



ANDERSEN
ALUMNI™

Straight Thoughts, Straight Talk

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Editorial

Where have all the smart people gone?

Economic cycles are prone to bubbles that grow so big they eventually burst and wreck havoc on everything around them. We all know of the historical bubbles: from the Great Tulip bubble, to the Dot Com bubble to the recent US Housing bubble. I think there is one more bubble that we hardly recognized but we are witnessing it burst even as you read this.

I am talking about the end of the "smart guy" bubble. You may have never heard of it but for two long we seemed to accept the idea that there was a special caste of intellectual elites that knew more than everyone else. We were too deferential to their ideas and behavior because we bought into the belief that due to their education, technology or wealth they knew more than the rest of us. We held back on our thoughts and actions despite our own private concerns that the intellectual elite might be wrong.

Who am I talking about? These intellectual elites were often found in the field of finance. I am talking about the great investment bankers who funded the housing bubble. I am talking about the hedge fund managers that for a few years had astronomical returns but today they look rather pedestrian. I am talking about the globalist that said the sky would fall if Britain voted to leave the EU. The list goes on and on. These people dominated the media and seemed to go unchallenged.

If there is one thing the last few years has shown there is no fixed intellectual elite caste. Some have a few moments in the sun and disappear. Others do not leave so quietly but in the end they too prove they are fallible.

So what does this mean? Of course there are plenty of very smart people who work incredibly hard. However, they are not demi-gods and they are fallible. We should all remember that and guard against becoming too deferential to the new crop of elite who will certainly step forward. I am reminded by the phrase that was drilled into me as a young auditor. It would be wise to maintain a “healthy skepticism” the next time we see our society check reason at the door and give too much reverence for the elite.

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

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

Sincerely,
Kirk Hancock
Editor

Our House

By Gerald D. DesRoches, *Andersen Alumnus (1982-1997, Hartford, CT and 1997-2002, Stamford, CT) and Managing Director, Andersen Tax*

Last month, I had the pleasure of returning to St. Charles, IL. It's a location most would not recognize as a major destination. But for those of us that spent weeks of our lives there, learning from the best and brightest, it is much more than that. It's been over fourteen years since thousands of proud Arthur Andersen alumni moved on to different firms, companies and opportunities. I have been fortunate to not only work with many of them at Andersen Tax (formerly WTAS LLC), but also to stay in contact with many others. I've lost track of the number of times when I have introduced myself as a former Arthur Andersen partner, only to hear, “Great firm, did you know John or Sally Smith?” Even more to the point, to have the person respond that they were former

Andersen themselves, followed by a combination of catching up and reminiscing about where they are now and, “Remember St. Charles?”

Say what you will about St. Charles, it provided generations of professionals with not only outstanding foundation for client service and technical skills, but also many memories and friends. Remember the roommate thing, the showers down the hall, the “bar,” the 50 cent drink tickets, trips to Division and Rush Streets? No? Ok, wrong generation. How about the addition of the Tower and the Tower Dining Room (less like a college dorm, more like an International Education Center), the Par 3, and the Recreation Center in the later years? And oh, yes the education part. The Eckto Industries case study for two weeks was a bit of a grind, but I— and many alumni-- do remember it as well as the many other learning opportunities offered in St Charles that provided the foundation for what differentiated Arthur Andersen from the competition. After WTAS adopted the Andersen name in the fall of 2014, we asked Larry Weinbach to speak at several of our launch events which were attended by a mix of clients, Arthur Andersen alumni and other friends. Whenever he spoke, he made a point that resonated. It wasn't that Andersen hired the most talented people. They got their fair share and maybe a bit more. What differentiated Arthur Andersen from the rest of the pack was the training. The last time I was in St. Charles it was 2001 as an Arthur Andersen partner. So, when I returned to St Charles as an Andersen Tax partner for our Management Meeting this June, it brought back a lot of memories about my time at Andersen. But, more importantly, it made me appreciate the place more than I ever had. I realized how important that place had been to my development into the professional I am today, and to the way that I have learned to develop others. Of course the name has been changed from the Center for Professional Education to the Q Center (<https://www.qcenter.com/>) and the Spacek Auditorium has been changed to the Fox River Ballroom. And try as I might, I couldn't find the “Doors” anywhere. But times change and so must we. Wi-fi everywhere, technology equipped meeting spaces, updated hotel rooms, an outdoor barbeque and band pavilion, and finally a really nice Bistro Café where the (really) old original entrance to the Center used to be.

