



ANDERSEN ALUMNI™

Straight Thoughts, Straight Talk

"Serving Andersen Alumni Worldwide"

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Editorial

Welcome to the second quarter, 2011 Andersen Alumni newsletter. This year seems to be flying by. The economy seems to be improving, if ever so slowly. The budget debate seems to be getting underway. Given the order of magnitude of the deficit, this is a debate that will probably go on for quite some time.

The fiscal mess in Washington has been on my mind a lot these days. A couple of weeks ago I heard a fellow Andersen alumni, David Walker and others including Alice Rivlin (former vice Chairwoman of the Federal Reserve) present a roadmap for how the US can fix its budget problems. I am proud to call David an alumni because of his tireless effort to bring sanity to our fiscal budget. Check him and his efforts out at the Comeback America Initiative at www.tcaii.org.

We have been busy at your AndersenAlumni.Com. We continue to seek out partners like Liberty Mutual that will offer special discounts to you and your fellow alumni. Many of you have taken advantage of their services. I recommend that you give them a try.

We continue to partner with *Consulting Magazine* and host alumni events across the country. The next event will be May 4th in Chicago. If you would like to organize an event in your city let us know and we may be able to assist.

Last but not least, please continue to keep your information current and ask others to join. The Andersen alumni network continues to remain strong and beneficial to all of us.

Kirk Hancock

Be a Steward

by Ed Maier, Former Andersen Partner

Many years ago during my fresh-out-of-college job interview with Arthur Andersen, a very senior partner introduced me to the concept of stewardship. He explained that to him, this value meant that it was his responsibility to "...make this a better place for the people that follow me...because those ahead of me made it a great place for me." That concept resonated with me. I found myself repeating it often to recruits and associates throughout my career.

Most, if not all, of you who read this newsletter are leaders at some level in your organization. Whether you are leading a project team, or a department, or a division, or a company—you are a leader.

So how do leaders who are stewards behave in their role? I believe:

- They first and foremost care about their people.
- They create an environment in which everyone works together towards a common goal.
- They build trust with their team.
- They act with integrity at all times and expect nothing less of their team.
- They have the competence to do their job and the knowledge that goes with the territory.
- They set the vision and define the mission.
- They rouse the people to achieve it.
- They provide them with the tools they need to get the job done.
- They take responsibility for their actions and expect others to do the same.
- They hold their team accountable, fairly and equally, to achieve their tasks.
- They stand out of their way and let them perform.
- They reward them, individually and collectively, when they have accomplished their tasks.
- They change course when the environment dictates the need for change.
- They communicate the results of the team's attempts, achievements and failures.
- They listen to their feedback and they act on it.
- They communicate, communicate and communicate again.
- They mentor, develop and coach others.
- They control that which they can and worry not about that which they cannot.
- They act responsibly to protect the environment and build the community.
- They take care of their physical well-being and that of their team.
- They seek to learn and develop.
- They think straight. They talk straight.
- They know to have fun and they do.
- They know to rest and they do.

If you do these things, I believe you will leave behind an organization, a community, a society and an environment that was better than it was when you got there. You will steward. You will lead.

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

Andersen-related excitement in RSM McGladrey's expanding Business Consulting practice

Lots of exciting things are happening in the RSM McGladrey Business Consulting practice – a new organizational structure, new market-driven services and new strategic hires, including a team of forensic and investigation specialists headed by long-time Andersen senior partner, **Joe Decilveo, Jr.** Joe's team joined the New York Business Consulting practice from LECG Global Financial Services where he and his team members had been involved with complex litigation and investigative matters and consulted internationally on issues related to the Foreign Corrupt Practices Act.

Another former Andersen employee, **Rob Kastenschmidt**, also joined the Business Consulting practice, leaving a Big Four firm to become service line leader of our Risk Advisory Services group. Rob worked at Andersen from 1997 to 2002, last serving as Manager – External Audit & Transaction Advisory Services in Andersen's Milwaukee office.

RSM McGladrey also took advantage of “the power of Q,” holding its inaugural Business Consulting residential campus hire training program for 36 new employees at **Andersen's Q Center** in St. Charles, IL, in January and February.

To learn more about RSM McGladrey's growing Business Consulting practice, visit www.mcgladrey.com/consulting.

