Official Newsletter of the Andersen Alumni Association

Straight Thoughts, Straight Talk

"Serving Andersen Alumni Worldwide"

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Editorial

Winter is over and spring is in full force in most of the country. Spring is the most dramatic season. After a long, dreary, wet and gray winter Spring makes is presence known with color and sometimes-dramatic changes in weather.

It seems that our economy is in a permanent spring. We have made significant improvement since the depths of the great recession but we have not found the stability of summer that would signify a strong and robust economy.

In many ways this choppy economy makes sustainable business success even harder. Without the tailwinds of a strong economy, businesses must find other ways to provide momentum. One consistent source of this momentum is sourcing, growing and retaining world-class employees.

I think all Andersen alumni have a real sense of the importance of attracting and training their employees. That concept was at the very heart of Andersen and helped distinguish it in the world of professional services. It worked then and it works now.

Take a look at this quarter's newsletter where you will continue to benefit from some thought provoking articles on how to find and nurture your employees. These articles were written (and perhaps influenced) by Andersen alumni.
If you would like to contribute a piece for a future newsletter, just let us know at admin@andersenalumni.com. We are always eager to publish articles that leverage our heritage and challenge or ways of thinking.

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

Sincerely,
Kirk Hancock
Editor

Please Join Us! Celebrating the Launch of Andersen Tax – a Homecoming Reunion

C. Ellen MacNeil
Managing Director, US National Tax
Andersen Tax, Washington, D.C.
Arthur Andersen, LLP (1987-2002)

On April 29, we will have our first Andersen Tax launch party in Chicago.   There is no better place to launch Andersen Tax than Chicago, Arthur Andersen's home town.

We were all supportive of the name change, but I for one was surprised by the overwhelmingly positive reaction.

It all started on September 1st 2014 with a letter from our CEO Mark Vorsatz ("WTAS is Adopting a New Name"), an email to our clients and an exclusive for the Wall Street Journal. Within hours we were being contacted by dozens of firms across the world interested in joining us as part of Andersen Global. The number of firms that have reached out to us has grown to more than 100, most of which are managed by former Arthur Andersen partners in other countries. We are rebuilding our global organization at an astonishing rate.   As a former partner commented, "We are getting the band back together and taking it on the road!"

I should have realized that while there were 85,000 employees of Arthur Andersen in 2002 when the old firm closed its doors—yes, the famous doors—there were thousands more who had begun their careers with Arthur Andersen and had gone on to accomplish great things.

So many people have shared with me the memories of their times at Arthur Andersen many years ago, and how meaningful it was to them both personally and professionally. They recount stories of friends, colleagues, and even spouses that they met through Arthur Andersen. They talk of mentors who made tremendous differences in their lives. More importantly they still carry enormous pride in the firm and its culture. Many expressed their pride and gratitude that we were bringing back the Andersen name as Andersen Tax, and our international association of member firms, Andersen Global. Many are also surprised that we now have over 1,000 professionals in more than 34 offices in 9 countries – and growing every day. You can expect some exciting new announcements from us throughout the next year.

And so, the launch party in Chicago is really a homecoming. It is a chance to catch up with old friends and colleagues, and share our stories. It is a celebration of our rich history, and our incredible future.

If you are interested in attending any of our launch events, they are open to all Andersen Alumni. Dates are below. Email events@AndersenTax.com for more information.

Chicago
Wednesday, April 29, 2015

New York
Wednesday, May 20, 2015

San Francisco
Thursday, September 24, 2015

Feedback…A Different Look

By Ed Maier, *Former Andersen Partner*

It's that time of year! Spring is in the air! It's the turning point for many of our weather patterns from cold, icy, stormy and wet to warmer, drier, sunnier and balmier (apologies to my friends in the Southern hemisphere—but go with me on this). Along with these changes, many of you in business and other organizations are engaged in an annual rite of spring – the performance evaluation process! Most of you, if not all of you, readers of this newsletter are in a leadership role within your organization. You lead a company, a business unit, a division, a functional area or a team. In that role you have a responsibility to help develop the people working for you. You have to give them feedback.

