



ANDERSEN
ALUMNI™

Straight Thoughts, Straight Talk

"Serving Andersen Alumni Worldwide"

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Editorial

Maintaining a successful and relevant business in an age of technological disruption requires an adaptive team, a culture of life-long learning and strong leadership. I could not help but think of these traits as I watched Alabama win the College Football Playoff and be declared National Champions on Monday January 8th, 2018. A coach, not afraid to make a #BoldMove, replacing his starting quarterback, one with a winning record of 23-2, in favor of a freshman with little playing experience. A team following direction and executing like no other, preserving its place in the record books. What #BoldMove are you willing to make in 2018?

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.

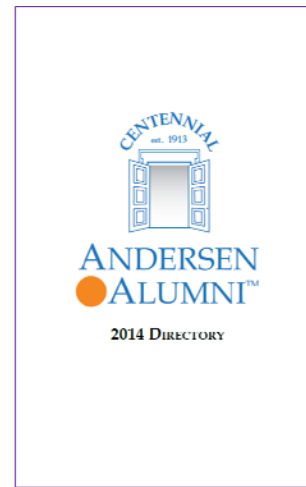
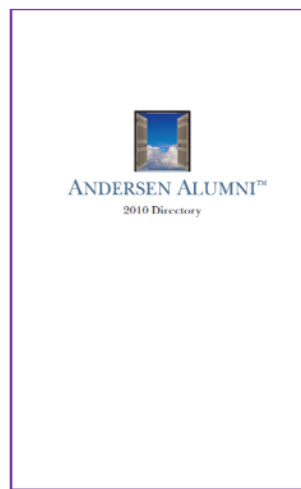
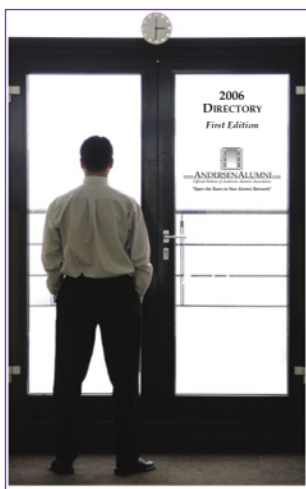
Sincerely,
Kirk Hancock
Editor

Alumni Last Call – Directory Publication

Andersen Alumni Association and PCI will be wrapping up efforts on our 4th Edition Quadrennial Directory due out Fall of 2018. If you have not updated your contact and profile information please do so now.

IMPORTANT ALUMNI VERIFICATION NOW DUE

Call 1-888-373-1268 Today



Please encourage other alumni to update their information as well. If you need more information email admin@andersenalumni.com Let's make the 4th Edition our best Directory yet.

Andersen Global's Continued Growth

By **Mark Vorsatz**, *Global Chairman and Andersen Tax LLC, CEO, former Partner Arthur Andersen LLP (1979-2002)*

As the new year begins, I am excited to share some of the astounding international growth Andersen Global experienced in 2017, as well as the outlook for 2018. In 2017 alone, we added over 30 new locations, and both the size and quality of the firms joining us has been remarkable. Andersen Global's continued growth, integration of services, and strategic build-out with like-minded, synergistic individuals and firms has allowed us to truly become a global firm.

Our expansion of legal services and our combined tax and legal capabilities put us in the top 100 based on the number of lawyers in our global organization and has been a game changer for our firm. Thanks to our progression, we've been able to build a competitive

platform and complement our deep bench of practitioners with expertise from across the globe, including Latin America, Europe, Africa, North America and the Middle East. This means that both our commercial and individual clients are afforded seamless service in the more than 84 locations where we now have a presence. At the end of 2016, Andersen Global had a presence in 51 locations worldwide. Needless to say, 2017 was a busy year.