In our opening session, my partner, Dan DePaoli, talked about the fact that for many people, this was a return to “Our House.” So imagine yourself at the Recreation Center. It's last call, late at night and with you are a bunch of people with similar values and memories. The karaoke machine is all warmed up. Now cue the rapper Flo Rida and the hit “Welcome to My House.” It actually happened just like that, and it was pretty cool.

Social Media...Blessing or Scourge?

By Ed Maier, Former Andersen Partner

If you ever have had the opportunity to write regularly – for a newspaper, newsletter or a blog – or as an author, screenwriter or Saturday Night Live comedy writer – you may have occasionally experienced what is described as writer's block. In anticipation of this quarterly newsletter which will come out right after the 4th of July, I was suffering from a similar affliction. Then I had breakfast with one of our alumni. During our conversation, we talked about the plethora of social media outlets and technology tools

currently available, those becoming available and the difficulty of managing them all. He suggested that I write an article sharing my perspective on managing the impact of the digital world on our lives. Oh, and I will tie this in to the 4th of July later. Read on.

The advent of social media has had a significant impact on all of us. Being a so-called “Boomer” myself, the impact has perhaps not been as great. But, believe it or not, I do have some friends and colleagues who are Gen Xers and even Millennials. These two younger generations are much more frequent users of social media than I. Some complain that they spend too much time with social media. Others say that they can’t do all of the things they would like to do on social media because the other parts of their lives (e.g., job, family, etc.) get in the way.

I am not a sociologist or anthropologist. I cannot scientifically explain the impact of social media on any group in society. However, as I look at it and break down the term, the definition is quite simple. From Dictionary.com:

- “Social -- ...seeking or enjoying the companionship of others...
- Media -- ...the means of communication...that reach or influence people...”

Using this definition, one could argue that social media goes all the way back to the first time a person transcribed letters on a piece of parchment and delivered their message to another person. But today when we discuss social media, we mean the explosion of technological communication which began with the advent of computers and the internet in the late 1990’s. In one website article I reviewed, titled The Complete History of Social Media—“The first recognizable social media site, Six Degrees, was created in 1997. It enabled users to upload a profile and make friends with other users (Sound familiar?).” Then came blogging and the creation of innumerable sites which give us all types of social media options—Facebook, Twitter, Snapchat, LinkedIn, MySpace, Photobucket, Flickr, YouTube, Tumblr, Spotify, Foursquare and Pinterest—to name a few.

While some would just attack social media as an evil on society. I prefer to look at it as simply another form of change—one that each of us must deal with in our own way. I like to say there are four types of people who deal with change. Those who make change happen, those who deal with change when it happens, those who watch change happen, and those who wonder what happened after a change occurs. Not everyone feels the same about change and not everyone handles change the same way. Consider how you approach change as you develop your perspective on the use of social media in your life.

If you are someone who wants to understand the impact of change before moving forward with it, you probably use social media more cautiously than others. You want to understand how it works, how to use the various aspects of a particular site before you begin and how it fits into your overall communication style. If your view of change is adventuresome you may like to try out every new social media site that comes across the Internet. You will be more active and be immediately attracted to the most recent and trendy site. Each of us approaches the change that is offered by these tools in our own behavioral style. And just like every other aspect of our work and life, we cannot and

should not expect others to approach these changes the same way we do. Think of how you have managed other changes in your life and take the same approach to managing the change presented by social media.