Most organizations have a structured review process. It is not my purpose here to challenge or change them. But I will offer you a communication suggestion or two that have helped me over the years. One of my basic assumptions in writing this article is that when we discuss performance issues with others, we tend to focus on the weaknesses or deficiencies in our subordinate's performance. Generally, there is nothing wrong with this approach as we want people to build their strengths in certain areas. As you have these discussions, I suggest you consider the two techniques I describe later in how you address them.

Let me share a personal example: Many, many years ago, when I was working in the accounting profession, most of my clients were in the retail and wholesale distribution businesses. As I set the stage for this story, please recognize that these were days when most business people wore full business dress – for men it was suits, dress shirts and ties. But the nature and style of the dress tended to vary with the industry. I had my annual review with one of our senior partners. I was performing very well. My evaluation reflected that I had met or exceeded expectations. The review and his comments were very positive. Then, near the end, the partner made a comment similar to the following: "One thing you should really work on is your dress. You have a tendency to wear suits that do not favor your physical characteristics (admittedly, I was on the heavy side in those days). You really should invest in a nice, dark pin stripe suit. You will look much more professional." After the review was over, what do you think I thought about the most? I went home and reviewed my closet. It was full of reasonably expensive suits. One could easily describe them as having a panoply of patterns and colors. In fact, I was pretty proud of my combinations of light suits, dark shirts, wide ties with varied patterns and colors. And, as I thought about it, many of my clients were dressed in similar fashion. Though upon reflection, I had to admit that those client personnel who were working in their respective accounting and finance departments were a bit more toned down. I began to wonder if the comment was directed at my suit pattern and color selection, or whether he felt I was carrying too much weight!

In retrospect, I acknowledged that the suggestion was a reasonable one. It did result in a modification of my selections in future clothing purchases. I also modified my consumption and dropped several pounds. But what I still remember most about the review, and what rankled me the most was the way the idea was presented. It was more of a command than a suggestion; more of a personal critique (which I felt in the moment was unsupported) than a recommendation to improve.

Just because this article was written in early April, don't think it is an April fool story. It did happen. But let me continue and, hopefully, make a point that can help you as you deliver your reviews to your teams.

Here are a couple of coaching techniques that I have learned that you can use as you conduct reviews with others. I believe they are effective and can be used in a variety of situations. The first is called "feedforward" versus the more traditional feedback. It comes from an experienced leadership development educator and executive coach by the name of Marshall Goldsmith. On his website, www.marshallgoldsmithlibrary.com, he offers a free paper titled "Try Feed*Forward* Instead of Feedback". I won't repeat the entire article here and I encourage you to read it. But a few key points in executing feedforward in a review situation include:

- As a part of your review discussion, ask the person to consider their overall evaluation and think about one or two behaviors that they would like to change that they believe would improve their performance. Have them state those desired changes to you.
- Rather than giving them instruction on how to change that behavior or how to do better, rather than agreeing what that "negative" behavior has looked like in the past, give them two suggestions on how they might change that behavior going forward. Better yet, encourage them to think of two ways they might modify their approach in the future. Help them construct a sample scenario and plan how their behavior might look different. For example, they might say: "I have been told that I have a tendency to interrupt people before they complete their thought. I might even finish their sentences for them." Ask them if they recall a specific example. Whether they do or not, you might say something like the following:
    - "The next time you feel yourself jumping in to the conversation to offer your own perspective, take a deep breath and make sure that they have completed their thought. You might even consider repeating or reframing the thought back to them to ensure that you have heard it correctly"; or,
    - "Let a couple of seconds of silence pass by and then ask if they have anything more to say on the topic."
    - "If you think this is a habit you use often in meetings, have a close personal colleague observe you during meetings and note when you do this."

