



ANDERSEN
ALUMNI™

Straight Thoughts, Straight Talk

"Serving Andersen Alumni Worldwide"

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Editorial

Andersen is back in business! In September, a San Francisco tax consulting firm run by former Andersen partners bought the Andersen name and rebranded their firm - Andersen Tax. Mark Vorsatz is the CEO of the firm and stated that he and the partners are proud of the Andersen name and the values of quality, stewardship and client services it stood for. They are convinced that there is still strong brand recognition as well as loyalty in the Andersen name. Congratulations to Andersen Tax!

To be honest, this comes as no real surprise. The Andersen name and network plays a vital role in my professional career, even to this day. It is not uncommon for colleagues to comment on my time at Andersen and to speak fondly of what the firm had to offer its clients and employees. There is still a noticeable connection on what it means to be a service professional that all Andersen alumni share. It is unique and sad to say, often missing in the marketplace today.

Please take few minutes and read the featured articles that include but are not limited to: more on the birth of Andersen Tax, a thought-provoking piece on what lens you are looking through and others from our contributing authors. If you would like to contribute a piece for a future newsletter, just let us know at admin@andersenalumni.com. We are

always eager to publish articles that leverage our heritage and challenge our ways of thinking.

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

We Are Back!!!

By Mark L. Vorsatz, Andersen Alumnus and Managing Director Andersen Tax

ON September 2, 2014, we launched Andersen Tax in the United States. It is not a coincidence that I chose that date. As many of you would remember, this would have been the first business day of the Arthur Andersen Fiscal year.

I started my career with Arthur Andersen on September 4, 1979—fresh out of law school. A week later, I found myself visiting St. Charles and spending two weeks in FAST. Having had no accounting background and not knowing which end was up, I was somewhat lost but immediately found that all of the other students in the class and the different teachers that we had were more than willing to help. For me, it was a great beginning of an education—not just about accounting and tax—but about a culture. All alumni have fond memories of ST. Charles and it was and is a bond that has tied our firm together.

We had our own vernacular:

Stewardship
“One Firm” Concept
“Think Straight Talk Straight”

These were not just words. They were and are a way of doing business that separated Andersen from all the rest.

I can recall when Duane Kullberg was interviewed in the 1980’s after Andersen had become the biggest professional service firm in the world and he was asked about that achievement—Duane indicated that “our growth was the byproduct of the quality of services that we provide to our clients”. These were not just words—every partner at Andersen understood the importance of putting our clients first.

Arthur Andersen and Leonard Spacek were pioneers investing in training to focus on the competence of our professionals and the quality of the services that we provided to our clients. Spacek challenged the profession and the other 7 firms to establish the standards for the profession and not to rely upon the government to regulate the industry. This was about ethics and leadership. This was an ethos on which the firm developed.

Both Duane and Larry Weinbach have agreed to support me as part of an Advisory Group. As most know, Duane was CEO from 1979 to 1989 and Larry was CEO from 1989 to 1997. Each led the biggest (and I would suggest greatest) professional service firm in the world. Larry was kind enough to meet with me in New York on October 1. One of his key points to me was to remind me that, while we hired smart people, what separated Andersen from the other firms was the investment in training and the culture of the firm. This just reinforced those priorities in my mind. (By the way, all of our firm-wide training will be conducted in St. Charles with our first school for our new managers in May, 2015. We have agreed to a 5 year commitment to use St. Charles for firm-wide training—I told Lou Salvatore that I looked forward to the day when we could repurchase the Q Center).

When we launched our firm in 2002, myself and our founding partners, made a personal decision NOT to be part of an audit firm. While I did not anticipate Sarbanes Oxley and the aftermath of Enron, I had a professional view that the terrain had permanently changed. Audit should be separated from other services AND we could not even accept the appearance of lack of independence and objectivity in the services that we provided to our clients. In relying upon our foundation of values, it was important that we retained our integrity and had no vested interest in the outcome of our advice.

As we expanded our firm and added other lateral hires from the Big 4 and other firms, I learned that, while these were core principles in which we believed, we did not have a monopoly on those values. When we consider other member firms to join or hires at the partner level, the two key considerations are quality and “like mindedness”. It has been our experience that many professionals are searching for a venue where these issues can be put ahead of things like growth and revenue. As Duane so articulately stated “these are a “byproduct” of quality service.”

When Andersen imploded in 2002, over 85,000 people lost their jobs because of the mistakes of a few. Those people got up every day focused on serving clients and providing “best in class solutions”. Unfortunately, it was not just the destruction of the firm that took place, but, in addition, it was a “tarnish” that scarred their professional career. I know former alums that are uncomfortable listing Andersen on their resume because of Enron. As I noted in several interviews, it was like walking around with a Scarlet “A” on your chest—however, for us, “A” will stand for Andersen.

