



ANDERSEN
ALUMNI™

Straight Thoughts, Straight Talk

"Serving Andersen Alumni Worldwide"

Jul. 2017

Vol.10 No.3

Sponsored by: Andersen Tax



Editorial

Yogi Bera summed it up best when he said, "it is déjà vu all over again". That is my reaction every morning when I read the newspaper. Every morning it is the same old story: Trump tweeted, the Russians did something, Congress did nothing and the North Koreans are still scary. It seems like we are in an endless cycle.

However, just because some things feel like the proverbial déjà vu all over again, it does not make them any less important. For example, I am talking about the timeless principles that Andersen was founded on: Think Straight, Talk Straight and the Appearance of Impropriety is Improper. I heard these all the time while at Andersen. These principles left indelible marks on my professional career and how I approach business and relationships. Just because I heard them over and over, even if it is just inside my own head, does not make them any less relevant.

The Rule of Seven is an old marketing adage. It says that a prospect needs to see or hear your marketing message at least seven times before they take action and buy from you. Whether it is seven or one hundred and seven, some things are just worth repeating. You

know that with your brand. Why else does The Coca Cola Company continue to spend millions promoting Coke? Telling the story over and over is critical to sell your product or service.

So my question is this. What story are you telling to your employees or children every day? Are you even telling them a story or principle? Sure, it gets old repeating the same it over and over. However, we are humans after all, and we need continued reinforcement of ideas and principles to make them stick or drive us to action. If it is important to you or your company, you had better be telling your story. Don't assume they already know it.

Who does not know what is in the curvy glass bottle or red can of cola? You can bet the folks at The Coca Cola Company will not let you forget it.

We'd like to thank Andersen Tax for its continued sponsorship. We have a very interesting and informative newsletter this quarter. If you have content, you would like published in a future newsletter just let me know.

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

Sincerely,
Kirk Hancock
Editor

Alumni Call to Action

Andersen Alumni Association is pleased to announce our partnership with PCI for the publication of our 4th Edition Quadrennial Directory in 2018. More details to come but for the time being we would ask all Alumni to update and or create their profiles at www.andersenalumni.com.

Andersen Tax Celebrates 15 Years

By Mark Vorsatz, Alumnus Arthur Andersen & Co. (1979-2002,) Andersen Tax CEO

Andersen Global is an international association of member firms founded by Andersen Tax in 2014. Andersen Global is comprised of over 2,000 professionals in more than 70 locations worldwide

2017 is a special year for Andersen Tax. On July 9th, we celebrated 15 years as a firm – a milestone for Andersen Tax as we continue our journey in becoming *the firm* known for the quality of its services.

Our firm was established in 2002 by 23 former Andersen partners. We had about 180 people in six locations at the time. When we launched the firm, we made a personal decision not to be part of an audit firm, ensuring our clients received independent and objective advice. Each year we added additional headcount and locations, and by quantitative measures, the firm grew by three to four times in every category over eight years. However, growth was never our goal – it is merely a byproduct of our longstanding history and consistently providing best-in-class client solutions. In 2006, the firm became a top 15 tax practice in the nation according to *Accounting Today*, and by 2012, we had quadrupled in size since inception.

In 2013, our global expansion began in support of meeting the needs of our clients, which were increasingly international in nature. I spoke of this as “the next frontier” for our firm. We evaluated a number of alternatives and networks, but ultimately decided that, to be successful in providing quality, seamless service to our clients around the globe, we needed to build our global platform one location at a time. We subsequently established locations in Switzerland, France, Netherlands, Italy, and Russia. This was a true turning point for our firm and culminated in September 2014 when, with a presence in 26 locations around the world, we adopted the name Andersen Tax. We selected the Andersen name because it best represents our history and our core values: Best-In-Class, Stewardship, Seamless, Transparency and Independence. These values are the foundation upon which our firm and our global organization are built.

As new groups and individuals join our organization, we focus on chemistry and bringing in member firms that embody these same values and represent the high quality that is consistent with our firm. Each and every one of the partners that joins us shares our objectives of stewardship, independence and seamless service. We aim to be the benchmark for quality and this starts with the partners and member firms that become a part of Andersen Global.

In the months following our adoption of the Andersen name, we added a presence in 11 new locations. Member firms joined us in Poland, Germany and Spain, and we debuted the Andersen name in Mexico, Guatemala, Brazil and Chile. By December 2015, we had a presence in 45 locations worldwide. At the end of 2016, we had 55 locations and had established a presence in Canada, Ireland and Panama.