In his paper, Marshall recites eleven reasons why feedforward is a more effective technique than feedback. Some of his reasons that resonate with me are:

- People can change the future. They cannot change the past. So why dwell on it?
- It can be more productive to help people "get it right" than to point out how "they are wrong".
- When I have tried feedforward I have noticed that people take it more positively than negative feedback.

Another technique I have learned comes from the coaching and consulting world and is known as "appreciative inquiry". In a briefing paper which was prepared by Coaching Leaders Ltd. this technique of inquiry is described as one which focuses on changing an organization or an individual in a non-traditional fashion. Traditionally, we seek to help others change by attempting to solve a problem or an issue with their behavior in the past. Through appreciative inquiry, the coach or consultant works with the individual to help them understand what is working about their current behavior or performance and build on that for the future. The coach doesn't ask questions like: "What went wrong and how can we fix it going forward?" or "Why do you suppose that approach did not work?" Instead, the questions asked are more like: "What works for you in most of these situations and how could that be applied to this one?" or "What can you do to make this situation better or to improve on what you are trying to accomplish?" or "Think about situations that you have resolved in the past—what worked and how can you apply that technique to solve this?"

From my perspective, the primary benefit of the feedforward approach or the appreciative inquiry technique is this--they both help you build relationships with others. It is far better to help someone change behavior by looking to the future versus dwelling on an unsuccessful behavior from the past. I encourage you to practice either or both of these techniques when working with your teams in your leadership role. I am confident the results will be more productive for you. I also believe if you employ either technique in the more formal setting of an annual performance review, it elevates the quality of the conversation. It builds stronger relationships with your team members. Both of these techniques can be used in coaching or mentoring people you are helping to develop. They can also be used with customers or clients to help solve problems. If you have an interest in learning more about either, I recommend:

- For feedforward, Google *Marshall Goldsmith Library* and click on "Free Resources".
- For appreciative inquiry, Google that term and research to your heart's content.

I hope these techniques help you build your skills as a leader and your relations with others. As always, I am interested in your "feedforward" on this article. Just write me at Ed@thinkstraighttalkstraight.com. Have a great spring!

Do You Need to Find Just the Right Employee? LinkedIn to the Rescue

By Wayne Breitbarth, *Andersen Alumnus*

Recently I've been helping more and more organizations use LinkedIn's massive database to find their next great employee. If you're looking to add some quality people

to your organization, here are some easy steps you can take to quickly fill your seats.

1. Individual Status Update Box. Post a status update to ask your network if they know of anyone who is qualified for the position you are attempting to fill. After all, this is your network, and the people in your network know you well and understand the nature of your company. If someone in your network is aware of a prospective candidate, he/she should be able to quickly introduce you to the candidate.

This is the easiest and most efficient way to find your next hire. That being said, I would not post this question in your Status Box every day, but try to limit this question to a couple times per week at different times of the day, maybe even once on the weekend.

To get additional exposure, ask a few of your most connected coworkers or friends to "like" the post. That will get the post in front of their connections as well.

I know a president of a local company who found a new VP for his company in just five days after using the status update to ask his network for help. Think of the time and money that saved him.

2. Company Status Update. On your company page, post a similar status update. This shares the information with all followers of your company

page. Job seekers interested in working for your company are probably among your followers.

To get more viewers of this update beyond your company followers, ask all employees in the company to "like" this update so their connections may view it as well.

Consider "pinning" your status update to the top of the update feed.

3. Company Followers. Review the list of your company followers periodically to look for good candidates. Several HR directors have told me they found people just by clicking the word "followers" on their company page (located on the top right of the page).

4. Jobs Discussion. Start a jobs discussion in the groups you belong to, especially groups related to the specific industry your

potential candidate would work in. Consider joining new groups just for the purpose of looking for this candidate if you are not involved in groups where this person would usually hang out.

5. Advanced People Search. Consider these criteria when building your Advanced People Search:

- Title. Be sure to try some different words for the same job.
- Keywords. Here you can get very creative, using things like specialty software, skills, specific industries, territories or regions of the country, etc. Find interview-ready candidates by including words like "pursuing," "seeking" or "looking."
- Company field. Put your competitor's name(s) here. You can choose current, past or both based on your desire to hire someone who is still there, has left their employ, or either.

