the national attention given to Veteran’s Suicides and Homelessness as well as Chris and Jarrad’s personal sacrifices, I felt indebted. They put their lives on the line to defend our freedoms, and I felt compelled to assist them, so I began mentoring and advising VTS-USA.

Mentorship plays an important role in helping businesses thrive and I’ve been blessed with great mentors throughout my career. *Think Straight, Talk Straight...* just a few quick thoughts on mentoring in general:

- Sharing your knowledge, experience, and guidance can empower others in overcoming their personal and professional challenges and aids in their development.
- Providing access to your network of industry professionals, potential clients, and investors built up over your career is invaluable. Such connections can open doors and create opportunities that may have otherwise been out of reach and fosters sustainability.
- Inspiring resilience and confidence in others’ abilities to succeed, helps overcome their self-imposed limitations and nurtures growth.
- Developing a supportive environment which embraces their unique life experiences and allows them to realize greater potential.

Doing business with a business like VTS-USA is a smart investment. As these businesses grow and thrive, they create job opportunities for fellow veterans and civilians alike. By supporting their success, we contribute to the economic growth and well-being of our society.

About Veterans Technology Solutions-USA, LLC: *VTS-USA is an enterprise IT and hybrid cloud solutions provider servicing commercial businesses, public sector/federal government, and SLED organizations. Strategic partnerships with leading IT providers like IBM, Dell, Google and Microsoft allows VTS-USA greater means to help its clients save money on their IT spend in areas such as Hybrid Cloud, Datacenter Infrastructure (servers, networking & storage), IT Consulting, IT Services and Cybersecurity. If you would like more information on VTS-USA and how they can help your company please reach out to chris@veteranstechnologysolutions.com*

About [Warren R. Turner](#): *Warren began his career at Arthur Andersen & Co. in 1985 and left in 1993 as an Enterprise Group Manager, where he specialized in High Tech Privately Held Business. After working as a CFO for one his clients, a leading IBM Distributor, he founded Cardinal Points Group, where he assists many IT small business owners overcome growth related challenges, and founded Andersen Alumni Association.*

The Declaration Signers

By Ed Maier, *Former Andersen Partner*

I hope each of you had a very pleasant 4th of July and spent some time with your families and friends celebrating our nation's independence. This is the 15th year I have written around the 4th of July for this newsletter. After the Christmas holidays, this holiday is one of my favorite celebrations of the year.

In June of 1776, the newly formed Continental Congress appointed a committee of five of its members to write a declaration of independence. The five appointed for this task were Thomas Jefferson, John Adams, Benjamin Franklin, Robert R. Livingston and Roger Sherman. The actual writing of the declaration was delegated to Jefferson. It took them about two-three weeks to complete and it was submitted to Congress for approval on July 2, 1776. After discussion, debate and revisions it was approved on July 4, 1776. I enjoy reading it once a year around this time. I strongly encourage you to do the same. And you can do so at Declaration.

The Continental Congress was representative of each of the initial 13 states. As you can see from the list below, the members came from a multitude of diverse backgrounds and experiences. While many of them had careers in the law, they also came from other various walks of life. I have done limited reading about several of the members of this Congress. They are unique, interesting, funny, sad and, in some instances, very surprising. But as different as their 56 independent views might be, they came together with one ultimate purpose in mind—to secure an independent nation.

And I encourage you to do the same. Google a few of them and see what you learn. All of you have studied or read about American history at some point in your lifetime. In doing so you probably learned mostly about the “big guys” - Thomas Jefferson, Benjamin Franklin, John Hancock, John Adams. But what about Oliver Wolcott or John Witherspoon or George Taylor or Button Gwinnett?

Take a moment and expand your knowledge of American history. You will learn, for example, that William Whipple of New Hampshire was not only a successful merchant and judge, but he was also instrumental as a commander in the Continental Army. He led his young soldiers into the battle at Saratoga and secured the surrender of the British General Burgoyne and his troops.

- New Hampshire: Josiah Bartlett - Physician, Judge; William Whipple - Merchant, Soldier, Judge; Matthew Thornton -- Physician
- Massachusetts: John Hancock -- Merchant; Samuel Adams - Politician; John Adams - Lawyer.
- Rhode Island: Stephen Hopkins - Lawyer, Educator; William Ellery - Lawyer, Judge
- Connecticut: Roger Sherman - Cobbler, Surveyor, Lawyer; Samuel Huntington - Lawyer; William Williams - Merchant; Oliver Wolcott - Soldier, Sheriff, Judge
- New York: William Floyd - Soldier; Philip Livingston - Merchant; Francis Lewis - Merchant; Lewis Morris -- Farmer
- New Jersey: Richard Stockton - Lawyer; John Witherspoon - Clergyman, Author, Educator; Francis Hopkinson -- Lawyer, Judge, Author; John Hart - Farmer; Abraham Clark - Surveyor, Lawyer, Sheriff
- Pennsylvania: Robert Morris - Merchant; Benjamin Rush Judge - Physician; Benjamin Franklin - Printer, Publisher, Scientist; John Morton - Farmer; George Clymer - Merchant; James Smith - Lawyer; George Taylor - Ironmaster; James Wilson - Lawyer, Judge; George Ross -- Lawyer
- Delaware: Caesar Rodney - Judge; George Read - Judge; Thomas McKean -- Lawyer
- Maryland: Samuel Chase - Judge; William Paca - Judge; Thomas Stone - Lawyer; Charles Carroll - Scholar, Lawyer
- Virginia: George Wythe - Lawyer, Educator; Richard Henry Lee - Farmer; Thomas Jefferson - Lawyer; Benjamin Harrison -- Farmer, Politician; Thomas Nelson, Jr. - Farmer; Francis Lightfoot - Farmer; Carter Braxton -- Farmer
- North Carolina: William Hooper - Lawyer; Joseph Hewes - Merchant; John Penn -- Lawyer