Personally, I do not jump on board the “change train” that quickly. I do not yet use social media to its best advantage. But as I try to use it more effectively, as I observe how it is being used by others and as I discuss its usage with others, I have learned some things to share with you:

- Carefully choose when to use an electronic form of communication but don't forget the option to speak to someone face-to-face. Social media postings, texts, emails, voicemails and other forms of electronic communication are superb for transmission of data. But communication between individuals is not just limited to the sharing of data. It also includes opinions, nuances, subtleties, body language, speaking volume and context. These cannot be effectively “sent and received” in text messages, social media postings or emails. Face-to-face communications will always transmit such facets of communication more effectively. There have been instances documented by researchers in which people sit next to each other in an office or across the table from each other in a restaurant and send text messages—to each other! I admit. I don't get it. If the sommelier came to your table to discuss wine, you would not expect him to take out his iPhone and message you the nuances of a particular wine bouquet, color and flavor.
- What happened to phone calls? We all carry these powerful communication devices around with us. When they first landed in our consumer laps, we were thrilled at the opportunity to be able to call almost anyone anywhere at any time. Yet we seem to ignore the purpose Alexander Graham Bell had in mind when he invented the telephone. We would rather leave voicemail messages to conduct our conversations than speak to someone directly. Worse yet, we often just defer to texting or social media postings.
- Many companies and organizations have their own internal social media sites and applications and guidelines to use them. Make sure you use them consistently and always within the established guidelines. These policies and practices are no different than any other policies and practices within the organization. As an employee, you have a responsibility to use them properly.
- As you post on social media websites, as you “share” things, as you “like” the ideas of others, remember that the internet is wide open and often freely accessible. Even if you have set up the appropriate security locks and chains, if someone wants to see your communication, they will find a way to do it. Whether you restrict what you put out there or not, there is always a risk that your post will be available to others that you might not have intended.
- While it is not likely that anything created by humans will last forever, I believe that many things you put out on the internet or in the cloud have the potential to be there long after you are gone. As a part of your own legacy, you should pass along accessibility to applications and websites you use to someone you trust, who will be responsible to take things down when you are no longer

able to do so. Very few of us think about this. But I have heard of others who lament that fact that they cannot access websites, home pages and social media accounts of loved ones who have passed away. The experience of having something come back to you through the internet about someone you loved can be quite upsetting.

- Dealing with distractions associated with social media and technology is more complicated than it has ever been. When I grew up in business and had my first office, I had a secretary/executive assistant. I could simply deal with distractions by asking my assistant to take all of my calls. I could close my office door and not let anyone interrupt me while I was working on something important. In today's environment, I may not have an office. I may have a cubicle or a table with a computer that also has chat boxes with fellow employees. I also have my own phone which announces its presence—ring, buzz, or theme from a movie--when it wants my attention. How often are you distracted by your “open space” and the technology around you? How often do you immediately respond? How much time does it cost you to recover and get back on track? Researchers have documented the cost of these distractions. You would be surprised and their impact. And don't argue that you can “multitask”. The brain does not work that way.

- We all leave a trail of cyberspace bread crumbs as we go through the day--clicking here and there. Savvy marketers the world over are following those trails to find more and more ways to determine what we do, how we buy, where we go, how we spend our money, etc. But, you control where you leave your breadcrumbs. You decide to click it or not click it.

Reflect on these thoughts as you prepare to download the next cool looking social media application that becomes available to you; or as you send your next text or email. I also suggest that you go to the TED website and click on the “social media” category. There are numerous presentations you can quickly watch and gather some great tips on how to manage your own use of social media.

Advances in technology and social media give us many different opportunities to communicate. They open up new vistas of thought and communication. Even though I occasionally bemoan the progress of technology, I believe that these advances do more good for us than not. Inevitably, the technology evolutionary cycle will continue. And, I am very optimistic about our social media future. Technological development and social media are more of a blessing than a curse. It is up to us how we let them affect our lives.