I had the privilege to work at Arthur Andersen from 1979 to 2002. I was proud of my experience and of being a partner with the firm. I was the benefactor of many great partners and professionals who mentored me over the years and in whom those core principles were the keys to our business.

For the last 12 plus years, I have had the pleasure and privilege of representing our group. I am also proud that I am NOW a Partner at Andersen Tax.

STAY TUNED!!! WE ARE BACK!!!!

Three Weeks of Vacation – Really

By Ed Maier, *Former Andersen Partner*

My wife and I recently returned from a terrific trip we had through various parts of France. All in all, we spent three weeks on two cruises and some land exploration. Upon returning home I reconnected with a number of people, some of who are current clients. I was surprised at the number of people who made remarks like: “I could never take that much time away from work” or “I don’t know how I could possibly be away from my job for that length of time” or “I can’t wait until I am retired so I can take a trip like that”.

I acknowledge that I am not working full time. I also admit that when I was working full time, I never took a vacation that long and had some of the same concerns. Now that I am older, and hopefully, somewhat wiser, I wonder “Why not”?

Before I went on this great trip, I had the chance to participate on a panel-webinar presentation on the subject of Work-Life Balance. In preparation for that panel, I researched the topic. Thanks to one of our former Andersen colleagues, Gary Beu, I read a book titled: “Off Balance/Getting Beyond the Work-Life Balance Myth to Personal and Professional Satisfaction” by Matthew Kelly. I recommend this book for anyone who thinks that the concept of “work-life balance” is an oxymoron.

The book is an easy read and I agree wholeheartedly with Mr. Kelly’s conclusion. My summary of his conclusion is that you can have “balance” in your own personal and professional life—but only if you define what that means for you and build your own plan to achieve it. He outlines three principles to accept as you build your definition and your plan. I won’t elaborate on his theory or his analysis, but if the work/life conundrum is an issue for you, I recommend you read his book and consider his thoughts.

As I read the book, I thought about a few of the issues my clients have had:

- I have worked with two different senior executives whose job was in one city and whose family (spouse, children) and home was in another. Both of these executives were very successful and comfortable in their positions. Both of them regularly commuted back and forth between their business locations and their homes. Both of them had good personal lives to go along with their professional successes.

What interested me was that neither of them had issues with their professional or personal lifestyle. They were satisfied with their own balance of work and life. Yet, when I conducted 360 interviews for them, many of their peers commented that these executives were setting a poor example because they were in the office so often “putting in the hours”. Others felt they created the impression that the only way to be successful in their respective departments was to put in a lot of hours during the week. Indeed, both of these executives worked a lot of hours during the week, but they also commuted back and forth to their homes on the weekends. In each case, they also helped their teams understand that they did not have similar expectations for team members. Their expectations were that each member of the team had their own responsibilities. As long as team members were fulfilling their responsibilities, the leaders had no expectations that the individual team members would just put in the hours and be in the office because the boss was doing so.

- In another situation, a director complained that the expectation her boss had with respect to the hours she should be in the office created difficulties with her personal life. She had three small children at home; she was frustrated because she “had to be in the office early every morning and stay after normal business hours”. When I inquired why she “had to do this” she told me it was because of her boss. “He is always here and he expects me to be here”. To make a very long story short, this was rectified by encouraging the mentee to have a crucial conversation with her boss about this particular “requirement”. Ultimately, with compromise on the part of both, it was resolved to her satisfaction. It was never an expectation of her boss that she spend so much time on site.

Often, people tell me that they cannot achieve balance for any one of the following:

- Delegation – they believe that the people that are working for them cannot handle additional responsibilities; or, they believe it is “more efficient” for them to perform certain work or tasks themselves. To this I say, if you don’t have the right people to whom you can delegate responsibilities, then you don’t have the right people. One of your responsibilities as a leader is to develop the people coming up. If they cannot meet your expectations, then you must deal with it—train, reorganize, restructure or remove.
- Insufficient numbers – they don’t have enough people to whom they can delegate tasks so they have to do the work themselves. If you truly don’t have enough people to do all of the tasks, you either have to obtain more people, reduce the number of tasks that have to be performed or increase the productivity of the team.
- Culture – people believe that the culture of the organization is such that everyone has to “put in the hours” as an expectation of good performance. If that seems to be the case, I would first look around and see if everyone is “putting in the hours”. If other successful members of the organization seem to have found a way to avoid the hour crunch, learn from them. If it truly is the culture of the

organization, evaluate what that means for you as an individual and take appropriate action.