- South Carolina: Edward Rutledge - Lawyer; Thomas Heyward, Jr. - Lawyer; Thomas Lynch, Jr. - Lawyer; Arthur Middleton -- Politician
- Georgia: Button Gwinnett - Merchant; Lyman Hall - Physician; George Walton - Lawyer; Judge

The Revolutionary War had just begun in the prior April 1775. These individuals, at great personal risk, traveled to Philadelphia in 1776 where the Second Continental Congress assembled. They came from all over our young country. They had a variety of backgrounds and experiences. And with no planes, trains or automobiles, the journey was extremely difficult and risky. For example, Arthur Middleton, who traveled from Charleston SC, may have taken eleven days, or more, to travel from his home to Philadelphia PA - a distance of over 700 miles.

They represented different and disparate parts of the colonies. While they had a general purpose in mind, they did not agree with each of the steps in the course of action to be taken. They argued; they negotiated; they cajoled; and finally, they settled on an agreement. They came together for a purpose that was larger than themselves--to assert their independence from unfair governance and control over their destinies. And all of us have benefited from their actions.

Quite simply if these men had not assembled, argued and ultimately, agreed; if this nation was not born in that July of 1776, I would not be here writing about it, nor would any of you be here reading about it. Think about that. Reflect on it. You might even offer up a spiritual thank you.

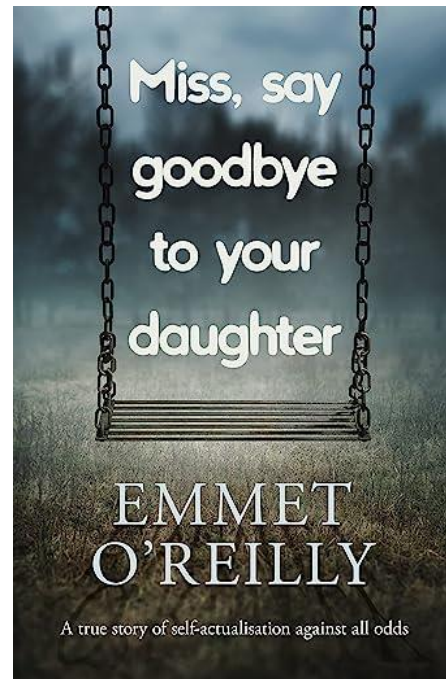
If you have any comments, I welcome you to write me at edmaier46@gmail.com If you enjoy what I write and would like to read more of it, go to Amazon and purchase my book - [Think Straight. Talk Straight.](#) And thank you if you do!

New Book Release Written by Andersen Alumnus Emmet O'Reilly: Miss, Say Goodbye to Your Daughter

Author: Emmet O'Reilly, *Andersen Alumnus*, author

It's 1944 and the tight-knit community of the Liberties in Dublin's inner city is feeling the bite of wartime austerity. Bound together by poverty and devotion to the Catholic Church, struggling families share what they have and hope that better days will come. Despite the tough surroundings, twenty-nine-year-old Ellen remains optimistic about her future, convinced that she may soon meet the man of her dreams.

Miss, Say Goodbye to Your Daughter is the gripping true story of Ellen and her daughter, Deirdre, who is born into the most challenging of circumstances. The impact of those early childhood years echo through Deirdre's life, but ultimately spur her on as she seeks her own version of self-actualisation and to achieve goals beyond her imagination.



Written against the backdrop of enormous social change that Ireland experienced in the second half of the twentieth century, this story of two determined and courageous women explores how fate and the indomitable human spirit compete to draw us in radically different directions.

Order your copy online [here](#).

About the Author

Emmet O'Reilly was born and raised in Dublin, Ireland and still resides there with his wife of twenty-three years and their three teenage children. A chartered accountant by profession, but with a penchant for creativity, this is his first book, but he's well progressed with a draft for a fictional sequel. Emmet can be reached at emmet@emmetbooks.com

Success doesn't have to mean satisfaction.