Now let's go back to my earlier comment about the 4th of July. It is a most important holiday celebrating the birth of our country. I hope you enjoyed it and I hope that you took some time out of your busy lives to reflect on what it means to live here. Most of us don't do that very often but we should. So here is one way I hope you make use of social media and technology.

Recently, there was a global event called Brexit. The people of Great Britain voted to leave the European Union. I am not an expert in geopolitics. I don't purport to know

what is right and what is wrong with this decision. But shortly after the voting results were compiled and reported, I read a newspaper article in the Dallas Morning News (June 28, 2016) which reported that social media outlets exploded with "...furious articles claiming betrayal by an older generation deemed isolationist, bitter and short-sighted". The article went on to cite that too few younger voters failed to show up at the polls and the final tally was carried primarily by the senior citizens of the country who voted at a more participative level. It went on to say that: "Low youth turnout in elections is a problem that plagues all of the world's democracies. In the United States, youth turnout was at its all-time low in the 2014 congressional elections, at 19.9 percent of 18-29 year-olds."

In November of this year, we have the next presidential election in our democratic republic. Pundits will argue that it is the "most important election of our time". Whether it is, or is not, I ask every reader of this article—young and not-so-young--to take part in the process and vote. And I ask every reader to use their own social media skills to encourage as many others as they can to do the same. As November 8, 2016 approaches, make sure you exercise your privilege to vote. And use your own social media tools to encourage your friends, relatives and colleagues to do the same. This is one very positive way that we can use social media for the betterment of ourselves and others.

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

All is Well at the Well

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

I am often asked, "*What does the shovel represent on the front of your new book?*" It's a fair question to which my initial response is ... "it's a 'warning' label of sorts!"

My first experience at really digging was when I was in the second grade. Ever since I can remember, I had a love for water fountains. And, in the second grade, I decided I was going to build one ... right in our backyard! I saved my money to buy a long hose, a simple straight nozzle, some bricks, Sakrete for making the concrete base, and some flowers.

It was a fairly basic design. I would hook the end of the hose to the outdoor water faucet coming out from the back of the house. I would then dig a really long trench to bury the hose under the ground all the way from the faucet to my perfectly conceived location for the water fountain.

The fountain design would feature an 18-inch by 18-inch cement center made with the Sakrete. I would build a wood mold for pouring the 4-inch deep cement square. The trench, with the hose, would end just under where the cement square would be poured. I

would attach the nozzle to the end of the hose and then anchor the nozzle, pointing straight-up. Once the cement was poured, the tip of the nozzle would stick-out about an inch above the level of the cement. Outside the 18-inch square, I would dig another 12-inches out in all directions to create a flowerbed frame around all sides of the cement square. I would then frame the flowerbed on all sides with bricks. And then, of course, I would plant a bunch of bright yellow and orange marigolds. It seemed like a perfect plan!

The first challenge, as you might imagine, was getting my Mom and Dad to say YES! I still can't believe they said yes ... my own children would tell you I would have never allowed this to happen at our house! The second challenge was the trench for the hose. For any age, but especially for a second grader ...

It took a lot of digging!

I thought I would finish the entire project on one hot summer day. By sundown, on that first day, I had almost finished ... digging the trench! I woke-up in the middle of the night from the throbbing pain of the blisters in the center palm of both my hands. And I still had to dig out the entire area for the fountain itself.

Digging was much harder and took much longer than I ever imagined. I think it's precisely the experience leaders have faced when trying to discover their own core values.

It takes a lot of digging.

The adventure of discovering your core values goes beyond digging a trench. It's much more like digging a well. It takes a whole lot of digging. Let's assume the reservoir of water is sitting at 100 feet deep. Digging 100 feet would be hard enough. The even harder part would be arriving at 25 feet, 50 feet, 75 feet, or 99 feet and still having nothing ... but more dirt.