- Boss's expectations – in this case, it is not the culture that prevails, but people believe their boss expects them to “be here all the time” or “be available 24-7”. If this is your lot in life, it merits a conversation with the boss. Once you have had that conversation and clearly understand his/her expectations, you can plan your life accordingly.

I believe if you have an issue with “balance”, it can be worked out with appropriate communication and planning. But no one can plan it or communicate it but you. So, read Mr. Kelly's book, develop your plan and enjoy your next three-week vacation!

As always, feel free to write me at Ed@ThinkStraightTalkStraight.com with your thoughts, suggestions and questions. I welcome them.

Proven LinkedIn Step-by-Step Process Leads to Results

By Wayne Breitbarth, Andersen Alumnus

Are you one of the many people I hear from each week who are still waiting for something to "happen" on LinkedIn? Lots of people spend lots of time on LinkedIn, but not everyone is getting results. Well, that's because **there can be no ROI if you don't know how to use it!**

Also, because LinkedIn is not very intuitive, many users haven't even found the features that will produce the most dramatic results. Therefore, I've developed [Explode Your Revenues Using LinkedIn](#), an easy-to-use online training course to help everyone, from novice users to the most savvy users, grow their business. The course includes *The Five C's*, my proven five-step process for LinkedIn success.

5 Steps to LinkedIn Success

Here's an inside look at the five specific steps you can take to start getting measurable results from the time you spend on LinkedIn.



CREATE a customer-focused profile

- Use special profile sections and the Professional Gallery to highlight your area(s) of expertise.
- In addition to the Contact Info and Advice for Contacting sections, consider including your preferred contact information in your Summary and Current Job Experience sections.
- Include specific calls to action throughout your profile to encourage readers to engage with you.

CONNECT with your prospects

- Use Advanced People Search, Company Search, Alumni, Groups, People You May Know, and Who's Viewed Your Profile to find new prospects.
- Use a [five-star invitation](#) to reach out to potential prospects. Include where you met (if applicable) and/or how you could help each other.
- Always be on the lookout for quality connections. The larger your network, the more opportunity for business growth.

CONSTRUCT a targeted prospect list

- Use advanced features like tags, network sorting options, and LinkedIn Contacts to group prospects who have similar buyer characteristics.
- Download your connections database. You can then filter and sort the names for use outside of LinkedIn.
- Consider upgrading to one of the premium LinkedIn accounts to receive additional profile sorting and saving options.

COMMUNICATE with your network

- Stay in front of your audience by making daily status updates.
- Use direct messaging to contact your first-level connections and fellow group members. But don't contact them too often or sell too hard or they may remove you from their network.
- Increase your exposure by engaging in group discussions and "liking," "sharing" or commenting on other people's status updates.

CAPITALIZE on existing relationships

- Connect with all of your existing clients/customers.
- Search their networks to find out who they know
- Get referrals, recommendations, and [endorsements](#). It's easy--just ask!

Need more help executing your own personal LinkedIn 5 C's plan? Check out my comprehensive online training course at:

<https://yx175.isrefer.com/go/explode/Warrenturner/>

Wayne Breitbarth, an Andersen Alumnus, is a Social Media Trainer Speaker, Consultant and Author of "THE POWER FORMULA FOR LINKEDIN SUCCESS" He can be reached at wayne@powerformula.net

A Lens Worth Looking Through

By John Blumberg, Andersen Alumnus

There are more points of data, more images ... and one could even argue ... more insights put before us today than ever before. It would seem we have incredible resources at our disposal. And in so many ways we do.

There are certainly downsides to the volume. There are fair amounts delivered with bias or premeditated motives. Some would say the plethora of negative news has its own impact.

So does the lens through which you see it.

I don't take my vision for granted. I'm sure, like many, I took it for granted for many years. Actually, I just didn't think about it ... which, of course, is taking it for granted! Yet, after two detached retinas (one in 2004 and the other in 2010), I have a deep gratitude for my vision each and every day.

I certainly learned the importance of the retina. In all that followed ... I also learned the importance of the lens through which you see. Many patients, who undergo the reattachment of their detached retina, quickly find themselves back in surgery months

later. Not for the retina ... but for the lens in front of it. Cataract surgery is a common follow-up in the months following a retinal reattachment. The surgeon actually removes and replaces the lens of your eye. It's an amazing process. And your vision experience is significantly enhanced almost immediately.