By Gary Thomson, *Andersen Alumnus and currently a Managing Director at Thomson Consulting*

I'm a content person but rarely satisfied. I'm not Confucius, far from it, so this statement is not meant to be as deeply philosophical as it may seem.

I'm content in my faith, family, my position in life, my profession, my personal pursuits, my clients, and other big things in life. But that doesn't mean I'm satisfied.

Take golf, for example. I'm content playing golf. Statistically, my handicap is in the top 5% of all U.S. players, and I'm a member of an incredible golf club. My golf partners are fantastic and put up with me most weekends. And I have more golf "toys" than one person should.

But satisfaction rarely, if ever, enters my mind when golf is involved. Oh sure, there are some short-term satisfactions, but golf has this way of making you unsatisfied very quickly. One lousy round - or even one bad hole - and it's time to hit the internet for a new swing tip. I enjoy using Trackman and other technology to find new ways to generate clubhead speed, adjust spin rates, etc. In 2022 I was able to connect with a short game "guru" and add a newer approach to this part of my game. I was content with my game but not satisfied with it. I wanted to get better.

How can I be both content and lack satisfaction? Well, we can find contentment but still possess a strong desire to improve. We can be proud of what we have built while being unsatisfied with where we are today. That doesn't mean what you have done isn't good enough; it just means that things have changed, and firms need to continue to grow and strive for more - or different - successes.

I do a lot of Partner Retreats. It's one of the most enjoyable areas of my practice. It energizes me to be with firms and help them look to their future. Despite the challenges of the last few years, the accounting profession has enjoyed some remarkable success.

Two dimensions I often see in firms:

- **Satisfaction with results can freeze innovation and entrepreneurial pursuits**
- **Satisfaction with our history and culture can cause us to believe we can't "tinker" with anything**

Let me be clear, I don't view satisfaction as being negative IF we don't let satisfaction be a preventive roadblock to improvement.

As I was planning a recent retreat, a leader expressed to me: "go easy on pressing us to think about changes; I don't want them to think our past success will make us unsuccessful in the future."

I understand what he was saying. It's easy, especially with consultants like me in the room, to examine your firm so closely that we make our past successes not seem all that great. However, if we rest on our success, we risk future lack of success. Change is not indicative of not being proud of what we've already done. It just means we must keep on going forward.

Finding a balance is critical. While acknowledging our history, culture, financial results, people, structure, etc., can be rewarding and celebratory, it shouldn't paralyze us from strongly considering what lies ahead for the future.

It's important to ask ourselves these questions:

- What's worked?
- What hasn't worked?
- How is what we are doing better preparing us for the future?
- What must we stop doing?
- What should we do more of?
- What should we add?
- Who do we need?

I could go on and on with these questions, but think about your firm. If you've not asked these questions in a while, why not? Let's find a way to prepare for the future, not by minimizing our past but by focusing on the future. **We can be content with the firm we've built, but I don't believe we can afford to be satisfied.**

If you're ready to ask these questions and head toward the future of your firm, let's talk! Feel free to reach out to me gary@thomsonconsulting.com

The Unwritten Wy to Get Promoted

By Jennifer Eggers, Andersen Alumnus and *Founder & President of LeaderShift Insights®*

As a senior executive coach, I work with high performing executives at a variety of companies across many different industries. Admittedly, most are large companies with a few exceptions. One of the most rewarding things about this job is the ability to see patterns and help clients see around “corners” so they are better prepared to navigate hurdles before they get there. One of those patterns is about how to get promoted and frankly, while I primarily focus on senior leaders, this one is valid at any level.

If your goal is to get promoted, obviously you know you need the skills and competency to do the job you aspire to, but that is more often than not, not all you need. In addition to the obvious, today the people getting the top jobs are extremely proactive in understanding and managing their career stakeholders and in building sponsors and advocates strategically along the way. For some, this comes naturally, but for the rest of us mere mortals, it requires a bit of foresight.

First, book some dedicated time to think about this. It won't happen while you are putting out fires. Put it on your calendar, turn off your phone or go to a quiet conference room. Or make it your airplane project the next time you take a long flight (before you turn on the wifi). Think about the next 3-6 years of your career. Try to think two roles from where you are now. What do you want to do? Where in the company (or outside of it) are those roles? What kind of skills do they require (think about the skills you need to build and demonstrate)? How do people need to perceive you? And most importantly, who are those people?

Once you are sort of clear (it might still be a bit fuzzy - that's OK) on what you want to do/where you want to go, make a list of stakeholders. Ask yourself:

- Who are the people today that have a say in your advancement (your boss, their boss, your boss's peers, etc.)?
- Who is likely to be in the room when your boss is asked about the talent on their team?
- Who is doing those roles today?
- Who has a say in who gets those roles?
- Who can advocate for you when you're not in the room with that audience?
- Who do you not know that needs to know you?
- Who can introduce you to them?

- Who could derail you from the role you want?

You should end up with a list of 10-15 stakeholders you can cultivate to build advocacy and sponsorship.