Yet at the 100th foot ... there it is. *Water*. The journey to your values is very similar. I sense the frustration of leaders digging for their values at 25 feet, 50 feet and beyond. It often feels like you are no further along than when you started. Just more dirt! It's there you have to keep digging. And digging. And digging!

The digging is our choice. It's the choice every leader has to make. It seems to be a harder choice than I first realized it would be. Staying with it seems to be even harder. I remember the palms of my little second grade hands were starting to be really sore as I would look back and forth from the location of the faucet and the desired location of the fountain. At least I could see the distance in-between and could see how much further I had to go. We don't always know how much further we need to dig to reach the well of our values. We have to just keep digging. And digging can be hard. Yet, there is one thing certain ...

The water is there and waiting whether you tap into it or not.

And the same is true for the values of a leader. The well is waiting within. It isn't about looking around for some convenient pond to tap into. It's about continuing to dig where there seems to be nothing. When you see more dirt ... just keep digging. The well is waiting to be found.

Once you break-thru and find the water ... discover your core values ... it provides an endless reservoir of insight, strategy and direction.

The blisters on my little hands healed in about a week. Yet years later, when I moved-out following my college graduation, that little backyard fountain was still flowing. In some ways, you might say a lot of digging went a long way.

And in some ways, you might say your core values are the fountain of your leadership.

It all begins with a lot of digging. The question isn't if the reservoir is there. All is well at the well. The question is ... are you willing to pick-up the shovel, dig for it, tap into it ... and let your fountain flow.

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>

Microsoft Acquires LinkedIn: Should you Worry

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")

"Microsoft will acquire LinkedIn for \$196 per share in an all-cash transaction valued at approximately \$26.2 billion." That was the announcement from officials at both companies on June 13, 2016.

(The graphics shared in this article come from [the official Slideshare announcement of the acquisition from the companies.](#))

World's Leading Professional Cloud + World's Leading Professional Network

Microsoft's and LinkedIn's vision for the opportunity ahead



Since that date, hundreds of people have asked me what I think about the news and how it might impact them. Rather than immediately speculate on what this will mean for shareholders, the two companies, other social media sites, and especially you, the LinkedIn member, I wanted to take a little time to read, absorb, and kick it around in my 58-year-old brain.

A common mission

Microsoft and LinkedIn share a common mission centered on empowering people and organizations

Empower
people and organizations

Microsoft

Empower every person and every organization on the planet to achieve more

LinkedIn

Connect the world's professionals to make them more productive and successful

Rather than share a typical, crystal-ball prediction—and there are plenty of those floating around—it seems more helpful to outline the important ways LinkedIn has impacted the way we do business and the skills we've acquired that will propel our businesses and careers going forward--regardless of the structure and ownership of LinkedIn.

Reliable, worldwide database of business professionals

Before LinkedIn, we paid big money to gain access to professional databases, and many times they were outdated and unreliable. Of course, LinkedIn changed all that, and most of the information is free and up to date.

