



ANDERSEN ALUMNI™

Straight Thoughts, Straight Talk

"Serving Andersen Alumni Worldwide"

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Editorial

It is hard to believe we are already a month into 2011. It appears that is a good thing. I know it is for me. January started the year off with a victory for my Auburn Tigers in the BCS Championship. Not a bad way to start the year! While I traveled from Atlanta to Phoenix and back for the game, I could not get away from the Andersen network and what I learned there.

As we settled into our seats, we introduced ourselves to our fellow seatmates. Low and behold, our seat neighbor was an Arizona state legislator and an Andersen Alumni. He is a fellow member of the AndersenAlumni.com network. He thanked Warren Turner and myself for building and maintaining the website. He personalized the heartfelt sincerity we get all the time. He then introduced us to another spectator and Andersen alumni sitting nearby. It seems like We are everywhere.

The trip home was an adventure. There was an ice storm in Atlanta (home of Delta) and every flight out of Phoenix was sold out as the Auburn fans tried to make it back to the Southeast: seemingly every one of them trying to get to or connect through Atlanta. The ice storm caused several flights to be canceled but mine was cleared to go. We boarded and were set to go home. We sat and sat. After several hours Delta canceled the flight due to a mechanical issue. They said we had to deplane and reticket. At his point there were thousands of fans trying to get back to Atlanta. I think we have all been there before.

What is the point of this story? Well in the next few hours I experienced a classic

business and specifically Andersen-esque moment. The first ticket agent did the minimally acceptable job. He said Delta could get me out of Phoenix in 3 days and would issue vouchers for the hotel and meals. While my trip to Phoenix was a success, my son and I needed to get home. At that moment the ticket agent stationed next to mine saw our disappointment. She said” step over here and let’s see what we can do.” After a million key-strokes she was able to get us on a flight the next day out of Las Vegas to Dallas to Atlanta on another airline. That worked and we were able to get home one day late rather than three.

That experience reinforced the very best behaviors we experienced at Andersen. The second agent did not settle for the minimal acceptable answer and got creative. She went above and beyond the minimal acceptable level of customer service. Both agents had the same tools available to them to solve my problem. The difference was the commitment of the second agent to solve my problem.

I hope the start of 2011 has been good for you as well. We are planning further improvements to the website and network so stay tuned and keep you profile up to date so you won’t miss them.

Happy New Year

Kirk Hancock

North Highland, Expanding on the Andersen Legacy with an Integrated Approach and a Culture of Integrity: “The Best and The Brightest” in a post-Andersen World

For most Andersen alumni, “The Best and the Brightest” is so much more than a tagline that described the company we used to work for. It’s a reminder of why our Andersen pedigree still means something. It’s why so many of us are leaders at the companies we serve today. It’s why we take each other’s calls when we’re really too busy. And it’s why people continue to visit the Andersen Alumni site.

It also may be one of the reasons behind the success of North Highland, a global consulting firm based in Atlanta, GA. Its leaders tend to be quite modest about superlatives like “best” and “brightest,” believing in the importance of continual improvement and growth. However, North Highland is well known for the results it has helped some of the largest business, government and non-profit organizations in the world to achieve. The company achieves results for its employee-owners; too, as it has

routinely been among Consulting Magazine's "Best Firms to Work For" list. It is not entirely coincidental that one of the company's founders and half of its executive team members are Andersen alumni, as are a full 10% of the company's U.S. employees.

Values that Continue to Deliver Benefits

Dave Deiters, one of North Highland's two Presidents and an Andersen alumnus, feels that his firm's success and Andersen connections are deeply related. "With so many of us sharing a common heritage, we communicate, understand and can get into alignment more easily than not. This phenomenon includes lessons learned, what worked well, what did not work so well, leaders we all admired, and leaders we perhaps choose not to emulate."

Like its predecessor, North Highland believes in the importance of a consistent organizational culture. Deiters notes, "Accountability, a deep and professional care for clients, a commitment to developing our people, and, frankly, an aggressiveness that causes us all to push a bit are things that we learned from Andersen and have chosen to infuse through the North Highland culture."

North Highland CFO and Andersen alumnus, Kirk Hancock, adds, "One of the things that I took away from my time at Andersen is the feeling that I was part of a family. That's something we promote at North Highland, as well."