Now, your job is to start finding reasons to connect with these people on a regular basis. These aren't just casual meet and greets, although that's a good place to start. These meetings should have an agenda, so things don't get awkward, and no one is wondering why you're there. Think of them as a chance to:

- Learn more about their business
- Understand their role and what they are working on
- Ask for their help in understanding what you need to do to get the role you want
- Showcase work you are doing that relates to their area
- Demonstrate interest and competency
- Ask for their coaching and support - be direct about this, but don't lead with it, develop rapport first

Many of my clients, even at the highest levels, struggle with this. It can feel like something you just shouldn't have to do or like a waste of time when your calendar is otherwise jam packed with "real" work. For some, it never occurred to them to do it. If you are introverted, this won't be easy, but it is necessary. If you have higher aspirations, particularly in a larger organization, this needs to be as much a part of your job as the results you are required to deliver.

If you want help strategizing about how to get your next senior leadership role, *call us. It's what we do.*

Jennifer Eggers is the Founder and President of [LeaderShift Insights®](#), a firm with deep expertise aligning structure, people, and investments to drive strategy and increase leaders and organization capacity to adapt in the face of disruption. She is a former Partner with Cambridge Leadership Group, Vice-President, Leadership Development & Learning for Bank of America, and has held several other senior roles in Learning, Organization & Leadership Development at AutoZone and Coca-Cola Enterprises. She started her career with Arthur Andersen's Business Consulting Practice in Metro New York.

The Metaverse: The Dawn of a New Generation of Capabilities

By Jim DeLoach, *Former Andersen Partner and currently a Managing Director at Protiviti. He is the author of several books and a frequent NACD contributor.*

Copyright 2023 National Association of Corporate Directors (NACD). This article originally appeared on NACD's BOARDTALK original article maybe found [here](#).

Reprinted with permission. No further reproduction is permitted without permission from NACD.

The metaverse has the potential to be a disruptive, expansive, and transformative force, even to the point of spawning its own economy. Every board has a fiduciary duty to evaluate that potential for its company's future.

[We define the metaverse](#) as “a collective of virtual-reality shared spaces, where users interact with a computer-generated environment as well as other users... in an interconnected network of 3D virtual worlds.” Much more than connecting people to information, the metaverse in the future connects people, places, and things, sometimes in a fully virtual environment.

According to a [global survey](#) of 250 global business leaders, the metaverse has the potential to dramatically impact the future of the human experience. Almost all survey participants expect a “moderate to significant impact” on the global economy 10 years out and believe that the metaverse will be “moderately to extremely important” to business success. While views of the metaverse may vary, more than two-thirds of business leaders across the globe believe that something impactful is emerging in the market. It might even be a technological and societal shift similar to the advent of the Internet age.

According to the survey, a majority of organizations (55%) are already deploying the metaverse in various areas of the business such as marketing and advertising, conferences, trade shows, human resources functions, and immersive shopping and product simulations—commercial applications that are well past mere gamification, which was the focus over the last decade. Almost all organizations believe that, over the next 10 years, the metaverse will prove to be “moderately to extremely important” to the customer experience and to sustaining customer loyalty. Metaverse technologies that organizations are most excited about include augmented, virtual, and extended reality, as well as artificial intelligence (AI). (Note: AI plays a [key role](#) in creating the metaverse as it enables a more immersive and engaging virtual experience as well as greater diversity and accessibility.) The research also indicates that more than a few organizations across multiple sectors are giving the metaverse close attention.

What is the board's appetite for this new age thinking? Detractors point out that no one can say for sure what the metaverse will look like in 10 years and that a fully realized metaverse—however one chooses to define it—requires orders of magnitude more computing power than what is currently available. Networks need to become much faster, with less latency, so that experiences are not impeded. Skeptics also question how much a company can prudently invest given the uncertainty over the length of time it will take for the metaverse to become commercially viable.

Proponents counter that at the turn of the 21st century, no one could have predicted the full impact of today's Internet. Projections of the potential dollar value of metaverse-related activity vary wildly—in large part due to the unknown ways the metaverse will mature over the next 5 to 10 years. Yet, estimates of the size of the overall global impact tend to be massive, ranging from \$5 trillion to \$13 trillion, averaging around \$8 trillion. Even if the metaverse generates just a fraction of these projected values, it merits attention in the boardroom as powerful use cases continue to appear across multiple industries.

It is the classic “too big to ignore” dilemma compounded by uncertainty over the time horizon for evaluating return on investment. These business realities present a challenge to any business case, particularly for companies averse to moonshot projects. The good news is that companies don't have to be first adopters; boards can learn from the following relevant action steps.

Get up to speed on emerging technologies. This is square one for all directors as they engage the digital world. Bring outside experts into the boardroom to keep the board apprised of relevant technology trends, how they affect industry fundamentals, and specific market opportunities and use cases germane to the company. Identify and lean on expert resources inside the organization regardless of the function they support. When seeking guidance, insist on getting it in plain, practical terms. Also, share relevant articles from publications with strong technology content presented in practical ways.