As a cataract ripens, over time, it clouds your vision. So much becomes unclear. External intervention, such as glasses or contacts, will eventually no longer help. The only thing that can make your vision clear again is replacing the lens itself. In other words ... cataract surgery.

Intentionally defining your core values is like cataract surgery.

Consider it like a lens replacement! It changes how you see things because it changes the lens through which you see everything.

Core values are often referred to as our foundation. I believe this is true. More importantly, I have come to understand core values as the lens that focus our experiences. Values bring clarity. *So, the question every leader needs to ask is ... how clear is the lens?*

It would serve leaders well to think of themselves as cataract surgeons.

Yet, for so long, many leaders have put significant emphasis on setting the "vision" for everyone to follow. All the while, core values have been treated as "soft" ... nice to have ... wall hangings.

Maybe we've had it wrong all along. Not only wrong where we have placed the emphasis ... but wrong in how we have used the language.

Vision, as the term has been used, simply pointed to a destination.

It makes me think, somewhere along the way, the terminology of "vision" was hijacked. Values are the lens ... *and it's the lens that creates the vision*. The vision is all about the lens and *not about* the destination! On the surface it sounds like a trite play on words. But what if this redirect was of biblical proportions?

You have likely heard ... where there is no *vision*, the people will perish. Yet, you have probably never heard ... where there is no *destination* the people will perish. That's because you can set out for the most incredible destination and still perish along the way! If we misunderstand "vision" then we totally misinterpret this warning.

Don't get me wrong. I think setting forth an incredible destination is a great thing. I'm just saying ... it has little to do with setting the vision. If more executives, in positions of leadership, could fully see how our understanding of "vision" was hijacked ... they would immediately understand the critical and strategic nature of personal and organizational core values.

It's from there we can all begin to understand why those who have "perished" often had set-forth an amazing destination ... and in doing so ... had mistakenly thought they had actually cast a vision.

Once a leader understands that the real construct of vision is imbedded in values ... not in destination ... I'm convinced they will be inspired to refocus the lens of their leadership. And in doing so, they will be equipped with a lens worth looking through.

John Blumberg is an Andersen Alumni and a full-time professional speaker and author who speaks with organizations who want to strengthen their core values and turn their people into better leaders. You can learn more about John at www.keynoteconcepts.com

Is It Better to “Build” or “Buy” Executive Search?

By J. James O'Malley, Former Andersen National Director of Experience Recruiting

In my 20-plus years working on both sides of the desk as a recruitment leader within several well-known organizations as well as my years as a consultant, I've seen companies both build and buy executive search services. In fact, I was very involved in designing extensive in-house executive search function at Arthur Andersen, Huron Consulting and, most recently, Fifth Third Bancorp. At any point in time within those firms we were hiring as many as 40 executives (partners, principals, EVPs and SVPs) each year.

But which is better – to build or to buy? From my observations and experiences, the spectrum from success to failure is wide, to say the least. Many companies, that have insourced and built internal executive search functions, have achieved very impressive results. They have also been able to retain and build upon their knowledge capital and successfully built pipelines of talent communities to tap into when new hiring needs arise. That can be difficult to achieve when contracting with a retained search firm on a transaction-by-transaction basis. In other instances, I've seen what can only frankly be called disasters when companies try to establish the function in-house, especially if there is no clear strategy, expectations are unrealistic and plans and/or responsibilities haven't been expressly delineated.

The best way to objectively compare the relative merits of insourced vs. outsourced search is to weigh the most important criteria critical in the “build” or “buy” decision:

1. The relative costs

Like the weekend home improvement warrior, many believe that building is always

cheaper (therefore better) than buying. That can be true if you know what you are doing, but to really understand the relative price tags of in vs. outsourcing, do the math:

- Compare the costs of employing a senior level recruiter as well as support staff (such as researchers) to using an external service that you can essentially turn on and off.
- Consider the costs of subscribing to/purchasing the research tools that a well-established external firm typically utilizes. Note that while social media has greatly improved the ease/speed of all searches, we often hear HR leaders say things like, “Anybody can source with LinkedIn”. That is not necessarily true. Dozens of sophisticated, hyper-effective, subscription-based tools can uncover passive candidates that over-the-counter tools like LinkedIn are unable to find.
- Finally, look into executive search firms that offer flexible pricing. Many search firms have changed how they price – and are often bundling their services to sell activities such as sourcing and pre-interview screening a la carte.

2. The relative output

Many believe that using in-house resources will produce the same, if not better, results, than buying external expertise. That can be true, depending on the caliber and experience of the home grown team. Trying to do it “all”, however, is the Achilles heel for many human resource/talent acquisition departments so recognize your limitations in terms of knowledge, skills and time.