An Extensive Investment in the North Highland Values and Approach

A commitment to responsibility, accountability and belonging at Andersen came from that company's famed education program in St. Charles, Illinois. Although North Highland doesn't maintain a full-time training compound – per Hancock, "a company university isn't practical" – the company does provide every employee with intensive training and exposure to the company's values and approach, as well as other ongoing professional development.

In particular, North Highland's Leadership Alignment Professionalism and Stewardship program is offered a number of times a year and includes discussion, team building and development of a shared understanding. It is required for all employees, once they have been with the company for 3-9 months and is unique among training programs because it is led directly by the company's President, CEO and other top leadership. "It's a huge investment worth every penny," Hancock insists.

The return on that investment is a level of consistency and professionalism that pervades every interaction with every member of the North Highland team – both internally and externally. Talk to any employee and you'll hear a reiterated refrain of "focus on the client," the company's "integrated, holistic approach," and most importantly, the need to "do the right thing."

A Commitment to What it Takes to Find Problems and Deliver Solutions

That deep insistence on doing what's right – even at the expense of North Highland's own immediate profits – is a unique element of the North Highland culture. “At most companies,” Hancock explains, “the company comes first. That's sensible enough. But North Highland is successful because of our trusted relationships – with our clients, with our co-workers and with experts outside our immediate organization. We're valued because of our integrity. So, no North Highland consultant ever needs to ask permission to do the right thing.”

North Highland's integrated approach represents another way in which the company has sought to improve on the Andersen model. When consultants take on an engagement, they bring the entire knowledgebase of the organization, not just one area of expertise. “That's because most problems are complicated,” says Mike Lee, one of the Presidents at North Highland who is also an Andersen alumni. “A client may come to us for a technology solution, but the basis of their problem may also require a personnel solution or an operational process solution. In fact, they may not actually need a technology solution at all.”

North Highland also distinguishes itself in the ways in which consultants work with client organizations – and the ways in which they don't. “Our consultants live where they work, rather than living in a hotel Monday through Thursday for a six-month engagement. On the other hand, our consultants don't ‘go native,’” says Hancock, referring to the way in which some consultants become so integrated into their clients' organizations that they lose objectivity. “We have to maintain enough independence to be able to find the real problems and deliver solutions.”

Nancy Schultz, an Andersen alumna and North Highland's Vice President and Nashville Office Leader, explains, “We manage the many complex moving parts with our own consultant-led teams as well as the client's own teams of professionals to make sure that the client knows what we know, that what we implement is actionable and sustainable. We don't do everything for you, and then leave. Nor do we expect you to do everything while we ‘supervise.’ That way, we enable a consistent transfer of knowledge over the life of the engagement so results continue to add value over the long-term.”

Organizational Consistency and Sophisticated Clients Yield Successful Results

North Highland's Chief Executive Officer and Andersen alumnus, Dan Reardon, says, “Our culture is deeply integrated into who we are, how we do things and, frankly, why we are so successful. Processes and procedures may improve over time, especially as technologies evolve and industries change. But never at the expense of who we are and how we work with clients.”

Kirk Hancock says that the field of consulting has evolved so much over the past 20-30 years. “Buying consulting services requires more sophistication than it once did,” he explains. “The qualities that constitute value have grown. The company that charges the lowest hourly rate often winds up needing more people or time to complete a project. The

consulting firm that divides its organization into individual silos of expertise may not recognize how interrelated factors within a company may contribute to or exacerbate any given issue. And the firm made up of lots of small entities may have so much internal competition that they cannot recognize and do what is right for the client. Andersen alumni have the background and experience to appreciate these nuances as they seek the greatest value for their companies. As a result, they often are our best – and most successful - clients.”

Founded in 1992, North Highland is a global, employee-owned consulting firm that delivers strategic business solutions to Fortune 1000 clients, government agencies and non-profits. The firm has 47 offices in the United States, Europe and Asia-Pacific. We leverage our national and global network of cross-segment and cross-industry expertise to provide a comprehensive solution resource for our clients.