Since Andersen Tax's 15-year anniversary in July, the global organization has added an additional 19 locations in the places where our clients are investing, operating and exploring opportunities. Collaborating firms joined us in Uganda, Tanzania, Spain, Greece, Cyprus, Canada, Ecuador, Lebanon, Saudi Arabia, the United Arab Emirates, Kenya, Uruguay, Brazil, and Egypt; and we debuted the Andersen name in Ireland, Turkey, Canada, and Israel. This tremendous growth positions us to better serve our clients now and in the future, and already we are seeing the impact. We are better able to provide a seamless experience for our clients and collaborate effectively across the globe. Even more significant, the law firms that we are adding to the organization are in the top few in their respective countries. Providing best-in-class legal services is a real differentiator for our firm and our clients. This enhances the scope and depth of the services that we provide, and allows us to complement our proactive tax advice with legal solutions to effectively address the issues facing our clients today. With legal services in about 25 countries now, we are moving forward on all fronts and addressing key markets while continuing to focus on the quality of the practices, not the quantity.

It is important to provide balance to our growth, such that we can absorb and digest as a global firm. With that goal in mind, we are working on putting a global management structure in place with quality individuals who can help lead our firm. A Senior Advisory Council and a global Advisory Council were announced in the fall, and we recently put regional leaders in place for Europe, North America, and Latin America. Additionally, we recently appointed regional global boards, including a North America Board and a Latin America Board. This new structure demonstrates a significant step in our development as a global firm, and will continue to evolve as we increase our global footprint with a strong focus on Africa and the Middle East in 2018.

Today, Andersen Global announces the appointment of two global committees which for the first time include Partners and Managing Directors from all over the world. Please join me in congratulating our Compensation Committee (Joseph Karczewski-Chair, Ilan Ben Eli, Rubens Branco, Jerry DesRoches, Pablo Ibáñez, Sid Luckenbach, Francesco Marconi, Paolo Mondia, Jaime Olleros, Dorice Pepin and Joe Toce) and our Board and CEO Nominating Committee (Ellen MacNeil-Chair, Bill Amon, Delphine Bariani, Pierre Bouley, Andrea De Vecchi, Dan DePaoli, Mary Duffey, Leonardo Mesquita and José Luis Montes).

The professionals in these committees bring real value to the organization and embody the Andersen culture. As we continue to collaborate globally and expand, it is becoming more important to receive input from a diverse set of backgrounds and perspectives to support the global organization. We are doing something special and these leadership groups will play a key role in that process. Our global management structure has really

come together over the last year and I continue to be impressed by the demonstrated commitment of our partners to building and supporting a truly global firm.

2017 was an extraordinary year for growth and we will remain measured in our approach as we continue to focus on best-in-class solutions, stewardship, and delivering a seamless experience for our clients. Andersen Global now has more than 2,500 professionals worldwide through its member firms and collaborating firms and we are positioned to add several locations in the first quarter of this year. I expect we will celebrate our 100th location before the end of 2018 – a tremendous milestone for the firm. However, as I have stated in the past, growth is not our goal – it is a byproduct of the quality of the services provided. I'm proud of where we are as a firm because of what our global growth means for our clients and our people.

If you would like additional information about [Andersen Global](#), please contact me directly or connect with us on our LinkedIn page or at www.Andersen.com.

The Ghost of Christmas Past

By Ed Maier, Former Andersen Partner

I hope each of you had a wonderful Christmas and New Year holiday and had the chance to spend some meaningful time with friends and family. And, I hope you are refreshed and energized by another new year and the plans and goals you intend to accomplish in it.

Just prior to year-end, I had the opportunity to see one of my favorite plays again—A Christmas Carol by Charles Dickens. I am sure you know the story, but as you contemplate what you wish to accomplish in the year ahead, I ask that you draw on a bit of nostalgia.

You will remember in the play that the main character, Ebenezer Scrooge, is visited by four ghosts – the ghost of his former business partner, Robert Marley; the Ghost of Christmas Past; the Ghost of Christmas Present and the Ghost of Christmas Yet to Come. As you think about the coming year, devote some time to thinking about your Ghost of Christmas Past. In Dickens' novel, this ghost transports Ebenezer back to his boyhood, his youth. It reminds him of how much fun and enjoyment he had as a young boy, even though there were some difficulties in that part of his life.

As fellow alum of Arthur Andersen, I suggest you think about this part of your past--the spirit you felt inside Arthur Andersen and the great feelings and experiences we had working there. When I think about the firm, I remember several of the fundamental principles that guided us as an organization and the impact they have had upon me since then.