Earthquake, Tsunami and Charitable

Giving by Warren Turner, Former Enterprise Group Manager, Partner Cardinal Points Group and Founder Andersen Alumni Association

As a former auditor I was trained to exercise healthy skepticism in my assessments. With today's media, “objective” news reporting, etc... I find myself becoming more cynical. I guess this is one the downsides from aging. No doubt the worldwide economic recession has had a catastrophic impact on charitable giving over the past couple of years. The devastation caused by the recent tsunami has left many wondering ways they may help. If

you are looking to make the most of your charitable giving for the Tsunami relief effort consider checking out UMCOR (United Methodist Committee on Relief) www.umcor.org UMCOR is a registered with the IRS as a 501c3 charity, and all your gifts are tax deductible. UMCOR is the humanitarian relief and development agency of the United Methodist Church, a worldwide denomination. Compelled by Christ, UMCOR responds to natural or human made disasters—those interruptions of such magnitude that they overwhelm a community's ability to recover on its own. UMCOR has received a four (4) star (the highest) rating from Charity Navigator <http://www.charitynavigator.org> . Charity Navigator, America's premier independent charity evaluator, works to advance a more efficient and responsive philanthropic marketplace by evaluating the financial health of over 5,500 of America's largest charities. In short those of with means should help those in need. One way to do this is to find a charity you can trust.

Entrepreneurial Spirit: From notes on a napkin to a nationally recognized consultancy, West Monroe Partners makes its mark through hard work, a sound strategy and solid roots from its days at Andersen

In late 2001, with the prospect of Arthur Andersen going out of business, several current and former Andersen personnel—including Dean Fischer, Kevin McCarty, Matt Rager, and Susan Stelter—met informally at Miller's Pub in Chicago to discuss the idea of starting a new consulting organization. The group brainstormed about an organization that retained Andersen's strongest aspects but did other things in a new and better way. Through this and several follow up conversations, West Monroe Partners—named for the location of Andersen's Chicago Office where they met—was born in April 2002.

Nine years later, the organization has added offices in Montreal, Seattle, Columbus, Toronto, and New York City. And, despite a very challenging economic environment that was damaging to many in the profession, the firm grew 40 percent in 2010, ending the year with more than 250 consultants and serving both middle market and global 1000 clients. Not many organizations—let alone consulting firms—can claim that level of performance coming out of one of the worst economic periods of the past century.

Core values drawn from Andersen's focus on people

One of the first things the fledgling West Monroe team did was define a clear and compelling set of core values (in fact, the founders created a first draft on a napkin during an early meeting). Not surprisingly, a key theme in firm's values ties back to the

company's roots at Arthur Andersen, and that is the importance of its people. From its beginnings, West Monroe relentlessly has emphasized a philosophy of investing in its people and providing professional development opportunities that stand out from other consulting organizations—a somewhat “radical” focus in an industry focused on building and nurturing client relationships. The rationale was simple: creating an environment that is highly participatory and offers exceptional experiences and learning opportunities translates directly into the energy and enthusiasm with which people approach their client work.

“Live to fight another day”

Building a differentiated, growth-oriented consulting organization from the ground up was not an easy task. Today's market demands a unique combination of breadth and specialization, as well as reputation and credentials that are extremely difficult for a small and young firm to offer in the face of larger competitors. West Monroe Partners had to work extremely hard just to get in the door with prospective clients. From its first project for Equity Marketing Services, West Monroe Partners went on to win 20 clients in its first year, enabling it to add 11 people—many of them former Andersen colleagues—to fuel the team by year's end and begin to build a foundation for growth.

There were some sacrifices along the way, and early on, the small team subsisted by the motto, “Live to fight another day.” But by 2003, West Monroe Partners began to see some of the fruits of its hard work. In 2003, it added 38 new clients, for a total of 58—including such prominent names as Adams Street Partners, Holly Hunt, SXC, the Chicago Board of Trade, and Underwriters Laboratories.

One of the keys to overcoming competitive challenges was a continuous attention to strategy—and particularly on making sure that the firm's offerings and capabilities are relevant to the marketplace. The firm's founders understood that they had to resist the urge to be “all things to all people.” Recognizing an opportunity to fill a gap in an underserved segment, West Monroe Partners focused on serving primarily middle market clients—an area of focus that remains in place today even though the firm now does work for the likes of Wal-Mart, Barclays, Sysco and others.

The transition from start up to significant growth

With a solid foundation in place, the firm enjoyed tremendous growth over the next four years. In 2004, West Monroe Partners expanded outside of Chicago for the first time, hiring former Andersen partner Yves Leclerc to lead a new office in Montreal. A year later, it hired Andersen alumni Tom Bolger and Sean Adkins to develop new offices in Seattle and Columbus (OH), respectively. This expansion of the firm's foundation produced results quickly—from 2004 to 2005, West Monroe doubled its revenues and earned the first of many accolades when *Consulting Magazine* named the young firm one of its 2005 “Small Jewels.” Further expansion included the 2006 acquisition of talent from LxLi, a preeminent labor management industrial engineering consultancy, and the addition of an office in Toronto. And in 2007, West Monroe added several innovative

technology products—including the FLEXdls™ labor management solution and West Monroe SMART™ smart grid investment and grant management tool—to its suite of consulting capabilities, and it established a team in New York City for the first time to support clients' operations on the East Coast and begin building its brand in that area. By the end of 2007, West Monroe Partners had more than 200 consultants across its US and Canadian offices.