In my experience, external firms generally have more resources at their fingertips including years of expertise specific to the type of talent you require, databases and social media expertise and real time insights into the market. In essence, by using a firm instead of an individual, you are buying the brainpower of a team.

The other consideration is leverage. By buying externally from a team, you will typically have more resources at your disposal. And more resources devoted to a single search usually means quicker results. My experience is that the typical “rec-load” for internal executive recruiters might be 12-15 searches at a time. On the other hand, you would be hard pressed to find an external recruiter working on more than 6-8 at a time. The less time spent on each search; the slower the results. When you compute the revenue your organization loses each day that an executive position remains unfilled, “cheaper” suddenly becomes a whole lot more expensive!

3. The ease/speed of search and focus

Motivations guide behaviors. Not always but often external search firms produce results faster because the hiring organization IS the client. External recruiters are not on payroll or being paid by the hour. It’s in their best interest to place and identify candidates quickly and move on to the next project.

4. The cultural component

Much is made of “cultural fit” in recruitment. It’s certainly logical that an in-house

employee conducting executive search is more likely to really understand the internal culture and therefore find a suitable candidate with the best cultural fit. You can also argue that an in-house recruiter is more likely to make a better impression upon a potential candidate than an outside “hired gun”, especially given the high touch, high value nature of recruiting top executive talent.

On the flip side, all other things being equal, this should not be an argument against hiring an external firm. Most experienced and reputable search firms seek to learn the pulse of the organizations they serve. During the intake process, their primary objectives should include getting to know your culture. If the external recruiters you are working with don't ask those questions, then you need to look elsewhere.

5. The strategic component

In my experience, building – as opposed to buying – works best in two, frequently overlapping, scenarios intimately tied to the overall recruitment strategy of the organization: (1) when an organization needs to be really proficient at recruiting for the same type of position repeatedly and/or (2) when an organization is growing so fast that it needs to hire all the people it can to fill certain critical senior roles.

Let me illustrate the first scenario through an example. Let's assume you are a global IT hardware firm that sells large mainframes. Having the right senior sales staff with the right connections and the ability to sell multi-million dollar projects is critical. You are more than happy to pay that “right” sales person more than most people in your C-suite are earning and you will hire as many of these executives as you can find. This is the perfect scenario to “build” and use an in-house executive search team to invest in search/competitive intelligence; to constantly build talent communities of these executives; to attend the conferences that prospective talent attends, etc. In other words, your in-house team can focus, with laser accuracy, on a targeted campaign that repeatedly gets your employer brand in front of this group of candidates.

As far as the second scenario – recruiting during fast growth – I lived this first hand working for the largest professional services firm in the world. After their consulting division was split off, my employer rebuilt their middle market consulting practice. At that time, demand for those services was so great that we sought to hire any qualified individual from any of our direct competitors. We built an in-house executive search function, invested in research and assigned recruiters to focus exclusively on our four largest competitors. Since we were not recruiting for a specific position, our approach was unique: we were not pitching a job; we were pitching our firm. Within this initiative, the focus was not on “how many did you hire?” or “did you fill that position yet?”. We were entirely obsessed with building relationships and getting to know our competition intimately. My team became much more relevant as recruiters because we were tasked with business development, marketing and competitive intelligence in order to sell our brand to these candidates. This, in my opinion, is where in-house recruiting should be focused while recognizing that it always makes sense to buy from an expert recruiter to fill a “critical” or “difficult” position or a time sensitive position. That's when external recruiters excel.

Conclusion

The decision to build or buy is complex. Costs, while certainly always important, shouldn't be the only motivator for deciding on either approach – or even a hybrid approach, for that matter. Instead, weigh all the considerations listed above, and let the answer to the final question about your strategy trump all others. Yes, that's right – overall strategic hiring needs must always prevail. And, even if you decide to “build”, fill any gaps in your own expertise along the way by buying it from others who have taken that same path before you.

J. James O'Malley is Partner, Executive Search & Workforce Planning Practice Leader at talentRISE. Jim has over 25 years of experience in developing HR and talent acquisition solutions for global consulting firms (including Huron Consulting Group and Arthur Andersen), to ensure that leadership talent aligns with changing business needs. Jim joined talentRISE in 2012 to address our clients' executive leadership challenges by leveraging his passions for strategic workforce planning/analytics, executive talent search and executive coaching. Jim's most recent role was as senior vice president in the human resource function of Fifth Third Bancorp where he was charged with building the infrastructure to support the organization's strategic workforce planning needs while attracting, retaining and recruiting a differentiated workforce at the executive level. Prior to joining Fifth Third, Jim served for five years as Managing Director and leader of the talent acquisition function for Huron Consulting Group, a global professional services consultancy. He can be reached at jimomalley@talentrise.com.