First and foremost was the concept of Think Straight, Talk Straight, which came from Arthur Andersen himself. I have never found a specific “definition” of what he meant by

that. But I did find a quotation from him in which he said that he learned this concept from his mother and it stuck with him all his life. As I have thought about it, it is a pretty straightforward and simple philosophy. But over the years, as others have asked me about it, I have developed my own meaning of this powerfully brief statement.

If you think straight, you gather the facts and verify them. You make your decisions based on the facts, but you also understand the context in which they are presented. You must avoid the noise and the fluff—anything that is not relevant to the problem at hand and is not fact-based. Facts can be complex, but if so, you must break them down into their simplest parts so that they can be clearly understood by others. Then you apply appropriate logic and reasoning to the facts that you have when you communicate them to others. Finally, you draw your conclusion and prepare to talk straight.

When you talk straight, you tell it like it is. Explain the facts to your listeners, express the context of the problem and communicate your conclusion. Don't sugarcoat your answer, but be respectful of how it may impact others and how they may interpret it. Communicate your point of view simply and then validate the understanding of your listener. Throughout your communication, be courteous and respectful of the viewpoint of others.

Stewardship was another value I understood much better after working for Arthur Andersen. I have tried to practice it as I have walked down various paths in my life. I clearly remember the first time it was mentioned to me in the firm. It was simply stated by one of the partners with whom I interviewed. He said: "It is my responsibility to make the firm a better place for those succeeding me, as was done by those who preceded me." That is a simple "talk straight" message about stewardship that I try to apply to every facet of my life. I recommend you consider it an important value in your life also.

A good steward cares about the others with whom they work, deals with others with integrity and treats them in a consistent and fair fashion. Embedded in the stewardship principle is the simple foundational principle of doing unto others as you would have them do unto you. Need I say more about this one?

Another principle we often referred to was known as the "one-firm concept". We had our processes for auditing, we had our processes for delivering tax services and we had our processes for running consulting engagements. And despite linguistic and regulatory differences around the world, you would find those processes consistently applied in all of our locations.

Quality is another value that was important to us as a firm. As the Ford Motor Company said in a famous slogan many years ago, "Quality is Job 1". What customer have you ever served who does not want a product or service that meets their quality expectations? What service or product do you purchase for which you will accept something below your own quality standards? Referring to the previous thought about consistent processes, we had reams of consistent processes supporting the delivery of quality services to our clients. These existed in all of our practice areas.

Arthur Andersen was always committed to the development of its people. You didn't have to look much further than the brick-and-mortar investment that the firm made in the St. Charles facility to understand that level of commitment. And, as the firm grew globally, similar investments were made in other parts of the world. But the commitment to people development was not only with physical capital. Thousands of people around the world contributed to the preparation and delivery of professional and educational materials to help all of our employees grow in their own professional and personal development.

Beyond our own development, as we grew in the firm we were encouraged to make a commitment to contribute to a better community, society and profession. This could be through donations of time or money to charitable, professional and academic organizations. Thousands of our people volunteered to serve their community by participating in charitable, civic and professional activities.

So as you plan your next year, or develop your own resolutions; as you consider the mountains you will climb and the goals you will accomplish, first devote some time to consider your own Ghost of Christmas Past. What did you learn from your experiences at the firm? At your other places of employment? Within your communities and families? What works for you? What doesn't work for you? That ghost can remind you of some powerful messages. Things have happened in your past that have helped you succeed. Things have happened in your past that have challenged you. Some even may have resulted in failure. But you should not ignore them as you strengthen your resolve and build your plans for the future.

As you plan your future, remember your past. Consider your own Ghost of Christmas Past and what you learned from it. Good luck with your plans and resolutions for the year!

As always, I am interested in your thoughts. With respect to more details about this subject, if you are interested, I have a couple of newsletters that you might consider. Feel free to write me at ed@thinkstraighttalkstraight.com.

Setting the Bar

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

I used to cringe a bit when asked a question to which I didn't know the answer. During the period when I was writing the manuscript for *Return On Integrity*, I was asked a number of questions to which I had no answer. It comes with the territory when trying to explore old concepts in fresh new ways. I'd like to think it was these questions, rather than procrastination, that turned my intended one-year project of writing the book into a four-year journey.