This is really helpful. It's how I found the last employee I hired.

6. Saved Searches. Once you have landed on a search or searches that brought you some good potential candidates, save that search by clicking the words "Save search" on the top right of the results screen. Then on an ongoing basis LinkedIn will look for more potential candidates by regularly searching your network, including new connections people in your network are making.

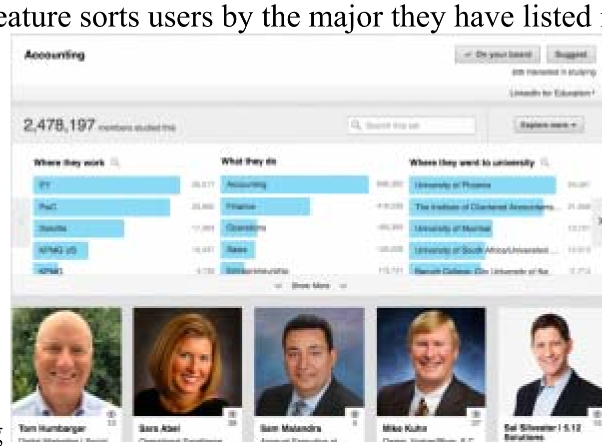
7. Alumni Feature. Use the Alumni feature to find potential candidates who attended a specific school. Fellow alumni of the schools you attended is a good place to start. Access this by clicking the name of one of the schools on your profile or by selecting *Find Alumni* under the Education tab on your top toolbar and then clicking *Students & Alumni* when you land on the University Page. Then click the blue Change University button and select the name of the school or type 

the name in the Browse by Name box.

You can sort the individuals by:

- Where they live
- Where they work
- What they do
- What they studied
- What they are skilled at
- How you are connected

8. Field of Study Explorer. This feature sorts users by the major they have listed in



their profile. Access this by clicking *Field of Study Explorer* under the Education tab on your top toolbar. Then select one of the majors listed when you click the Explore More button or type a major in the Browse by Name box.

You can sort by:

- Where they work
- What they do
- Where they went to university
- Where they live

- How you are connected

9. Job Board. Finally, the obvious one, post a job on LinkedIn's Job Board. Currently this costs about $200 per month per posting. There are some multiple-job discounts. Find this by clicking the Jobs tab on the top toolbar and clicking the Post a Job button.

Armed with these steps, you or your HR department (be sure to share this information with them) should be able to fill those vacant seats in a hurry.

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

Force Field Analysis

By John Blumberg, *Andersen Alumnus*

In my very younger years, I loved the rides of amusement parks. I especially loved the ones that would spin and mess with your equilibrium. Two of my favorites were the "Twister" and the "Scrambler." Unfortunately, as you get older, you have those moments where you experience the same sensation those rides provided ... without ever going on the ride! It was fun to be spun around on those rides ... before life actually started doing it for you!

I find this to be the case for a lot of leaders. There is a lot of swirling around in their world. The relentless demands don't only make their head spin, it has the potential to create a gravitational pull.

Another amusement ride I found fascinating was simple in design, but telling. Everyone entered a large round room ... and while standing on the floor with your back to the wall, you faced the center of the room. This room turned out to be a large spinning cylinder. It started spinning very slowly, but then started picking up speed at an ever-increasing rate. As the spinning cylinder reached top speeds, the floor slowly started dropping out from under your feet ... ending-up 8 feet below you. You, of course, didn't drop at all because the force of the spinning cylinder held you firmly in place with your back against the wall. While the reason, for all you were experiencing, was obvious ... it was also invisible.

A force field was at play.

I hadn't thought about that ride in years, until a very different kind of force field reminded me of it. Recently, I was tucked away at a very secluded writers' venue in Virginia working on the manuscript for my upcoming book, *ROI: Return on Integrity*. I don't mean a little secluded ... I mean a whole lot secluded!