What Every CFO Needs to Know About Information and Network Security (Part 1 of a 3 part series)

By [Solutions II](#),

We have all heard about the latest security breaches with data and intellectual property stolen in an instant. We're not just talking about the significant costs of the Target or Home Depot client data privacy breaches (estimates of nearly \$3 billion each have been reported). This is a wakeup call that there are a lot of security issues keeping CFO's up at night: compliance with data security laws, employee and workplace privacy, physical network breaches and more. It's causing all lines of business to worry about the risk to their businesses and they look to the CFO for the answers, but it is very difficult to keep ahead of the threats.

Cyber-attacks are becoming top-of-mind to new and established CFO's alike. These attacks are ever changing and costly, not to mention the loss of mind share and trust with your Clients. This means that CFO's must be an active participant in their organizations cyber security plan.

Knowing what CFO's are up against is half the battle and there are hard truths that you need to be prepared for:

- 1) Most organizations are just beginning to budget for Security as an independent part of the IT planning, which means the maturity of most security teams is low and undervalued.
- 2) Not everything in your infrastructure can be protected at a maximum-security level at all times and your information will inevitably be compromised at some point.
- 3) The cost of data being compromised goes far beyond dollars and can negatively impact many parts of your business.
- 4) Cyber threats will only continue to evolve and become more difficult to prevent.
- 5) There is not a single product that can protect your valuable information out of the box – companies need a cyber-security strategy with a set of policies, technologies, processes and risk prevention vehicles.

These hard truths only add to the fact that CFO's don't have the luxury of making the easy decision of limiting the investment in security technology. They must balance the cost of managing this risk along with all other costs of doing business. Security threats affect companies of every size and all must invest in a security strategy. CFO's can actively participate in this strategy and determine the appropriate investment balance by asking some questions:

- What security products are we currently utilizing and are they effective?
- Do we understand what information our security products are relaying to us?
- If we do understand, do we have procedures in place to effectively act on that information?
- What are the gaps in our security strategy?
- How do we monitor our security and log threats to our network?
- Can we detect potential security threats and respond efficiently?
- What is the cost of responding to threats?
- Are we capable of protecting our own infrastructure?
- Are we properly insured for a data breach?
- Does our mobile device security strategy parallel the evolution of the devices and the new security threats that are associated with those devices?
- Do we have agreements in place with our external vendors/partners to ensure they have the same commitment to securing our data as we do?
- Do we have a continuity plan in place, which has been tested to recover our data in the event of loss or destruction?
- When was our last independent third party penetration test? What were the results of that test and are you more confident in your protection?
- Is there something we can do to limit the information we make available to a potential threat?

As CFO, you need to be educated on potential risks. There are a plethora of resources, articles and online courses that can be helpful. You also need to know that your security

strategy would be greatly enhanced by a solution, customized to your company. There are also companies with security expertise that can assess your environment and potential risks and help you to take appropriate steps based upon your size, industry, sensitivity of data and business model. You must start today! Be empowered with the knowledge of educating yourself on potential threats and where your company is today. In part 2 of this 3 part series, you will gain insight in learning how to turn this knowledge into action. You will learn 5 tips that will make you proactive in your solution strategy. Stay tuned for Part 2: *What Every CFO Needs to Know about Information and Network Security: How CFOs Play an Active Role in Security (Security: Not Just for IT Anymore!)*

About Solutions II

Solutions II is nationally recognized for world-class innovation in information and network security, virtualization, business continuance, and data lifecycle management. We deliver comprehensive security solutions and services to many industry verticals. We empower enterprises to achieve a business enabled defense-in-depth security posture, manage corporate risk, improve compliance, and attain proactive detection and prevention of security threats to their computing infrastructure, data, and applications. Solutions II's commitment of bringing best-of-breed solutions to Clients includes a professional services practice dedicated to increasing customer service levels and decreasing the time and support required for implementations. For more information, visit www.Solutions-ii.com | 800-245-2156 | info@solutions-ii.com

L6™ Methodology Guides Executive Management Through Uncharted Waters of Business Transformation

Atlanta, Ga. – Cardinal Points Group LLC, a leading IT business transformation consultancy, has announced it will offer workshops this fall focusing on its revolutionary L6 Methodology. Cardinal Points' L6 Methodology is a unique tool for guiding organizations through business-model transformation as they strive to remain relevant and essential to their clients in today's rapidly changing marketplace.