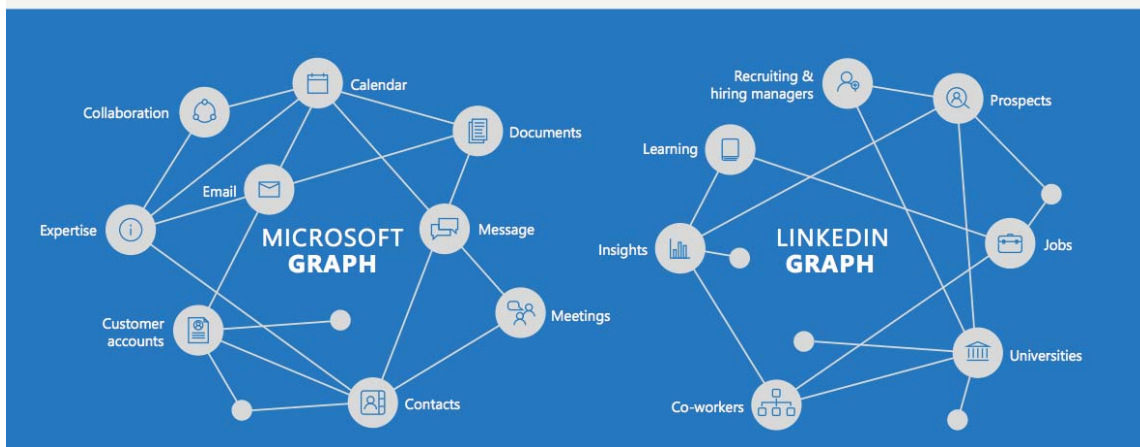
That being said, if LinkedIn goes away or seriously diminishes the power of this mostly free database, I'm quite confident another platform will fill the void.

Virtual networking for business purposes

Think back to when you first joined LinkedIn. It undoubtedly felt a little weird to virtually connect with people you already knew and especially those you didn't know. Now successful users find new people on LinkedIn nearly every day and attempt to begin a relationship with them either by inviting them to join their LinkedIn network or gathering information from their profile and reaching out by using more traditional methods—phone, email, personal meeting, etc.

Connecting the professional world

Today, all the information a professional needs to be successful lives in silos. By connecting the world's leading professional cloud and the professional network, we can create more connected, intelligent and productive experiences. We also have the opportunity to accelerate the realization of the Economic Graph.



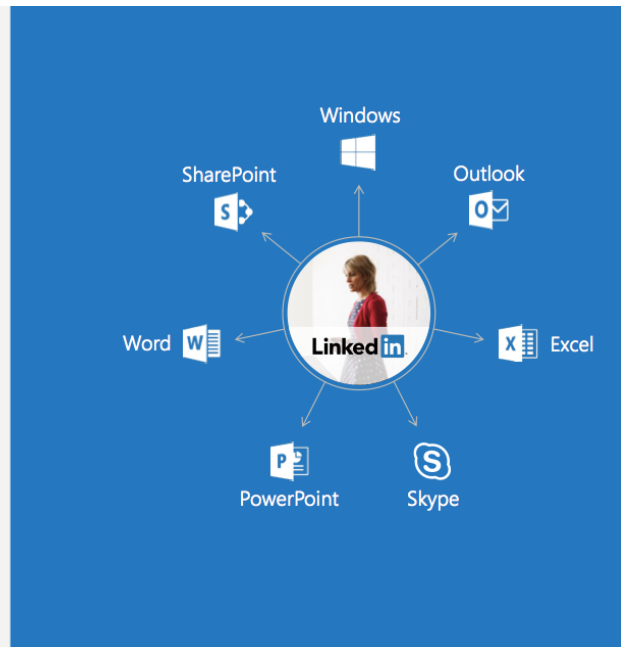
Worldwide access to your professional resume on steroids (LinkedIn profile)

Next time you use the *Who's Viewed Your Profile* feature to see who's been checking you out, remind yourself that prior to LinkedIn there was no one place where people could see just what makes you tick, what you sell, why you are a qualified expert, or the many other reasons why you'd be the perfect fit for their problem, issue or opportunity. In other words, LinkedIn has become an essential part of how we do business.

A professional's profile everywhere

Today, there is no one source of truth for an individual profile – the data is scattered across many endpoints often with outdated or incomplete information. In the future, a professional's profile will be unified and the right data at the right time will surface in an app, whether Outlook, Skype, Office, or elsewhere.

Growth opportunity
LinkedIn Membership & MAU
Office 365 MAU



Professional career development and recruiting

I said I wasn't going to make predictions, but I can't help but think the days of traditional job postings may come to an end, because LinkedIn and other social sites enable recruiters and companies to laser-focus their search for qualified candidates.