2017 marks another inflection point for our firm. This year, the Andersen name debuted in Europe as member firms in Spain, Italy, Germany, Luxembourg, Portugal, and Netherlands adopted the names Andersen Tax and Andersen Tax & Legal. We also initiated expansion in Africa and the Middle East. More importantly, our global partners have come together in an unbelievable way. I continue to be impressed by the level of commitment they have to both our clients and to our vision of developing a seamless professional services model providing outstanding tax and legal services around the world. When we evaluated this leading up to 2013, we knew that building our organization location by location was essential to our success. We recognized that the quality of the partners and firms that joined us was critical. We understood that finding like-minded firms and partners that embraced our commitment to premier client solutions was paramount. As we evaluate this, 15 years after Arthur Andersen and four years after initiating our global expansion, it is clear that this vision is becoming a reality.

Now we have more than 2,000 professionals worldwide and a presence in 70 locations. In the next month alone, we will make announcements about new locations in Egypt, Turkey, Greece and Cyprus. In mid-July, Andersen Tax will debut in Israel as Beneli Tax will officially adopt the Andersen name and become a member firm of Andersen Global. Our footprint will continue to grow as we focus on key markets. We expect to add another eight locations by the end of this year and we continue to have discussions with groups around the world that would like to join our

firm. It has been a pleasure to connect and reconnect with Andersen Alumni as part of this process.

Our Arthur Andersen roots are an important part of our firm's culture. In the coming months we will be holding several launch events for firms that have adopted the Andersen name, and we look forward to connecting with Andersen alumni from around the globe. Stay tuned for more information about events in Spain and Israel. Like many of our locations, our offices in Spain and Israel are led by former Arthur Andersen partners and these events present a great opportunity to reconnect with our Andersen "family."

This year is undoubtedly an important milestone in our firm's future. As our current trajectory continues, with additional international expansion and more firms adopting the Andersen name, one thing remains constant—maintaining a culture rooted in Andersen values by providing quality solutions and best-in-class service to clients. I'm proud of where we are as a firm and I look forward to where this path will lead us in the coming years.

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

Congratulations Alumnus Tony DiBenedetto: DXC Technology Acquires Tribridge to Solidify its Position as a Leading Systems Integrator for Microsoft Dynamics 365

TYSONS, Va.--([BUSINESS WIRE](#))--[DXC Technology](#) (NYSE:DXC), the world's leading independent, end-to-end IT services company, today announced that it has acquired [Tribridge](#), one of the largest independent integrators of Microsoft Dynamics 365. The combination of Tribridge with the existing [DXC Eclipse](#) business solidifies DXC's position as a leading global systems integrator for Microsoft Dynamics.

DXC Technology acquires Tribridge to solidify role as a leading global systems integrator for Microsoft Dynamics 365

The acquisition includes the Tribridge affiliate company, [Concerto Cloud Services](#). Under the acquisition agreement, which is effective immediately, Tribridge will be known as Tribridge, a DXC Technology Company. Financial terms were not disclosed.

"The combination of Tribridge with DXC Eclipse significantly strengthens DXC's role as a leading Microsoft Dynamics 365 systems integrator, greatly enhancing our ability to address client needs," said Mike [Lawrie](#), DXC chairman, president and CEO. "This acquisition, the first since the formation of DXC Technology, fits with our vision of

leading clients on their digital transformation journeys and aligns with our strategic growth objectives.”

DXC Technology was formed in April by the combination of CSC and the Enterprise Services business of Hewlett Packard Enterprise. The company has nearly 6,000 clients in 70 countries around the world.

“Enterprises are constantly demanding end-to-end integration with hybrid-cloud platforms to rapidly develop, deploy, execute and protect next-generation applications,” said Troy [Richardson](#), DXC senior vice president and general manager of Enterprise & Cloud Applications, who will lead the combined business. “The combined capabilities of DXC Eclipse and Tribridge offer clients a complete end-to-end solution, one that significantly differentiates DXC as a leader in the marketplace.”

About Tribridge

Tribridge offers mid-market and enterprise customers software services and cloud solutions in the areas of finance and operations, customer engagement and human capital management.