For well over a decade, I've observed talented professionals, from various walks of life, seriously struggling to grasp the essence of the concept of core values. More importantly, they have felt exasperation at various levels of trying to come to grips with the specifics of their own personal core values. These frustrations surface in an array of formats ... sometimes, while grasping for answers, they keep asking me more clarifying questions. Individuals struggle with trying to name something that cognitively seems like it should be easy, yet finding it to remain evasive ... invisible.

On that amusement ride, a force field held our bodies against the wall of its spinning cylinder as the floor slipped away. The nature of our lives, with an ever-increasing speed, creates its own force field as our core (when left unidentified) slips away from us ... or more truthfully ... we drift away from it. Whichever way you want to look at it ... the two aren't one. On that amusement ride, you would've had to breakthrough the gravitational pull of the speed to jump to the sunken floor below.

Force fields can be tough to break through.

Recently, it's become clear to me that the struggle for an individual to name, understand and embrace their core is not a cognitive issue. No matter how many clarifying questions, regarding the nature of core values, get answered ... there will likely be more questions, frustration and confusion. That is, until ... the invisible force field is penetrated.

It's the force field I encountered at this secluded writers' venue in Virginia. It wasn't visible. You couldn't touch it or hug it, but you could certainly feel it. While you couldn't hear it ... in so many ways, it was so loud it was impossible to ignore. It's not that I hadn't experienced it before. In fact, we all experience drops of it at some point every day. But not to the depth or length I experienced it in Virginia. It was the force field I had to penetrate to experience a break-through in my writing. It was uncomfortable and at times almost unbearable. I have personally watched a group of successful healthcare executives unable to endure even a 10-minute prescription of it.

It's called ... silence.

I'm not talking about an hour of silence followed by a discussion, with others, about the experience. I'm talking about hours building into days of complete silence with no one around to debrief about it. In the case of the healthcare executives, some only made it 90-seconds after being instructed to sit in complete silence and ponder a provided question for just 10-minutes. Most found the need to end the silence with the majority of the minutes remaining. The problem is that you can never penetrate what you end.

At my writers' venue, there was no way to end it. I suppose you could run from it ... which I actually considered for a moment ... but you couldn't end it. Unlike penetrating the gravitational field of the spinning cylinder of my amusement ride ... silence isn't something you muster a force of energy to push through.

Silence is something unto which you surrender.

In the midst of your surrender to silence, you begin to hear again. You begin to see again. It's with increasing clarity that you begin to hear and see ... the invisible ... the thoughts that sit within your core.

While it may sound simple, it was a huge revelation to me as to why it's been so difficult for smart, successful professionals to make an authentic connection to their core. *A mile-long list of answered questions will never add-up to the clarity that days of deafening silence will reveal.* I suppose, in years gone past, there were wonderful sessions of silence experienced on many a front porch!

I believe I've only scratched the surface. It's a surface I will continue to ponder ... *in more silence.* You might ask ... *what leader can afford to take a few days away to go into a complete seclusion of uninterrupted silence?* Maybe the better question may prove to be ... *what leader can afford not to?*

It may very well answer the question as to why so many people do not know the specifics of the values at their own core ... or the core of the organizations in which they spend most of their waking hours.

It appears, on the surface, when you are digging to your core ... that a lot of silence can go a long way!

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

The New Emerging Race for Talent…Consulting Firms, Get a Head Start - Now!