Cardinal Points Group LLC, headquartered in Atlanta, Ga., helps business owners and IT leaders realize lasting improvement in business performance. The company serves as a transformation agent and catalyst for change and is a preferred resource to many IBM Business Partners.

"Businesses today are coping with disruptive technologies, the emergence of new business models, rapid ascent of new decision makers, and shrinking capital markets," says Warren Turner, partner and founder of Cardinal Points Group. "L6 is a proprietary methodology comprised of six key steps that can be applied to all business models

worldwide to successfully achieve business transformation,” says Turner. “To navigate these issues, business owners and their leadership teams must assess their businesses and develop very specific actions to remain relevant to their clients.”

Objectives of the workshop are to allow business owners to:

- Yield greater profitability
- Unlock business growth
- Build brands
- Strengthen business foundations

The L6 Methodology relies on six basic principles to accomplish these objectives:

- Assessment: Using critical self-assessment principles, evaluate current business practices
- Listening: Listen to your clients, carefully evaluate their current and future needs
- Direction: Embrace a niche focus, define your direction and your brand
- Foundation: Construct the critical underpinnings of your corporate DNA to increase profits
- Action: Launch your journey by taking the first steps
- Leadership: Gain greater mind share and greater market share by embracing your leadership role

Cardinal Points Group is now offering a series of L6 workshops to business owners and leaders at IT professional service providers, resellers, distribution channel partners, independent software vendors, as well as small and medium-sized business owners. These instructive workshops provide practical and actionable advice on coping with disruptive changes within their industry. For location and workshop scheduling details, contact [Warren Turner](#).

“L6 is a repeatable process that can be applied again and again whenever the market environment changes,” notes Turner. “Unlike some consultants, our team of business transformation agents actively coaches our clients and works with them long-term to guide them from strategy to execution,” he says.

Eyal Abukasis, vice president of Sales and Marketing at Blue Agility, winner of a 2014 IBM Beacon Award, has first-hand experience with the L6 Methodology. “L6 from Cardinal Points Group was instrumental in helping our organization better understand how capabilities are transformed into competencies that are measurable and profitable,” he says. “L6 changed the way we run our business. The program helped us better

understand our target market...it offers key principles for streamlining sales processes and creates a path for investment in marketing and sales development."

About Cardinal Points Group LLC:

Cardinal Points Group LLC, headquartered in Atlanta, Ga., helps IT leaders and business owners realize lasting business performance improvement. The business transformation experts at Cardinal Points Group provide personal consulting services and workshops for business leaders and presentations at industry events across the globe. They focus on helping small and medium-sized businesses make fundamental changes that improve operating performance and build long-term road maps for navigating shifting market environments. Cardinal Points Group is a preferred resource to many IBM Business Partners and serves as a transformation agent and catalyst for change. For more information, contact admin@cardinalpoints.com, call 770-913-0048, or visit www.cardinalpointsgroup.com.

Are You Using Social Media Right?

Social media is more than collecting followers and friends. It is connecting in a meaningful way. It is engaging with purpose to achieve your professional goals and objectives.

The real value of social media comes from engaging in conversations that lead to opportunities. It requires a new way of thinking about your company and your clients.

Social media has transformed the traditional buying cycle. Thanks to the internet, today's buyers are more informed than ever; they expect transparency and access to expertise.

Social Authority is a measure of trust and credibility that accrues from mastery of a given field or topic, and a willingness to share that expertise. The more you share, the more people come to trust you and seek you out for advice. As your social authority grows, your network rewards you by recommending you to their network, and as their network also sees you as an expert, they recommend you to their network.

Social media provides a great platform for thought leaders and experts to establish social authority regardless of budget constraints or available marketing resources. Social authority is achieved through regular participation in online conversations and contributing valuable information in an honest, genuine approach through social channels.

Profitecture helps organizations of all sizes achieve the full potential of social media by activating employees, executives and partners with orchestrated strategies and training programs. Our unique methodology and personal trainers have helped IBM, EMC, Cisco, as well as dynamic start-ups and non-profit organizations turn social media into an edge that drives business growth, cultivates loyalty and energizes advocates and influencers.

Ready to get started and go into 2015 using social media to help achieve your professional goals and objectives, *register for our next boot camp kicking off on November 05, 2014*. See details below.