The addition of Tribridge will bring significant value to the existing DXC Eclipse business in the Americas, and will allow DXC to expand and enhance its offerings in healthcare, state and local government, consumer packaged goods and professional services.

“Our single focus for nearly 20 years has been to help organizations solve their toughest business challenges through the latest technologies and a commitment to exceptional customer service,” said Tony [DiBenedetto](#), Tribridge co-founder and CEO. “We are excited to become part of a global company with a shared vision, and look forward to continuing our growth trajectory with DXC Technology. This is a unique opportunity for the Tribridge team to drive innovation for our clients.”

Speaking about the acquisition, Judson [Althoff](#), executive vice president of Worldwide Commercial Business at Microsoft, said: “Our partnership with DXC centers on empowering our mutual customers to transform customer relationships, operations, employee productivity and product development. This acquisition reflects DXC’s commitment to that shared goal by helping companies connect their data sources, drive intelligent decisions and optimize business processes with Dynamics 365.”

Tribridge’s affiliate company, Concerto Cloud Services, is a provider of advisory services and fully managed private, public and hybrid cloud solutions to clients and strategic channel partners in the mid-market. The affiliate will go to market as DXC Concerto.

“Concerto Cloud Services was founded with a mission to support our customers and partners on their respective journeys to the cloud and to help them realize its numerous

business benefits,” said Steve [Terp](#), president of Concerto Cloud Services. “Concerto comes from a rich legacy of application expertise, and becoming part of DXC Technology’s mature hybrid cloud business is a natural evolution for our team. This is a tremendous opportunity to provide organizations with innovative services on a broader and more global scale.”

Based in Tampa, Fla., Tribridge has 740 employees across North America and Europe, and was founded in 1998. A Microsoft Dynamics 365 partner since 2004, the company offers the full suite of Dynamics 365, ERP and CRM business applications and has been recognized as the MS Dynamics 365 Worldwide and U.S. Partner of the Year six times. Tribridge also sells proprietary software built on the MS Dynamics 365 CRM platform in key vertical markets including healthcare, and justice and public safety.

Tribridge also has strategic relationships with Cornerstone OnDemand and Oracle NetSuite.

DXC Eclipse is a leading global Microsoft Gold Partner delivering Microsoft Dynamics 365, ERP, CRM, business process, analytics, and collaboration solutions on premise and in the cloud. With a single, global team of Microsoft consultants, DXC Eclipse has helped over 1,700 customers achieve successful digital transformation projects using the full suite of Microsoft technologies and applications. DXC Eclipse operates across a large geographic span in the Pacific (Australia, New Zealand and Fiji) and in North America (U.S. and Canada).

About DXC Technology

DXC Technology (DXC: NYSE) is the world’s leading independent, end-to-end IT services company, helping clients harness the power of innovation to thrive on change. Created by the merger of CSC and the Enterprise Services business of Hewlett Packard Enterprise, DXC Technology serves nearly 6,000 private and public sector clients across 70 countries. The company’s technology independence, global talent and extensive partner network combine to deliver powerful next-generation IT services and solutions. DXC Technology is recognized among the best corporate citizens globally. For more information, visit www.dxc.technology.

Starting a Consulting Company – Goal Clarity & the R-Factor Question®

By Jerry L. Mills, *Andersen Alumnus and Founder & CEO of B2B CFO®*

I attend quarterly classes with a company named Strategic Coach®. While the annual cost is a bit high, I enjoy taking a day each quarter to review old goals and set new ones.

The Strategic Coach® has a trademarked term named The R-Factor Question®, which they encourage members of their program to use with their clients:

“If we were meeting here three years from today, what has to have happened during that three-year period for you to be happy about your progress?” (How the Best Get Better 2, p. 15).

The answers our clients give to the above question are often very interesting. Some clients will not answer. The reasons for the non-answers are that they either (1) do not have any goals for the three-year future period and/or (2) they do not feel good enough about the relationship with us to answer the question.

There is nothing we can do if a client does not feel the relationship is good enough to answer the question. There might be, however, something we can do if the client does not have written future goals. Our trainers teach us the following about setting goals.

“Goal Clarity – this means having clear, specific, written goals of what you want to happen in your future. They must be goals that you deeply desire, and most important, goals you firmly believe are possible for you to achieve, and that you feel you deserve to achieve.” (Integrity Selling for the 21st Century, p. 2).