Following the publication of the book, I anticipated ... and eventually desired ... that these kinds of questions would not only continue, yet increase. For these questions surface from a reader's engagement. Questions are not always in search of answers. Rather, they are an invitation to exploration and reflection if you allow them. A couple of weeks ago I was asked one of these questions towards the end of my presentation:

So, who gets to set the bar on integrity?

It's a good question ... a question far more in search of exploration than explanation. It could also be an unintended search for an easy solution to an otherwise far more adventurous insight to integrity.

Setting a bar for integrity has more to do with compliance than realizing the full potential of core values. In other words, if someone can just tell us the standard to meet then integrity becomes just another measure of our performance. This is not to say that compliance is not important ... it has its place. It just should not be confused with integrity. Compliance can be a great data point and provide some wonderful teachable moments. Yet, integrity is something different.

There are three words that surface within the definition of integrity that can be quite useful:

Whole. Entire. Undiminished.

You might think of this as "integrated." Integrity is not a measuring stick (or bar) ... it is a state of being. A condition. Rather than being measured from without, it is created from within. Outward signs of measurement do little for us without intentionally connecting to an inner compass.

You might also think of this integrated state of being as a state of flow. Psychologist Mihaly Csikszentmihalyi of the University of Chicago, established the importance of "flow" in his best-selling book by the same title. I would suggest that flow is established when we are in a state of integrity ... where all is integrated. This is true individually ... and is just as true collectively in an organization. An individual not in this state of flow can become a clot in the collective flow of an organization.

In an organization, the individual flow has to converge into a collective flow of shared organizational values. It is not possible to think of this individual flow or collective flow as separate from each other. They are intrinsically connected for as long as they are together. And any vision, mission, strategy or measurement is accountable to that flow.

Not the other way around.

In this state of accountability ... vision, mission, strategy, measurement and every individual are well served. Yet, the flow of this collective river always begins individually from within. There is no bar that can ever be set to replace the height or depth to which this collective flow can reach ... whether it is the geysers of Yellowstone or Niagara Falls.

John G. Blumberg is an Andersen Alumni, a national speaker and author of several books including his just released book, *Return On Integrity: The New Definition of ROI and Why Leaders Need to Know It*. It is available on Amazon and at major bookstores. You can connect with John at <http://www.blumbergroi.com/connect>

Please Take the Time to Do This Important LinkedIn Function

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”)*

Are you taking enough time to evaluate and respond to your inbound requests to connect on LinkedIn?

I'm guessing probably not.

During the fifty or so one-on-one LinkedIn consultations I've done over the past few months, I learned that most people have a just-get-it-done attitude when it comes to responding to invitations to connect. Well, personal experience has taught me that a thoughtful, personal response will many times open the elusive door to opportunity, and here are some simple ways you can capitalize on these invitations.



Attitude is everything

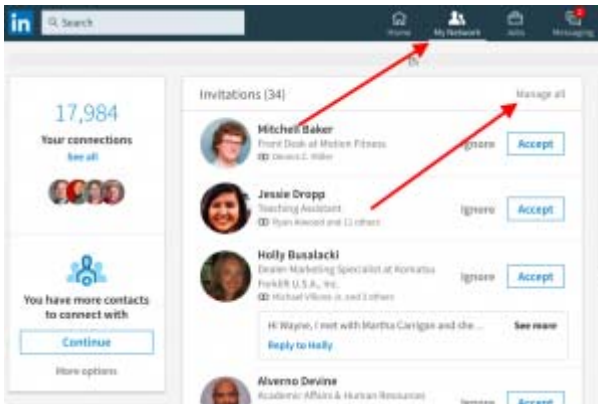
Most people who invite you to join their network are hoping to build on a relationship you already have or start a new relationship that will be mutually beneficial.

Granted—there will be [spammers or people who do not have your best interests in mind](#). That's one of social media's unavoidable challenges. But simply click *Ignore* and get rid of them as fast as you can.

Now, some people won't take the time to explain why they want to connect with you—and others won't even know how to send a personalized note. But if you start with the premise that these people could be referrals from your longtime clients and not simply people who just want to sell you something, it will be easier to spend a few extra minutes considering whether they'll be a good addition to your network.