Address [technical debt](#) with intention. With emerging technologies driving the need for agility, a focus on technical debt is a safe play. For many organizations, technical debt has accumulated slowly and insidiously to the point where it has become the proverbial ball and chain that constrain an organization's ability to keep pace with agile and “born digital” competitors. [Protiviti's research](#) indicates that seven in 10 organizations (69%) believe technical debt has a prominent impact on their ability to innovate. Accordingly, directors need to understand the nature and extent of technical debt and ask management where they stand in modernizing legacy applications.

Begin with the right mindset. Directors should keep an open mind in focusing on the metaverse as an integral part of a strategic conversation in which long-term goals, the technological innovation needed to reach those goals, the capital deployment ramifications, and the related upside opportunities and downside

risks are all considered. The risk equation is as much about the risks of late entry and opportunity costs as it is about innovation failure and lackluster returns.

Understand the strategic implications of metaverse technologies. No company can ignore the possibility that the metaverse offers an opportunity to participate in the construction of the future. The board should engage management in strategic conversations regarding the playbook for seizing opportunities as marketplace-disrupting technologies emerge. The strategic emphasis will vary by industry. Directors should focus on potential use cases in the industry, how the metaverse can affect the customer experience, the level of investment required to make an impact in the market, the governance structure needed to manage the investments made, and the talent needed to be successful.

Apply a risk lens. In approaching the future, risk management is key in evaluating potential use cases. The risk of investing in metaverse technologies as well as the risk of late entry and missing the wave of opportunity are relevant considerations. As for the metaverse, boards can expect the usual cybersecurity, data privacy, and regulatory discussions. It will spawn [new threats](#) such as the cloning of voice and facial features, the hijacking of video recordings using avatars, and invisible-avatar eavesdropping. No doubt, there will be issues around disinformation and protecting children. Additional risks to the strategy will also arise if the metaverse is akin to the “Wild West” without rules, regulators, or guardrails.

In summary, boards should evaluate the potential of the metaverse to the organization with a focus on management’s capabilities for monitoring emerging technologies, evaluating potential threats and opportunities, and developing use cases to reality-test opportunities and identify risks. With the significant market opportunity of the metaverse and the sizeable amount of investment capital flowing into the space, this is a smart thing to do. Directors should invest time with senior management to understand and envision the possibilities and prepare for the future. Even if the metaverse does not fully materialize to what some believe is its full potential, it will open up many new possibilities and encourage companies to consider different and creative ways to engage markets, customers, and employees.

Check out Jim’s [website](#).

Is Your Cloud Modernization Strategy Actually Modern?

Shared By Jerry Kent, *Andersen Alumnus and currently Chairman and CEO of Tierpoint.*

Copyright 2023 Tierpoint. This article originally appeared in Tierpoint's Digital Breakaway, original copy can be found [here](#). Reprinted with permission. No further reproduction is permitted without permission from Tierpoint.

Modernizing your workloads and moving to the cloud can provide many benefits to your business by improving your agility, bottom line, and ability to scale. However, organizations run the risk of losing out if they aren't aware of the wide array of modernization projects and strategies available. For a cloud [application modernization strategy](#) to be truly modern, it should take into account the projects that will have the greatest impact on your business and your ability to compete in an increasingly competitive marketplace. We'll cover cloud modernization, its importance to businesses, and key elements to include in your modernization projects.

What is Cloud Modernization?

Cloud modernization is a process where an organization moves its legacy, on-premises applications to cloud-native solutions. Doing this may require one or more different migration strategies and may be accompanied by other modernization efforts, such as modernizing databases, adding new applications, and automating various processes. Cloud computing can bring needed flexibility, scalability, and reliability to a business, and is often a more cost-effective option than maintaining legacy frameworks.

Understanding Why Cloud Modernization is Important

Because [digital transformation](#) projects can be complex and costly, it's easy to push them down on the list of priorities, but modernizing your infrastructure, applications, and workloads can be incredibly important. Businesses that adapt to meet new technological advancements stand a better chance of competing in a crowded marketplace. [IT modernization](#) projects also open the door to providing greater value as a business to end users. Compliance standards are also changing at the pace of technology. Organizations need to understand how to mitigate risk and meet requirements, which can be accomplished, in part, by taking on cloud modernization projects.

What are Examples of Different Cloud Modernization Projects?

Cloud modernization projects can include revisions to infrastructure, processes, applications, and features:

Infrastructure as Code

For organizations focused on modernizing infrastructure, IaC (infrastructure as code) plays a critical role in a cloud modernization project. With IaC, the infrastructure of the cloud is provisioned and managed using code-based configurations. This means that the infrastructure can be edited, deployed, and versioned the same way other code can.