- Online at www.northhighland.com
- On Twitter at @NHighlandGLOBAL
- On Facebook at www.facebook.com/pages/North-Highland-in-the-Community/119345278117595
- On LinkedIn at www.linkedin.com/company/the-north-highland-company

Gratitude by Ed Maier, Former Andersen Partner

The recent tragedy in Arizona has resulted in a stream of articles, comments, blogs and other punditry trying to explain an extreme, irrational, senseless act. No amount of explanation or analysis can account for what happened. So let's let the law enforcement officials and other responsible professionals deal with the event and all of the attendant circumstances. And let us not contribute to the rhetoric. Let me suggest an action of a different nature.

The next time you interact with another human being, just thank them for the chance to do so. If it is the clerk in your local convenience store, greet them with a smile and thank them for helping you. If someone in your office has just made a mistake, remember that you have been in that position in the past; you appreciated it when a boss or a peer constructively criticized your work. So, thank them for their efforts and help them understand how to move forward in a positive way. If someone in your family has just done something that you think is “really stupid”, rein in your emotions, take a deep breath and explain your difference of opinion about their action in a rational, thoughtful manner. And thank them for being who they are and what they mean to you.

From time to time, throughout our careers, we have read leadership books, attended behavioral workshops, been professionally mentored or coached or been involved in group discussions about how to work or relate with each other in a more effective way. We have learned about how we can behave more positively, work more productively, communicate more effectively, build better relationships and be a better

leader. In many of those books, seminars, webinars and conferences, we have often heard about treating others with respect, following the golden rule, or adopting an “attitude of gratitude”. We have participated in conferences, held one-on-one discussions; sat through “wisdom circles”, listened to motivational CD’s and learned other techniques to help us do so. Then we left the seminar, turned off the webinar or put down the book and went back to our regular behavior.

I would like to suggest a simple task for each of you to consider. Tomorrow morning before you hustle off to the bustle of the work day, or tomorrow evening before you lay down to rest, make a list of five people you will interact with in the next day. Think about how these people affect your life in a positive way. The next time you interact with them, remember to thank them for the interaction. Try this simple action for three weeks, consecutively, or twenty-one days. There is a theory in human behavior that it takes twenty-one days to create a new habit. I have tried it and been successful with it; I have also failed with it.

I don’t believe that the world will adopt a generous dose of gratitude soon. I don’t expect my suggestion will heal the wounds of society. I do believe it will help you become a better person.

One of my favorite stories about gratitude is the Charlie Plumb story. I have heard several versions so I won’t try to repeat it here. I suggest you go to Charlie’s website at <http://www.charlieplumb.com/>, click on “About Captain” and “Parachute Story”. Enjoy.

Gratitude is a powerful force. Use it appropriately and feel its power. Thank those who pack your parachute.

As always, I am eager to hear your thoughts and to learn from you. Please feel free to write me at Ed@ThinkStraightTalkStraight.com and share yours.

Greenage Starts Cancer Foundation

Bob Greenage is currently the East Region HR leader for McGladrey. Bob began his career with Andersen in 1979 in the Atlanta office Audit practice after completing an internship in the Washington DC practice. He left Andersen after 4 years and joined a client where he held various accounting and financial related positions. He rejoined Andersen in 1990 in the Practice Management organization, first as the Audit Operations Manager then Director of Recruiting for the Atlanta office. In 1994 he transferred to the Chicago Office where he held positions in firmwide Partner Matters, Recruiting, HR and Contract Services. In 2000 he returned to the Atlanta office and led HR for the SE region until the last days of the firm.

Bob Greenage’s wife was first diagnosed with breast cancer in 2004. They married on February 29, 2004 and Belva started chemotherapy in March of that same year. Bob

lived up to his reputation of a man of high integrity and commitment and saw his new wife through the rounds of therapy and surgeries that encompassed what they thought would be her one and only bout with cancer. And then in July 2008, the monster returned now metastasized to the bone. Facing a horrific diagnosis and a lifetime of chemotherapy, the couple again embraced a new normal and devised a strategy to move beyond just surviving, but thriving and really living.

Belva's aggressive regimen for this recurrence of cancer began in July 2008. The doctor prescribed a regimen of 3 cancer drugs and as Belva began she was assured that the regimen would eventually move only to one – the miracle drug Herceptin, as the cancer that she has is a rare but aggressive form of breast cancer that is Her 2 Neu positive. But as the months wore on, the symptoms that would normally accompany this particular barrage of medicines did not materialize and has allowed the doctor to continue this life saving and cancer deterring regimen. As she got further into the treatment, the question arose – Why is Belva able to endure this treatment with few side effects and able to still maintain a great quality of life?