How to uncover potential opportunities

Rather than addressing your inbound invitations while you're standing in the grocery checkout line, set aside some time to devote to this task. Then open the entire list by clicking *Network* in your top toolbar and choosing *Manage all*. Then evaluate each invitation as follows:



If you know the person well and interact with them often, click the *Accept* button and, at a minimum, send a message back to thank them for initiating the invitation and express your desire to help each other in the future.

If the person or the company they represent sounds somewhat familiar to you, go directly to their profile and see what information you can gather.

- How do they describe themselves in their Headline and Summary?
- How many connections do they have and how complete is their profile?
- How many and who are your mutual connections?
- What responsibility do they have in their current job and where did they work in the past?
- What are they sharing and writing? (View their *Articles and Activity*)
- Where and when did they go to school?
- What accomplishments do they display?

This information should help clarify whether they would be a good addition to your network.

If you choose to accept them, I challenge you to **send a follow-up thank-you message**. This simple, kind gesture will be the first step toward growing this relationship into one that will produce results.

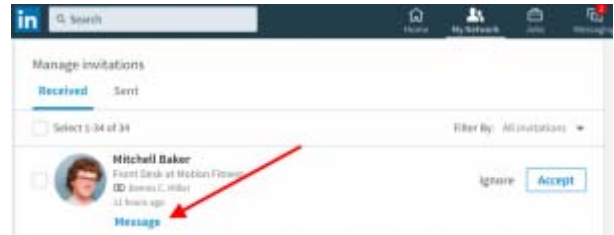
It can also be advantageous to **offer something of value** in your note, like a helpful resource or an invitation to an upcoming event. You can either attach the information or provide a link to it.

Another simple way to add immediate value to this relationship is to **introduce them to people in your network** who could help them in some way—and hopefully the introduction will be beneficial for both parties.

If you'd like to take it a step further, **suggest a follow-up phone call or meeting**. I use [Calendly](#), a calendar sharing tool that makes it easy to book an appointment with me.

If neither the person nor the company they represent is familiar to you, don't hastily click *Ignore* but instead follow the same vetting steps mentioned above. You may just find some gold in them thar hills.

They took the time to send you an invitation and undoubtedly have a reason for wanting you to join their network. If you'd like to uncover the reason, you can send them a message before accepting the invitation by clicking *Message* below their entry on the *Manage Invitations* page.



Spend the extra time, and soon those relationships will bring new opportunities you would have missed if you had hurried through your inbound invitations.

SPECIAL OFFER

For more simple strategies to improve your LinkedIn ROI, along with a detailed critique of your profile, take advantage of my limited time offer: a one-hour, [one-on-one phone consultation](#) for just \$175 (50% off my regular fee).

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.

Not getting positive press coverage for your business? Seven quick steps to turn that around.

By John Vita, former Director of Global Public Relations at Arthur Andersen, and now Managing Partner of John Steven Vita Communications.

We surveyed more than 100 journalists around the world at major newspapers, radio and TV stations, magazines and news wire services. While there were slight variations based on region on some issues, there was one unimous finding: they don't think the press releases and pitch materials that PR people send them are very good. In fact, 90% said that what they receive is deleted after only reading the email subject line – never opening the email.

Which makes this all the more troubling as the value of positive press coverage in outlets like The Wall Street Journal, Financial Times, Economist, CNBC and Harvard Business Review is enormous, especially when you then take that press coverage and amplify it further through social media. Those two present the greatest ROI in raising brand awareness.

I am not saying abandon the press, but let's be smarter in working with them. Here are eight tips to consider in writing a press release for the purpose of getting a journalist to use it:

1. Brevity is key. Do not write it like a white paper – never more than two pages.
2. Don't write it like a lawyer: "Cloud International ("Cloud" or the "Company")," because it makes it harder for the journalist to work with and no one I know talks like this (other than a lawyer).
3. Make sure the subject has not been recently covered. If the subject has been covered, you'll need a first contrarian point of view. "Me-to" stories don't get off the ground very well.
4. Avoid headlines and sub-heads that are philosophical and not fact based, positioning yourself as an expert with Bill Gates, Warren Buffett or Richard Branson. Make sure to answer the questions: so what, who cares, what's in it for me?
5. Don't bury key facts in the back of the press release. The most important data points need to be in the headline and sub-head, and included in your email subject

line. You aren't writing a screenplay in which in the end, you solve the problem. Get the facts out first, then write the short narrative afterwards.