Infrastructure that is built with IaC tends to have greater consistency because the environment can be provisioned the same way each time. The code also allows for automated deployment and version control. IaC makes compliance and auditing easier, as well as scaling. It can also play a key role in infrastructure lifecycle management - the coordination of an IT infrastructure lifecycle.

Continuous Integration and Continuous Delivery (CI/CD)

As an integral part of a [DevOps](#)-focused modernization project, CI/CD is focused on modernizing the delivery of software development and deployment. In a CI/CD pipeline, the steps that are taken to deliver software are automated, ranging from code commits to full production deployments. This reduces the number of human errors, decreasing the risk of downtime and speeding up software delivery.

Additionally, CI/CD pipelines in the cloud allow for seamless integration with cloud services. This enables organizations to:

- Automate resource provisioning
- Manage infrastructure as code
- Take advantage of cloud-native benefits to amplify software delivery processes

Cost Optimization

Cloud modernization typically involves leveraging cloud-based services and pay-as-you-go models to [optimize cloud costs](#). It can include activities such as:

- Using spot instances
- Rightsizing resources
- Utilizing auto-scaling
- Implementing cost management tools to optimize cloud spending

Security and Compliance

As threats become more sophisticated and regulatory guidelines become more strict, modernization projects are likely to include security and compliance measures. These might entail identity and access management (IAM), monitoring and incident response, data security controls, vulnerability management, cloud provider security controls, and abiding by compliance regulations.

Resilience

When it comes to resilience, modernization projects should be focused on how well applications and systems can withstand and recover from failures and disruptions. These projects might include working on backup and recovery, automated recovery, high availability, incident response, and mitigation.

Key Elements of a Strong Cloud Modernization Strategy

A cloud [modernization strategy](#) should provide a comprehensive roadmap for how an organization will move its data, applications, and workloads to the cloud, as well as how these resources will be managed and optimized after they're migrated. In this strategy, a business needs to consider how processes, applications, and databases will be affected.

Process Modernization

Businesses can use the cloud to modernize their processes in many different ways. The following are some examples of areas where processes can be improved.

- **Application architecture:** Transitioning from monolithic apps to microservices or cloud-native architectures. A monolithic app is independent and self-contained, whereas microservices are more loosely connected and can communicate with each other using APIs. The shift in architecture can improve scalability, maintenance, and agility.
- **Provisioning and deployment:** By automating and streamlining the deployment and provision of IT resources, organizations can improve the accuracy, efficiency, and security of their processes. Configuration management will manage and track changes to systems, while resource provisioning can help determine the right allocation of resources for applications.
- **Scalability and elasticity:** Through modernization, businesses can redefine their capacity planning and resource allocation processes. A common scalability project involves automating the scaling of resources based on demand.
- **Monitoring and alerting:** Organizations can modernize their monitoring and alerting processes by defining relevant metrics, setting up automated monitoring, and configuring alerts and notifications to cut down on the manual effort needed to survey their cloud environment.
- **Cost optimization:** Implementing processes and governance mechanisms to track and monitor costs is one way that cost optimization can be modernized. Businesses may also choose to establish budgeting and forecasting processes or implement resource tagging.
- **Data management and governance:** In the cloud, organizations should establish processes for how data is ingested, stored, integrated, and governed.

- **Incident management and disaster recovery:** When workloads move to the cloud, businesses need to redefine their incident and disaster recovery processes. What do escalation paths look like? How can you implement automated incident response mechanisms to ensure fewer problems go unnoticed?

Application Modernization and Migration

While [application modernization](#) can be done without migrating to a new cloud environment, sometimes it's necessary. The 7 R's of cloud migration illustrate the many strategies organizations can use to complete migration projects. They include rehosting, relocating, replatforming, refactoring, repurchasing, retaining, and retiring applications and data. The simplest strategy is rehosting - moving everything to the cloud without making significant changes to the architecture or code. The most involved strategy is refactoring, or rearchitecting, which can mean a complete rewrite of an existing application into a cloud-native language. What strategy you choose for [application modernization](#) and migration will depend on the dependencies and complexity of the original application, what's considered mandatory versus optional, and what your budget and timeline look like.

Serverless

Serverless architecture allows developers to create and run applications without the need to manage servers, and it's a powerful approach for modernizing applications in the cloud. It can be used alongside different cloud migration strategies, such as rehosting, replatforming, or refactoring and regardless of the migration strategy chosen, organizations can leverage serverless services provided by cloud providers to enhance the scalability, flexibility, and cost-efficiency of their applications.

Containers

Containers can simplify the migration process by packaging applications and dependencies into an easily deployed unit that can run on any infrastructure. Containerized applications can be run on any infrastructure that supports containers, making them portable, quick to deploy, and scalable.

Replatforming

A migration strategy that's somewhere between rehosting and refactoring is replatforming. When an application is replatformed, some changes may be made to the code, and the application is moved to a new platform, but the data remains the same. One common example of replatforming is when a legacy application is moved to the cloud from an on-premises environment.