But growth didn't just come in the form of new clients, offices, and team members; West Monroe Partners' brand and reputation also strengthened during this time. In fact, the firm earned accolades both as an employer and a service provider from a variety of sources, including the National Association for Business Resources, *Seattle Business Monthly*, *Crain's Chicago Business*, *Consulting Magazine, Inc.*, and others.

Positioned for success

Like much of the business world, West Monroe Partners felt the impact of the significant recession that began in 2008, but the firm took this as an opportunity to refine its strategy, reinforce its foundation, and reinvest in its people—all steps that enabled it to remain financially healthy through the recession, outperform its competition during this period, and position itself for greater success as markets began to turn around.

Today, West Monroe Partners is a vibrant and growing team of nearly 300 people, including more than 30 Andersen alumni, which is distinguishing itself in the marketplace by helping clients plan for and execute significant operational transformation brought about by factors such as industry consolidation, new regulation, and the advancement of smart grid technologies. Guided by an Executive Committee comprised primarily of ex-Andersen personnel—including Dean Fischer, Kevin McCarty, Doug Armstrong, Tom Bolger, Yves Leclerc, Sean Adkins, Gary Beu and Holly Kay—the firm has strong industry-focused practices in banking and insurance, capital markets and trading, energy and utilities, healthcare and life sciences, manufacturing and distribution, private equity and alternative investments, and retail store operations. Most recently, it initiated an alliance with BearingPoint Europe that will expand the firms' geographic reach beyond core markets and provide a delivery capability for clients outside their home territories. www.westmonroepartners.com

The New Value Integrator: Insights from the IBM 2010 Global CFO Study

A new economic environment has emerged. Pressures have intensified for CFOs, but new possibilities have arisen as well notably, to reshape the mission of the Finance organization. Leading enterprises are well on their way to charting a new course. The IBM 2010 Global CFO Study identified one group of companies, *Value Integrators*, that outperform financially (as measured by 5 year CAGR of Revenue, EBITDA and ROIC) and are more effective across the entire CFO Agenda. They excel in two areas, Finance

Efficiency and Business Insight.

IBM's companion study **The Journey to a Value Integrator**, was just released in February. This whitepaper provides a case study based approach. Based on deep dive case studies with 15 companies that share the characteristics of *Value Integrators*, IBM's new whitepaper addresses this in three themes:

1. The Catalyst and Business Case for Change
2. The Finance Transformation Playbook
3. The softer side of transformation, success = people + culture

This paper picks up where the 2010 Global CFO study left off by answering the question "*what is the path to higher value?*"

Download both studies from IBM Global Business Services for free, here:

[IBM 2010 Global Chief Financial Officer Study](#)

[IBM 2011 Whitepaper, Journey to a Value Integrator](#)

MARK YOUR 2011 CALENDAR , UPCOMING ALUMNI REUNIONS

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

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

Save the Date: CONNECTIONS 2012

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

Andersen Alumni Benefits

Liberty Mutual

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

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

- The freedom to purchase insurance the way you want: through a personal sales representative at more than 400 offices countrywide, a toll-free telesales center, or online.
- Convenient payment by automatic checking account deduction or direct billing to your home
- 24-hour toll-free claims service
- 24-hour emergency roadside assistance
- 24-hour homeowner emergency repair service
- Outstanding customer service from a local office, or from Liberty Mutual's J.D. Powers and Associates-certified call centers.

To find out how much you can save, call 1-800-835-0894.

Pure Web Development

Did you know that 84% of Americans have cell phones? Huge numbers now use mobile phones to get online instead of desktop computers and by 2012 smart phones are set to outpace sales of desktop computers. Currently all major American carriers are providing 3G and in some instances 4G connections at speeds up to 12Mbps.

The way we access the internet is evolving and it is vital that your web presence and the way you present your products/services/information online adjusts with it. Now is a perfect time to get your website into the hands of these new internet users or maybe just enhance it with a custom application for use on the iPhone or Android phones.

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

Phone 404-921-0090 or email: sales@purewebdevelopment.com

LinkedIn Group

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

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

Facebook Fan Page

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