6. The press release will most likely need a local angle (who will be impacted) and a time peg (why they should run the story now). For instance, Detroit press will most likely not be interested in something happening in Phoenix that does not impact people in Detroit.
7. Avoid lots of long quotes from a number of senior level executives in your company. This is good for making everyone happy and not in getting a journalist to use it. One quote, 2-3 sentences in the second or third paragraph is all you need.

And if you are considering hiring a PR firm, make sure that your account person knows what is newsworthy (and can demonstrate past success in the area), and is creative enough to make something newsworthy when it isn't.

Keep This on Your Recruitment Radar in 2018, What's Trending Today in Compensation

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

As someone who specializes in executive search, I'm often asked to prognosticate about trends that will influence hiring. While there are many factors that will impact your ability to attract, engage and hire the best talent, particularly within professional services firms, that one that potentially has the greatest impact of all will be **compensation**. On its face, my focus on compensation may seem counter-intuitive. It may also seem like a yawner as overall U.S. salary budget increases (for all jobs, excluding very specialized, in-demand positions) are pegged at [approximately 3.2%](#), and flat compared to last year. This phenomenon can largely be attributed to employers shying away from institutionalizing across-the-board pay increases that end up as fixed costs, as reported in [this article](#) titled "Your Chances of Getting a Bigger Raise or Bonus in 2018 Just Went Down". Globally, according to Aon, the pay picture is somewhat rosier with [84% of surveyed countries](#) planning to spend more.

However, even within this context, I stand firm. For 2018, my mantra is "follow the money". Here's my best advice for what you need to do when hiring talent in the coming months:

Scan external markets. Pay especially close attention to talent supply and demand on several levels: (1) within your industry (2) for specific positions within your business units and (3) for the geographic regions in which you operate. Like many of my clients, you may uncover surprises within various niches that impact your compensation competitiveness. Subscribe to professional salary reviews; use compensation-related info from exit interviews; check out Glassdoor and other similar sites for insights and use your external recruitment consultants as a sounding board about pay practices. Professionals in my industry - and those running your internal recruitment function - ought to be able to provide an up-to-the-minute snapshot of total compensation for specializations, by geography. If not, you're probably not working with the right consultants or your internal talent acquisition team doesn't have the time, resources or skills that you need.

Invest time in internal education. Share the information gained about compensation with all hiring managers, especially as it relates to their functional areas. I have found that hiring managers often have no idea or, alternatively, outdated ideas about realistic pay scales. Armed with "real" and current information, they will gain a much better understanding of the type of hire they can afford. As the saying goes, "you get what you pay for" so having realistic, data-based expectations is critical to getting the best talent

possible at the right price.

Monitor recruitment-related regulations in your city/state. There is a growing movement to prohibit employers from asking job candidates about their salary history in interviews or on applications in an effort to eventually eliminate pay inequalities between men and women and for minorities. The regulatory landscape is shifting rapidly but already New Orleans, New York City, San Francisco and Philadelphia have adopted this law or it is about to go into effect. States on the list include Oregon, Massachusetts and Delaware as well as Puerto Rico. This is one to really watch in 2018. My firm is doing a live poll on this issue - to participate, [go here](#).

Finally, consider the connection between compensation practices and employee behaviors. More than a handful of recent business headlines have focused on corporate misdeeds where compensation was the culprit. Compensation practices, for instance, motivated a prominent bank's frontline staff to open up over 3.5 million bogus customer accounts. Knowing that money motivates people in both good and bad ways, conduct a holistic review of your total rewards package and look for potential problems before they become serious. This just makes good business sense. Admittedly, there are no guarantees that bad stuff won't occur but mitigating the risk now, as opposed to potentially dealing with scandals later, is well worth the effort.

Yes, there is a lot to consider in 2018 regarding compensation. Some of what I've advocated above may *require* a reaction given the legal consequences. Others (such as re-tooling compensation to avoid rewarding unwanted behavior) may seem "optional" or lower on the scale of priorities. I'd warn against that, however. Compensation is a powerful tool, whether it's used to hire, motivate and retain the best people. It's also possibly your single largest business expense. Now, more than ever, make a resolution to get it right in 2018.