Database Modernization

Database modernization leverages cloud-native databases and contributes to modernization in a few different ways:

- **Scalability and elasticity:** Scaling automatically based on fluctuations in demand to ensure optimal performance and cost efficiency.
- **High availability:** Leveraging the high availability of the cloud by reconfiguring or redesigning databases. Some benefits include data replication, failover, and multi-region deployments.
- **Data security and compliance:** Adding at-rest/in-transit encryption, implementing cloud security measures, ensuring compliance with regulatory standards.
- **Data analytics:** Data warehousing solutions, integrating with analytics and business intelligence (BI) tools, facilitate drawing insights from data which drives more informed decision-making.
- **Data replication and disaster recovery (DR):** Taking advantage of built-in replication and DR capabilities of cloud, automating data replication across multiple regions ensures data availability and mitigates the risk of data loss.
- **Performance optimization:** Improving query performance, optimizing data access patterns, and enhancing overall database performance by leveraging cloud features.
- **Data lifecycle management:** Redefining data management processes to align with cloud-native capabilities such as data retention policies, data archiving, and tiering strategies - organizing data by how important it is and how often it's accessed helps optimize storage costs and improve organization and access.

Key Technologies and Platforms for Cloud Modernization

When an organization is ready for cloud modernization, it can turn to these key technologies and platforms to provide the necessary elements to adapt and thrive in a cloud environment.

Public Cloud Solutions

Microsoft Azure, Amazon Web Services (AWS), and Google Cloud Platform (GCP) are all public cloud platforms that offer a wide range of services that can aid in cloud modernization, including containers, serverless computing, AI/ML services, and DevOps and deployment services.

Private Cloud Solutions

Private cloud can also be used for modernization projects if an organization has very sensitive data to protect for highly specific configurations to support certain workloads. A private cloud environment offers more control and customization.

Hybrid Cloud and Multi-Cloud Solutions

Some businesses may benefit from a mix of private and public clouds, or may even want to keep some of their workloads in on-premise environments. A hybrid cloud solution describes any combination of cloud and non-cloud environments where an organization's workloads are hosted while multi-cloud refers to instances of organizations using multiple cloud services from public cloud vendors.

How a Managed Cloud Provider Can Help with Modernization Projects

As you can see, cloud modernization projects can go off in many different directions. Working with a managed cloud provider can help you stay current, prioritize projects based on business impact, and get the most out of your cloud environments.

Ready to improve your cloud strategy? [Download the Journey to the Cloud eBook](#) today to get started.

5 Leadership Rules to Live By

By: Todd Dewett Phd., *Andersen Alumnus, author and speaker*

What do facing your fears, leadership, and success have in common?

When I wrote my latest book, *Dancing with Monsters*, I really tried to weed through the many useful rules, maxims, and suggestions that dot the leadership literature and popular press. After a little thought, I came up with five essentials. They don't define leadership, but they do define a heck of a great place to start. Here they are in no particular order:

Collaborate, Don't Dictate. Adult humans want to be partners with you, not kids who receive orders. So, even if you have authority, sometimes you need to share it - or even give it away. The less you unilaterally assert power, the more they support your use of it when needed.

Candor Not Just Kindness. Kindness is non-negotiable. It's essential. It's also not enough! The most productive teams have a balanced amount of kindness and candor. With kindness as a foundation, they are happy to respect critical feedback when needed.

Opportunities, Not Obstacles. Perspective is everything! You will help the team navigate many challenges. How they think, feel, and act in the face of that challenge is largely determined by you. Define the upside for them and try to keep them positive throughout.

Authenticity, Not Acting. Sure, some things we need to filter, but mostly we have to stop over-indulging in impression management. You were not trained to be an actor, so stop trying. People can smell insincerity, so just be kind and keep it real.

Be the Change, Not the Boss. Formal authority makes you the boss, but walking the talk, holding yourself to high standards, and modeling the way makes you a leader worth following. Don't just tell them what needs to be done. Show them.

Start with a clear focus on these five and you'll be off to a great start or a much-needed reboot with your leadership efforts. Good luck! Pick up your copy of *Dancing with Monsters* here: <https://amzn.to/40B1RhX>.

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. Todd has delivered over 1,000 speeches to audiences at Microsoft, ExxonMobil, Pepsi, Boeing, General Electric, IBM, Kraft Heinz, Caterpillar, and hundreds more. Visit his home online at www.drdebett.com or connect with Todd on LinkedIn. He can be reached at todd@drdebett.com

In a Matter of Moments

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

I recently heard the story of a strategy meeting being held by a major corporation. The focus of the brainstorming session at-hand was: How do we become the best in the world? I'm sure this wasn't the first time this topic had surfaced, in so many words, in strategy sessions across numerous corporations, healthcare organizations, educational institutions, consulting firms and such. It's almost predictable. Yet what happened next was not. A participant in the session raised their hand and when called upon shifted the energy in the room with this alternative question: Instead of asking how we can become the best in the world, what if we changed the question?

How do we become the best for the world?