As this question was posed with the oncologist, he offered the following explanation -- .”Belva, first, despite the cancer diagnosis, you entered the process healthy and you take good care of yourself.” The answer intrigued Belva and she probed more about what it really means to take good care of yourself. The doctor pointed to eating well, managing stress and the incorporation of holistic therapies with the intense traditional cancer therapies.

As Bob and his wife realized the advantage that Belva had of being willing and financially able to incorporate acupuncture, pilates, yoga and personal training as part of her wellness plan, they decided that one way to pay it forward and to acknowledge God's grace and goodness in their lives was to start a Foundation. Thus the founding of the Belva Wallace Greenage Cancer Foundation in October of last year.

The Belva Wallace Greenage Cancer Foundation's primary goal is to facilitate the marriage of conventional and alternative/holistic treatment therapies to increase quality of life for cancer patients. The Foundation works to connect individuals and their families with the support needed navigate the maze of treatment options and necessities for their cancer journey.

The Foundation's mission is to transform the lives of people living with cancer, by assisting them during a serious health crisis with tools that will enhance quality of life.

The Foundation envisions a world in which:

- People diagnosed with metastatic cancer have options for living a quality life.
- Cancer patients have ample information about and access to holistic therapies that will complement traditional therapies.

- The medical community recognizes the opportunity to incorporate holistic therapies and is convinced of the efficacy of these treatments based on clinical evidence.
- The existing body of research currently focused on disparities in cancer treatment begins to recognize the importance of access to holistic therapies in addition to traditional regimens.

The Belva Wallace Greenage Cancer Foundation is just getting started and would appreciate your support. You can donate at the Foundation's website www.belvascancerfoundation.org. And be sure to join our Facebook group. Search for The Belva Wallace Greenage Cancer Foundation.

Q&A with C.E. Andrews, Alumnus and President of RSM McGladrey

Charles Elliott "C. E." Andrews was appointed president of RSM McGladrey in June 2009. Andrews joined the company after most recently serving as President of SLM Corporation ("Sallie Mae") following a 29-year career with Arthur Andersen. At Sallie Mae he served from 2003-2008 first as executive vice president of accounting and risk management, and later as chief financial officer, president and chief executive officer. Andrews began his career with Arthur Andersen in 1974 and became a partner in 1984. He held increasingly responsible positions in the firm, including key leadership roles in the metropolitan Washington office, the Mid-Atlantic Market Circle, the Southeast region, the United States National Practice and, ultimately, Arthur Andersen Global. He managed all lines of business at Andersen, including audit, tax and consulting before being named head of Worldwide Audit and Business Advisory Practice in 2001. His office, market circle and region were top performers annually in terms of quality, growth and profitability within Arthur Andersen and among competitors. After Andersen ceased performing professional services in 2002, he remained with the firm to assist with its orderly and successful dissolution.

When combined, RSM McGladrey, Inc. and McGladrey & Pullen, LLP, which go to market under the McGladrey brand, are the fifth largest U.S. providers of assurance, tax and consulting services.

Q: It's been nearly a year and a half since you became president of RSM McGladrey. How's it going?

A: It's going great. One of the first things I noticed when I joined was that this is a distinguished organization with top talent, innovative ideas and extraordinary ambition. As I looked deeper, I found that we have national and international expertise that rivals any I've seen in the industry, and a great local delivery style that allows us to build strong and lasting relationships with our clients. That's a combination that I believe no one else in our industry can offer, and we have realigned our organizational structure and business model to ensure we can continue to deliver it effectively as we grow.

Q: What is your vision for McGladrey?

A: Our vision is to be known as the only global firm with the “local” touch that brings world class assurance, tax and consulting expertise to our clients through enduring relationships built on genuine understanding and trust. It’s something we’re uniquely positioned to deliver, and it’s a point of meaningful differentiation in the marketplace. Unlike any other firm, we have real depth in three distinct market segments – the smaller size, entrepreneurial/closely held company, the traditional middle market and the larger end of the market – giving us the ability to scale up and down to render great services regardless of company size.