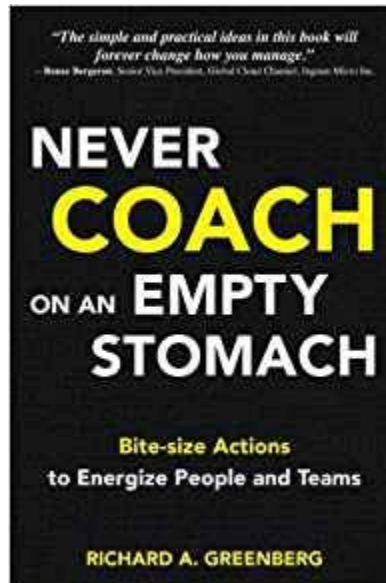
Happy New Year, everyone!

Alumnus Book Release: “Never Coach on an Empty Stomach, *Bite-size* Actions to Energize People and Teams”

AVAILABLE NOW AT AMAZON, BARNES & NOBLE... For more on the book, click here: [Never Coach on an Empty Stomach: Bite-size Actions to Energize People and Teams](#).

BY Richard Greenberg, Principal, Arthur Andersen (1997 – 2002)

THE BOOK IS FOR EVERY MANAGER WHO WANTS TO LEAD AN ENERGIZED HIGH-PERFORMANCE TEAM.



Here's what others are saying:

“The simple and practical ideas in this book will forever change how you manage.”

—Renee Bergeron, Senior Vice President, Global Cloud Channel, Ingram Micro

“Richard makes people wake up. This is a must-read book for every leader (early, mid, or late in career) who wants to engender respect, engagement, and results from direct reports.”

—Bob Wolpert, Corporate Senior Vice President of Golden State Foods, and President, Quality Custom Distribution (QCD)

“The definitive book for every manager who wants to improve their coaching skills. I give this insightful book my highest recommendation.”

—Tom Norton, Senior Vice President Human Resources, KB Home

“This is clearly the right message told in the right way to all managers seeking ways to help create a high-performance culture from their management, and coaching skills. The correct coaching methods that Greenberg is able to demonstrate are the keys to great leadership.”

—Keith Oldridge, former CEO and Vice Chairman, Swann

“This book is a must-read for anyone who strives to sharpen their skills in leadership, management, and creating a powerfully productive organizational culture. Richard Greenberg has written the ultimate coaching guide for leaders at all levels.”

—Judy Belk, President and CEO of The California Wellness Foundation

“As I read this book the smile on my face became brighter, larger, and more joyful with each chapter that I consumed. This is a peaceful and easy read, bursting with equal parts wisdom and practicality. I am quite sure this book will become my newest companion, guiding me step-by-step on my journey to find that elusive balance between work and play.”

—Nancy Pope, Senior Vice President, Paramount Pictures

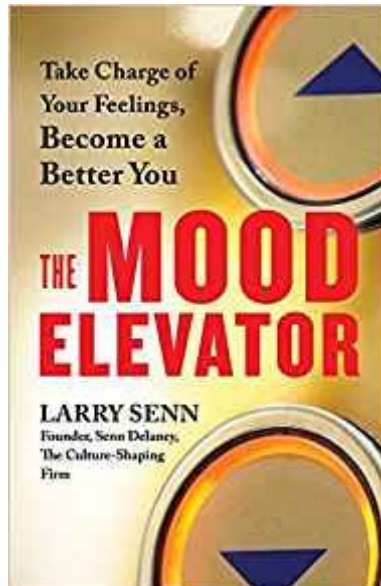
Richard is president of The BreakThru Alliance, an international coaching and consulting firm he founded in 2008 based in Marina del Rey, California. His innovative thinking has led to improvement in organizations ranging (alphabetically) from Avery Dennison to Yamaha Motor Corporation, and in size from small to very large. He is a former educator at USC’s Marshall School of Business; was a principal at Arthur Andersen in Los Angeles; has completed projects in over 30 countries; served as chief HR officer for a media and entertainment company; and was operations manager at a successful retail chain. He has published a dozen articles in business journals and one book. Richard lives in Los Angeles, California, with his wife of thirty-two years and has a grown son and daughter, who have taught him as many life lessons as he has hopefully taught them.