Whether you're currently looking for a new job or not, you owe it to yourself to connect and communicate with people and companies who can help you improve your career now and in the future.

An engaging profile will cause recruiters and companies to reach out to you whether you're in job-search mode or not. Don't let a stale, uninteresting profile cause you to miss out on a great opportunity.

New way to market yourself

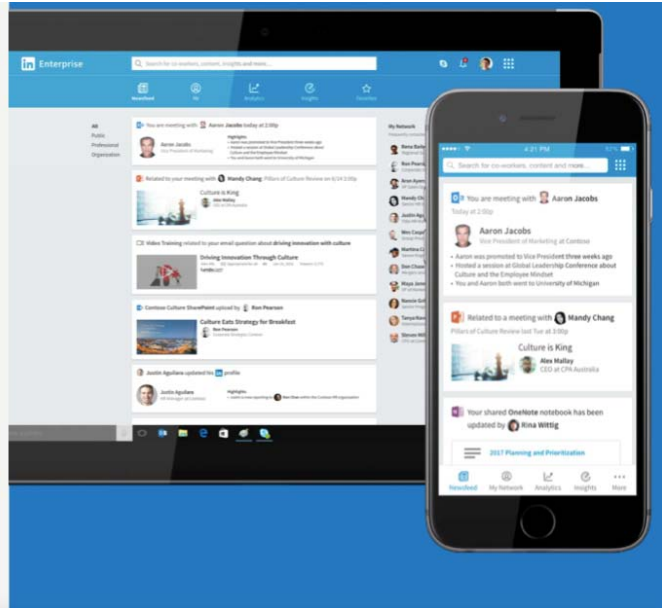
Traditional forms of corporate marketing are sometimes viewed as intrusive, but today's professionals welcome helpful information from people they know and trust.

The ever-expanding arsenal of LinkedIn tools—like status updates, published posts, direct messaging, group discussions—provides a very cost-effective way to build your personal and corporate brand with your target audience.

A new daily habit: Intelligent Newsfeed

Today, since information lives in silos, professionals miss relevant news and waste time. In the future, the newsfeed will be the place to go for every professional to stay connected with the happenings in their network, industry and profession. Beyond all this, the feed will be constantly informed and tailored to the happenings at work like the meetings coming up and projects underway.

Growth opportunity
LinkedIn Membership & MAU
Office 365 MAU
Ad revenue



The future of LinkedIn

As a result of Microsoft's purchase, I'm hopeful that LinkedIn will become even more useful for today's professional. But whatever happens, the knowledge you've gained from using LinkedIn will certainly result in improved business and career success and be useful with new platforms as well as current social media sites.

And of this you can be sure—I'll be your trusted companion as we watch things unfold and continue to find new ways to improve our businesses and careers.

Recent Events and Their Impact on Talent

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

I've been fortunate to have had the opportunity to contribute articles on recruitment to this newsletter over the last couple of years. For this issue, however, given recent events in the world, I'd like to depart from my usual "rants" and address the impact that certain events of the day are having on recruiting and, by extension, my profession.

Globally, Brexit seems indicative of the winds of change within our largest trading partners and seems to me to reflect what we are seeing in our own country: flashbacks towards nationalism, protectionism and many more "isms" to boot.

And speaking of “isms”, I can't help but think that the recent police shootings of African Americans in Louisiana and Minnesota along with the gunning down of white police officer in Dallas reveals how racism is still such a pressing issue for every US citizen today. As I think about the future of our country, our economy, our standing in the world, not to mention our moral compass, I recall Rodney King's desperate plea back in the 90's during the riots and violence in the aftermath of his publicized beating: "Can't we all just get along?". We have problems, America, and finding talent just seems like the least of them.