Q: You took big steps to launch a new brand and introduce a new PGA TOUR Fall Series event last year.

A: We launched our new brand last June and backed it with strong advertising, marketing and public relations activities to make a much bigger impact in the market than we ever have before. Our new brand is very clean and professional looking, but it’s our brand positioning that really gets at the heart of how we’re different. We invite clients and prospects to Experience the Power of Being Understood? – that’s all about building strong relationships and it’s a very different proposition than any of our competitors offer. Only after we understand do we bring our full global capabilities to help meet clients’ business needs. It’s a different way of marketing and providing professional services that is very powerful.

To sustain our brand among our clients and prospects, we teamed up with the PGA Tour to bring The McGladrey Classic to the Fall Series line up, with Davis Love III’s foundation serving as the host organization. We had an immensely successful first year, and as a result, contributed \$150,000 to our charities – Special Olympics and the Boys and Girls Clubs of Southeast Georgia.

Q: Why is McGladrey a great place to work?

A: We’re doing a lot of exciting things that benefit our employees as well as our clients. We are nationally recognized for our flexibility and intern programs. We have also been recognized as one of Business Week’s Best Places to Launch a Career. New associates who join McGladrey are active players in the game from the beginning; not spectators on the sidelines. They get the training and opportunities to build technical skills, but they also begin building critical relationship skills earlier in their careers. Of course, we offer career development opportunities, great mentors and all of the other things you would expect, but I think it’s our approach to client service that makes this a very special place to work.

MARK YOUR 2011 CALENDAR , UPCOMING ALUMNI REUNIONS

| Date | Location | Registration |
|-------------|-----------------|--|
| May 4, 2011 | Chicago, IL – | www.consultingmag.com/Andersen |

If you are aware of upcoming alumni events we would like to know more about them. Please email admin@andersenalumni.com with the date, location and registration information and we will update the Andersen Alumni Association Website www.andersenalumni.com (News & Events) and post in future newsletters.

Save the Date: CONNECTIONS 2012

What started as a reunion of Andersen's former Recruiting and Human Resources groups, has now grown into a national leadership conference. Now open to all former Andersen Alumni, CONNECTIONS 2012 will bring a combination of great content and meaningful connections. It promises to be a powerful experience right from the Friday evening opening session straight through the Sunday mid-day closing. It all takes place at the Q-Center ... the former Arthur Andersen Center for Professional Development. St. Charles is filled with great memories of the past ... but CONNECTIONS 2012 will be about equipping you for the future. Start making your plans now to be back in St. Charles February 26th – 28th 2012. More details coming soon! In the meantime, for further information please contact John Blumberg at johnblumberg@keynoteconcepts.com.

Andersen Alumni Benefits

Liberty Mutual

Andersen Alumni Association has partnered with Liberty Mutual, the nation's fifth-largest auto and home insurer. Through Liberty Mutual's Group Savings Plus® program, Andersen alumni may save up to 10 percent on their auto insurance and 5 percent on their home, condo or renters insurance*. That can be hundreds of dollars back in your pocket. Plus Liberty Mutual offers their customers who have both auto and home policies an attractive added multi-policy discount.

In addition to discounts, Group Savings Plus® offers Andersen Alumni:

- The freedom to purchase insurance the way you want: through a personal sales representative at more than 400 offices countrywide, a toll-free telesales center, or online.
- Convenient payment by automatic checking account deduction or direct billing to your home
- 24-hour toll-free claims service
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The way we access the internet is evolving and it is vital that your web presence and the way you present your products/services/information online adjusts with it. Now is a perfect time to get your website into the hands of these new internet users or maybe just enhance it with a custom application for use on the iPhone or Android phones.

Contact us today and find out if your website is mobile ready and what it would take to get it there. Special pricing will be extended to all Andersen Alumni members!

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LinkedIn Group

The Andersen Alumni Association has worked with Linked In to obtain a designated group status which can be added to your Linked In Profile. To request the Association Status added to your Linked in Profile click on the following:

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

Facebook Fan Page

Andersen Alumni Association has worked with Facebook in creating a fan page. Simply go to Facebook and search on Andersen Alumni.