Alumnus Book Release: “The Mood Elevator: Take Charge of Your Feelings, Become a Better You”

AVAILABLE NOW AT [AMAZON](#), [BARNES & NOBLE](#)... For more on the book, click here: [The Mood Elevator: Take Charge of Your Feelings, Become a Better You](#)

BY Larry Senn *Founder Senn Delaney Retail – which was an Arthur Andersen Company*
Currently Chairman Senn Delaney, Heidrick & Struggles Culture Shaping Group

In this very practical guide, Larry Senn provides an operating manual to help you live life as your best self. Through Senn’s decades of work as a consultant, the Mood Elevator has been enthusiastically embraced by hundreds of thousands of people around the world. By sharing his work with a wider audience, Senn hopes to help all of us live a more fulfilling and successful life.



Here’s what others are saying:

“Larry Senn and the concepts he teaches, like the Mood Elevator, have had a profound impact on my career, on the success of Yum! Brands around the world, and on me personally.”

—David Novak, former Chairman and CEO, Yum! Brands, and author of *Taking People With You*

“Larry’s tools for teaching leaders how to do the ‘right people things’ leaves an indelible mark on the emotional IQ of any business enterprise. The Mood

Elevator has become an important part of the nomenclature of the three companies I've run.”

—Mary Frissora, President and CEO, Caesars Entertainment

“There is so much to be gained from an attitude of gratitude and understanding how to get there. Larry Senn is doing a great service by bringing the Mood Elevator to a larger audience.”

—General Josue “Joe” Robles, Jr., former President and CEO, USAA

“Larry Senn has had a profound influence on my life through elegant yet simple principles, now found in *The Mood Elevator*. Practice the lessons in *The Mood Elevator* and the arc of your life will be changes forever- for the better.”

—Dr. Gordon Gee, President, West Virginia University, and former President, The Ohio State University

“*The Mood Elevator* inspires leaders to live more of life at their best, build better relationships, and create more success.”

—Leslie H. Wexner, Chairman and CEO, L Brands

“It is an amazing book that elevates your moods to the highest levels and unlocks your potential to achieve all-around success in your life. I wish I had this book long ago.”

—Professor M.S. Rao, international leadership expert

Dr. Senn has been referred to in business journals as the Father of Corporate Culture, based on his field research: the first systematic study ever conducted on the concept of corporate culture. This led him to an early personal vision of finding a way to enhance the lives of people, the effectiveness of teams, and the spirit and performance of organizations. That vision became Senn Delaney Leadership, the first firm dedicated to shaping the culture of organizations.

Senn Delaney has worked with over 100 Fortune 500 CEOs and their teams, university presidents, state governors, and members of U.S. presidential cabinets. He is also co-author of several books, including the best-selling *Winning Teams*, *Winning Cultures* and *21st Century Leadership*. Larry's personal purpose is to help an ever-widening circle of people live life at their best mentally, emotionally, physically, and purposefully. That purpose led him to add the *Mood Elevator* as a concept to Senn Delaney culture-shaping seminars, which have reached tens of thousands of people, and to write this book to reach even more.

Alumni Sponsors Wanted

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 addition qualified sponsors for 2018. If you think your company may benefit from a strategic partnership with the Association please email Admin@andersenalumni.com for more information.

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Coming Soon – A new mortgage benefit for Andersen Alumni.

When you complete a mortgage loan with [Jennifer Sobocienski](#), (Andersen Alumnus and now Sr. Mortgage Consultant – NMLS# 755995,) at Wintrust Mortgage you will receive a \$500 gift card within 30-45 days after closing. Once the benefit is active, more details will be formally announced, including a dedicated alumni website. Jennifer Sobocienski is an alumni from Andersen's Chicago office. She is formerly a CPA and has been in the mortgage industry since 2005, <http://www.sobomortgage.com>. Wintrust Mortgage is part of Wintrust Financial Corp., a well capitalized, diverse, \$20+ Billion asset financial services company and Equal Housing Lender. Wintrust lends in all 50 states and is one of the larger bank-owned retail lenders in the country.

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:

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

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