A special program available to Arthur Andersen Alumni:

Offer 1

Profitecture Social Media Boot Camp (Go to: <http://profitecture.com/andersenalum/>)

Social Media Boot Camp for Business Professionals is designed to enable busy executives to become more effective in their use of social media. Ideal for those just starting out in social media, the Boot Camp is a step-by-step coaching method designed to arm you with the tools and know-how to showcase you and your organization's expertise and depth of talent more broadly.

The curriculum has been tailored to be delivered and completed in less than one hour each week for eight consecutive weeks. Boot Camp training material will be delivered to participants and each will participate in weekly "check-points" with an assigned Social Media Coach to follow up on their individual progress; review their work, provide feedback, and offer support as required.

Program format: 8 Modules, one per week; with follow-up coaching sessions

Week 1 -- Start up - Your social media assessment. Get out & join your relevant social networks

Week 2 -- Show up - Who are you? What does your profile say?

Week 3 -- Hook up - To whom do I connect? Does it matter?

Week 4 -- Step up - Say something. What to say. How to say it.

Week 5 -- Face up - What are the rules of engagement? Are there specific protocols for sharing?

Week 6 -- Stand up - Contribute. How to share your expertise.

Week 7 -- Turn it up - Forming the habit. What are the tools for integrating into my workday?

Week 8 -- Measure up - What metrics will you use to assess your performance? What is available to track and report?

Weekly coaching sessions are scheduled in advance and will continue weekly until the

eight week program is complete. Price \$1,000 per participant (minimum of 10 participants)

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Offer 2

Social Media Boot Camp - for Executives (Go to: <http://profitecture.com/execbootcamp>)

"Social Media Boot Camp for Executives" is designed to enable busy executives to become more effective in their use of social media. Ideal for those just starting out in social media, the Boot Camp is a step-by-step coaching method designed to arm you with the tools and know-how to showcase you and your organization's expertise and depth of talent more broadly. Like a social media "personal trainer," this coaching relationship will set reasonable, attainable, and measurable goals for building and exercising social media acumen.

The standard curriculum will be specifically tailored to the individual objectives of each participant, resulting in a customized learning experience for each executive. Each session will be delivered and completed in less than one hour each week for eight consecutive weeks. Boot Camp training material will be individually delivered to participants who will participate in weekly "check-points" with an assigned Social Media Coach to follow up on their individual progress; review their work, provide feedback, and offer support as required.

Program format: 8 Modules, one per week; with follow-up coaching sessions

Week 1 -- Start up - Your social media assessment. Get out & join your relevant social networks

Week 2 -- Show up - Who are you? What does your profile say?

Week 3 -- Hook up - To whom do I connect? Does it matter?

Week 4 -- Step up - Say something. What to say. How to say it.

Week 5 -- Face up - What are the rules of engagement? Are there specific protocols for sharing?

Week 6 -- Stand up - Contribute. How to share your expertise.

Week 7 -- Turn it up - Forming the habit. What are the tools for integrating into my workday?

Week 8 -- Measure up - What metrics will you use to assess your performance? What is available to track and report?

Weekly coaching sessions are scheduled in advance and will continue until the eight week program is complete. Given the dynamic nature of executive calendars, flexibility in scheduling the weekly coaching sessions will be given the utmost consideration.

Upon completion of the registration and payment process, participants will be contacted within 3 business days to schedule their weekly Boot Camp sessions.

Price: \$1,500 per participant (minimum 1 participant)

Save the Date...May 1-3, 2015



Legacy, Leadership, Life
Connections Conference 2015

Mark your calendars for MAY 1-3, 2015 to be at the Q-Center in St. Charles, IL.

The **ANDERSEN CONNECTIONS CONFERENCE** returns for **ONE LAST TIME!** That's right ... it's back! And this time ... for **ONE LAST TIME**. You aren't going to want to miss this very special edition. Yes ... you might say we have saved the best for last.

CONNECTIONS was originally created as a way to gather the community of former ANDERSEN Recruiter, Human Resource, Training, Finance and Administrative Professionals. Over the years it evolved to include former Andersen partners and employees from each of these areas and Practice Professionals from all discipline!!

CONNECTIONS 2015 will provide you an incredible to connect and reconnect in the midst of an unforgettable experience of learning and development about Legacy, Leadership and Life. Watch for more details coming later this fall.

Registration officially opens November 1, 2014. BUT ... we want to offer you an opportunity to jump ahead in line by registering today! Just click here:

<http://bit.ly/1yAxqZS>

Andersen Alumni Benefits

For the most up to date listing of Alumni Benefits consider “Following” Andersen Alumni on Linked IN  and look up Products and Services

Social Media: Association’s LinkedIn Group (Join) and 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 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>