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

The March 2015 jobs report concluded that the unemployment rate remains unchanged at 5.5% overall - the lowest since May 2008 - for the second month in a row. We're increasingly concerned about what these latest numbers mean for our friends and clients in professional services. That's because the Bureau of Labor Statistics (BLS) data detailed here (source: http://www.bls.gov/iag/tgs/iag54.htm) reveals that the unemployment rate in the "Professional, Scientific, and Technical Services" sector* is now 3.3%, *2.2% percent lower than the overall unemployment rate.* Our concern is twofold: already hard-to-fill jobs such as mid-level auditors will become even more difficult to fill AND talent is becoming more expensive. Back in December, Robert Half (source: http://www.cpa2biz.com/Content/media/PRODUCER_CONTENT/Newsletters/Articles_2014/CPA/DEC/accounting_salaries.jsp) predicted an average, across-the-board salary increase of 3.5% for accountants in 2015, calling this “a job-seeker’s market for many accounting and finance professionals, regardless of experience level”. Based on the latest trending numbers, we expect that salary increases in certain leadership roles and in metropolitan areas will rise even higher than that.

Savvy firms are on a fast track to win the race early. While every firm is unique and should be assessing what works (and what doesn’t) within their own recruitment strategy, processes, technology and people, there are three overarching things EVERY professional services firm - regardless of size, industry or location - needs to be thinking about now:

#1 ENHANCING YOUR EMPLOYER BRAND

Many firms, to put it bluntly, relegated their employer brand to a musty storage closet during the recession, having little use for it when they were shedding, not hiring, people. Now, however, you need to dust off your employer brand and make it shine again. Doing so will help you retain current employees and attract new ones.

Just be sure to be authentic. With employers and candidates in sales mode, both sides can easily lose sight of what is really important to them. In our experience, an all-too common problem occurs when perceptions about culture and fit are mis-communicated (intentionally or not) and therefore misaligned. For example, a company may overlook a stellar MBA candidate based on signals she is sending them. She knows that the firm really wants to land her and so she is seemingly communicating a lack of interest to get the most leverage. Conversely, a candidate may perceive this particular firm is a bit too stuffy for her liking. Yet, because the firm has a blue chip reputation, she thinks she can deal with the “suits” because she needs to land the job. The end result is that by playing these games all parties stop being authentic and fail to be true to themselves. No wonder the rate of failure for outside hires within so many firms is high. So, stop deceiving yourself and the candidate on what it’s really like to work at your firm. Wouldn't you rather have talent that is attracted by the way you work, the people you have working for you and/or the projects? And, please, stop with the taglines lines like “*We work hard and play hard”*. That really is no way to describe a culture.

#2 GETTING CREATIVE ABOUT SOURCING

Your consultants are being bombarded by calls from your competitors’ internal recruiters and external recruiting consultants. All are trying to entice members of your team to join their firms by offering them their next great career opportunity. The firms who are most successful in getting the best talent borrow a page from marketers and provide content in ways that is much more strategic and fruitful than the traditional “dial and smile” tactics still used by some. This takes creativity but, while social media is one of the top ways to disseminate engaging information to passive candidates, you must remember that content is still “king”. Consider that the average consultant typically has multiple opportunities to weigh before he or she makes a decision. Top firms are distinguishing themselves by consistently and frequently providing high quality content about what it's like to work there, what the people (both (clients and colleagues) are like and what type of training, mentoring and opportunities the firm offers to help its people grow and develop. These are the top reasons why candidates are attracted to your firm; you need to get creative about telling your story in an appealing fashion.

#3 INVOLVE YOUR PARTNERS
Don't wait - get your partners involved now to develop relationships with future hires outside of your firm. Your internal team often has excellent networks so be sure to leverage them. This is not always easy. Partners tend to be protective about their personal contacts and/or are too busy to make time for networking events. However, as the unemployment data shows, recruitment needs to be a top priority. As a former in-house talent acquisition leader at several larger consulting firms, I always believed that we could have filled almost every executive job at the firm simply by tapping into the partners' networks. Convince your partners that by sharing their networks with you, you will help them and help the firm long term. If you are a good business partner, they will likely not have a problem sharing. If they won't share, then they are telling you something…

*The BLS classification includes legal advice and representation; accounting, bookkeeping, and payroll services; architectural, engineering, and specialized design services; computer services; consulting services; research services; advertising services; photographic services; translation and interpretation services; veterinary services; and other professional, scientific, and technical services.