So, what exactly does any of this have to do with recruitment? My answer is: a lot. Despite our problems, we still live in a great society and arguably the greatest country in the world. But it will be tough to maintain that standard without us doing it together. That means working together and utilizing everyone's talents, in spite of and regardless of differences, to sustain and build our society and economy. McKinsey, among other respected entities, has been examining diversity in the workplace for several years. Their report, *Diversity Matters* [[Link here for more](#)], examined data for 366 public companies across a range of industries in Canada, Latin America, the United Kingdom, and the United States. The research looked at metrics such as financial results and the composition of top management and boards. The findings were clear: Companies in the top quartile for racial and ethnic diversity are 35 percent more likely to have financial returns above their respective national industry medians. Companies in the top quartile for gender diversity are 15 percent more likely to have financial returns above their respective national industry medians. In the United States, there is a linear relationship between racial and ethnic diversity and better financial performance: for every 10 percent increase in racial and ethnic diversity on the senior-executive team, earnings before interest and taxes (EBIT) rose 0.8 percent. The unequal performance of companies in the same industry and the same country implies that diversity is a competitive differentiator shifting market share toward more diverse companies.

While studies such as this offer empirical evidence for believers and skeptics, it should come as no surprise that more diverse companies and institutions are achieving better performance. All organizations seeking growth should do even more to tap into diverse talent pipelines to attract, develop, mentor, sponsor, and retain the next generations of diverse global leaders.

But given today's climate, many of us fear that our leadership and advanced world position will be threatened by this new nationalism that seems to be gaining ground. Don't get me wrong - Americans have the right to be angry as so many of our systems perceived to be broken or are on the verge of breaking. However, we can't let all of the good we have created unravel. My fear is that we are moving backwards with respect to employment equality law and that fear is only eclipsed by the potential of stalled action or resolution to fix the gender inequality in pay. Furthermore, for a country that was built by immigrants to consider closing its borders, or worse, kicking out a group of people seems absurd, but is oddly potentially real. And, back to one of the biggest issues of all, race, we still can't seem to have an honest and open discussion about it in our personal

lives or in the realm of the workplace where attempts to address it have, in my opinion, fallen short or are stifled by the need to be politically correct. This is America after all -- the melting pot of the world -- so we should not be afraid to have an open, honest debate with each other without turning to personal attacks and hidden agendas.

All of these unresolved issues, combined with the current anti-immigration shift, seem to me to undermine our ability - as businesses, as governments and as an economy as a whole - to get great talent to do great work.

So what I am trying to say here is that we need real change to occur. This change needs to be in the way we think and act. We need to be honest with one another. I'm sure all of you remember "Think Straight, Talk Straight" the words that Arthur Andersen spoke many decades ago couldn't be more relevant today.

PS - For those of you who may object to this musing as being political, please know that is not my intent. In my 36 years of voting I admit to having split my votes 50/50 for both parties. (A true HR professional riding the fence!)

ALUMNI BENEFITS:

MedjetAssist

Medjet provides reduced annual rates for its Air Medical Transfer membership program on a voluntary purchase basis to North American members affiliated with **Andersen Alumni Association**. Medjet provides single point coordination for the safety and protection of organizational clients and individuals/families as they travel for personal or business reasons - domestically and abroad. Zero cost beyond the membership fee for services coordinated by Medjet in medically transporting a member back to a home country hospital of their choice in time of need.

Medjet also offers an optional membership upgrade branded as Medjet Horizon that provides (among multiple membership benefits) a 24/7 Crisis Response Center for **Travel Security and Crisis Response** consultation and coordinated in-country services.

Learn More/Enroll? Persons from the U.S., Canada or Mexico can visit Medjet at www.Medjet.com/Andersen or call Medjet at 1.800.527.7478 or 1.205.595.6626.

Reference Andersen Alumni if calling. Enroll prior to travel.

Reduced Medjet annual membership rates for persons from North America under age 75 start at \$250. Multi-year and short-term rates are also available. Rules and Regulations available online and provided with Member ID cards.

Social Media: Association's LinkedIn Group (Join) 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>