It's amazing how changing one little word from "in" to "for" changes everything. No doubt, it was a moment that deeply inspired some while leaving others a bit uncomfortable. Not uncomfortable because they didn't welcome the question, but uncomfortable knowing the metrics and measurements they face each day - most

of which demand a best in the world mindset rather than inspiring being a best for the world mentality.

Today's metrics and measurements are complex - and constant. They measure almost everything that can be measured whether they need to be measured or not. Management books of the late 20th Century boasted the claim that if it's not measurable, then it's not important. Organizations moved toward Key Performance Indicator (KPI) dashboards that became the holy grail of performance. It might be argued that they brought a sophisticated focus and a heartless blindness.

Measurements and metrics can play a key role in being good stewards of the resources of an organization. Yet, like all good things, they can have their own shadow side even when executed with the best of intentions. In the leader version of Return On Integrity, I shared the challenges and risks that come when metrics and measurements are untethered from stated organizational values - or worse yet, have free reign when no values have ever been genuinely explored and discovered in the first place. I went on to say that metrics and measurements must be accountable to a set of meaningful core values. Not the other way around.

We continue to see the implosive impact of "the other way around" in yet another crisis in the financial industry. One can make excuses, blame external circumstances, point fingers outward while never owning the unintentional consequences imbedded in highly demanded metrics and measurements. Under the pressure of key performance indicators, good, smart, and highly skilled professionals have one thing in common:

They are vulnerable to drifting.

Something very valuable is taken away by the constant onslaught of metrics and measurements. Yes, sometimes it's a job, a career or possibly an egoic reputation. Yet, I would propose that relentless metrics and measurements take something much more. Long before anything ever goes wrong, something is already wrong. Measurements have a way of robbing everyone's experience of valuing the unmeasurable. They bankrupt the vision that gives one the ability to see, experience and embrace everyday moments that can make or break the very essence of and reason for the work we do.

Metrics and measurements have a way of sterilizing these moments.

In Return On Integrity, I asked the question: What if the most important things are not measurable at all? Unlike metrics, moments can't be measured on a KPI dashboard. They are more than measurable. They are intuitively known in the moment. And, like metrics and measurements, they too can have a systemic impact.

And yes, when these moments are repetitively embraced, they make one's life better. When done consistently, they make an organization better. And when done collectively, they could very well make an organization the best for the world. The hard part is that no one will ever be able to pin it down into words scripted and spun for a set of board minutes or an annual report. For these moments happen in ways that are ineffable.

Moments are realities that are ultimately revealed years later by what is memorable rather than what is measurable - at a time when KPI dashboards, and frankly those organizations who were best "in" the world, are irrelevant and long forgotten.

In a world that craves big platforms packed with those trying to be best "in" the world, it might beg the question for each of us individually - how can I be best "for" the world?

Some questions are not actually meant to be answered. The answers are meant to be discovered in living moment by moment by moment.

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!

Is it Time for a LinkedIn Profile Headline Tune-up?

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")*

Everyone knows headlines are important, but what exactly is a headline?

"Headline: [noun] a head of a newspaper story or article printed in large type and giving the gist of the story or article that follows" (Merriam-Webster Dictionary)



But if headlines are so important, then why do most LinkedIn profile headlines (maybe even yours) simply state a person's current title and current company name? Because the user hasn't updated his/her headline.

Until you craft a first-class, 220-character (increased last year from 120 characters) descriptor of who you are and what you do, LinkedIn puts your current title and company in your headline, so you don't embarrass yourself by simply having the default headline.

What goes into a great LinkedIn headline?

Your LinkedIn headline should:

- Provide viewers of your profile with a short, concise statement of who you are and how you can help them



- Include your most important keywords so you are at the top of the search results when people search for someone like you.
- Encourage people to look at your entire profile, where they can see your full story and find a reason to engage with you.

So, how are you feeling about your LinkedIn headline?

If you're feeling great about it, stop reading and share this article with a friend who needs it.

If there's room for improvement, get busy and start crafting a killer headline.

To get you headed in the right direction, below is one of my most popular worksheets, *The Definitive Worksheet to Optimize Your LinkedIn Profile Headline*. I have shared this worksheet with thousands of people over the last eight years. This three-page, downloadable worksheet is the newest version that has been updated for the recent changes on LinkedIn.

Also, if you'd like my personal feedback on your headline so you can start attracting people who need your products and services, sign up for one of my specially priced \$197 one-on-one LinkedIn consultations. Get more info and book your session [here](#).

I will share my computer screen with you during the call and send you a marked-up copy of your profile prior to the call.

Whether you're using LinkedIn to find your next high-impact customer, raise your organization's profile, or land the job of your dreams, this session is for you.

There are limited spots available, so don't delay. Book your session today by clicking [here](#).

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:

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 PDA directly at membership@pcdassociation.org or (847) 986-9350

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

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. To request the Association Status be added to your LinkedIn 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 Facebook fan page simply click on the following:

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