J. James O'Malley is Partner, Executive Search & Workforce Planning Practice Leader at talentRISE. Jim has over 25 years of experience in developing HR and talent acquisition solutions t or global consulting firms (including Huron Consulting Group and Arthur Andersen), to ensure that leadership talent aligns with changing business needs. Jim joined talentRISE in 2012 to address our clients' executive leadership challenges by leveraging his passions for strategic workforce planning/analytics, executive talent search and executive coaching. Jim's most recent role was as senior vice president in the human resource function of Fifth Third Bancorp where he was charged with building the infrastructure to support the organization's strategic workforce planning needs while attracting, retaining and recruiting a differentiated workforce at the executive level. Prior to joining Fifth Third, Jim served for five years as Managing Director and leader of the talent acquisition function for Huron Consulting Group, a global professional services consultancy. He can be reached at jimomalley@talentrise.com.

What Every CFO Needs to Know About Information and Network Security, Security: Not Just for IT Anymore! How to Better Protect Your Organization from Unseen Threats (Part 3 of a 3 part series)

By Solutions II,

Security concerns are top-of-mind to company CFO's. They continue to learn how to are to become active participants in their organization's cyber security plan to mitigate the risk of devastating financial effects of strategic loss, regulatory penalties and damage to their brand reputation. In Part 2 of "What Every CFO Needs to Know About Information and Network Security", we discussed what CFOs need to understand: security products and partners being used in the organization, security investments that need to be made and IT focus.

All of this knowledge allows today's CFO to take more of a leadership role in IT security to proactively protect instead of primarily reacting to security threats. CFO's have ultimate responsibility for the bottom line, therefore putting emphasis on corporate compliance with data security policies. The best approach you can take in five steps:

1) IT security policies need to be in place internally – and adhered to!
2) Clearly defined strategies for threats and breaches
3) Appropriate resources in place
4) Ongoing Education
5) Monitor

This five step approach ensures that all stakeholders are involved and "at the ready." Everyone is responsible for knowing the data that is sensitive and at risk. Having clearly defined strategies for threats and breaches ensures that they can be dealt with swiftly with minimal losses. Having the appropriate resources in place, allows your team to proactively protect against potential threats while also allowing them the ability to deal with security issues that come their way. Ongoing education keeps your team sharp and up-to-speed on the latest threats. Monitoring allows CFO's to continue to ensure cyber security remains top of mind for IT and that any significant changes within the threat landscape or internal environment can be dealt with accordingly.

As companies continue to try and do more with less, having a partner specializing in IT security can be a game-changer. IT Security companies should be an extension of your IT team, more than just a simple product or service. They allow you to focus on what you do best more efficiently.

CFOs have a responsibility to their organization to ensure that an appropriate IT security plan is in place and all internal stakeholders know their part in the plan. Proper planning, investments, knowledge and having a security partner with a proven track record will reduce the risk of a larger investment as a response to a breach down the line. Welcome to the modern CFO!

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

Greater Savings in 2015

New Year's Resolutions come and go… When have you last "updated" or "shopped" your insurance? Andersen Alumni has partnered with Liberty Mutual to provide our Alumni members with group discount rates… Many Alumni have already moved to Liberty Mutual saving 10 to 20% off their current premiums… Go to http://www.libertymutual.com/andersenalumni for a free quote... It takes less than 5 minutes.

Save the Date…May 1-3, 2015

Legacy, Leadership, Life
Connections Conference 2015

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

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

CONNECTIONS was originally created as a way to gather the community of former ANDERSEN Recruiter, Human Resource, Training, Finance and Administrative

Professionals. Over the years it evolved to include former Andersen partners and employees from each of these areas and Practice Professionals from all discipline!!

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

Registration is open just click here: http://bit.ly/1yAxqZS

Andersen Alumni Benefits

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

Social Media: Association's LinkedIn Group (Join) and Company (Follow) and Facebook Fan Page (Like)

Social Media is a great way for us to stay connected. To request the Association Status be added to your Linked in Profile click on the following URL to JOIN:
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