We learn from the above that attributes of our goals:

1. Clear
2. Specific
3. Written
4. We deeply desire them
5. We firmly believe we can achieve them
6. We feel we deserve to achieve them

One of the best ways I have learned to achieve goals is (1) to hand-write them and (2) to put them in a visible place so that I see them daily. My place to put my hand-written goals is next to my PC monitor. I look at the goals daily, spike the ones I have achieved and ask both my subconscious and my Creator to help me to achieve the remaining goals. I have developed the self-discipline to repeat this process every 90 days.

Below are a few notable quotes about setting goals:

“To live a fulfilled life, we need to keep creating the ‘what is next,’ of our lives. Without dreams and goals there is no living, only merely existing, and that is not why we are here.” - Mark Twain

“I do know that when I am 60, I should be attempting to achieve different personal goals than those which had priority at age 20.” – Warren Buffett

"A person should set his goals as early as he can and devote all his energy and talent to getting there. With enough effort, he may achieve it. Or he may find something that is even more rewarding. But in the end, no matter what the outcome, he will know he has been alive." - Walt Disney

"You are never too old to set a new goal or to dream a new dream." - C.S. Lewis

"I have not failed. I've just found 10,000 ways that won't work." - Thomas Edison

July 4, 1776

By Ed Maier, *Former Andersen Partner*

We recently held the annual celebration of the birth of our nation, which took place 241 years ago.

I read through numerous newspaper and magazine articles and saw several news reports on TV which described many celebrations our communities hold for this event. I asked myself the question—what could I do?

In today's environment, with all the "noise" in communications, I decided not to listen to those from the right, or the left, or the middle, tell me what's right or wrong with my country. Rather than have some postulating talking head—who I may or may not respect—tell me what they think I should think about the laws of our land, I decided I would simply read about them. So, I took some time out of my day and read two documents: The Declaration of Independence and The Constitution of the United States.

It has been a long time since I did this. It was probably in grade school, high school or college that I read them last. But the thoughts and words are still as powerful and meaningful to me today as they were the first time I read them. I think all of us should do this on occasion. So rather than tell you what I think of them, or try to interpret them for you, I hope to whet your appetite by sharing one of them with you. I obtained this from the following website:
<http://www.ushistory.org/declaration/document/>.

IN CONGRESS, JULY 4, 1776

The unanimous Declaration of the thirteen United States of America



When in the Course of human events it becomes necessary for one people to dissolve the political bands which have connected them with another and to assume among the powers of the earth, the separate and equal station to which the Laws of Nature and of Nature's God entitle them, a decent respect to the opinions of mankind requires that they should declare the causes which impel them to the separation.

We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these are Life, Liberty and the pursuit of Happiness. — That to secure these rights, Governments are instituted among Men, deriving their just powers from the consent of the governed, — That whenever any Form of Government becomes destructive of these ends, it is the Right of the People to alter or to abolish it, and to

institute new Government, laying its foundation on such principles and organizing its powers in such form, as to them shall seem most likely to affect their Safety and Happiness. Prudence, indeed, will dictate that Governments long established should not be changed for light and transient causes; and accordingly all experience hath shewn that mankind are more disposed to suffer, while evils are sufferable than to right themselves by abolishing the forms to which they are accustomed. But when a long train of abuses and usurpations, pursuing invariably the same Object evinces a design to reduce them under absolute Despotism, it is their right, it is their duty, to throw off such Government, and to provide new Guards for their future security. — Such has been the patient sufferance of these Colonies; and such is now the necessity which constrains them to alter their former Systems of Government. The history of the present King of Great Britain is a history of repeated injuries and usurpations, all having in direct object the establishment of an absolute Tyranny over these States. To prove this, let Facts be submitted to a candid world.

He has refused his Assent to Laws, the most wholesome and necessary for the public good.

He has forbidden his Governors to pass Laws of immediate and pressing importance, unless suspended in their operation till his Assent should be obtained; and when so suspended, he has utterly neglected to attend to them.

He has refused to pass other Laws for the accommodation of large districts of people, unless those people would relinquish the right of Representation in the Legislature, a right inestimable to them and formidable to tyrants only.

He has called together legislative bodies at places unusual, uncomfortable, and distant from the depository of their Public Records, for the sole purpose of fatiguing them into compliance with his measures.

He has dissolved Representative Houses repeatedly, for opposing with manly firmness his invasions on the rights of the people.

He has refused for a long time, after such dissolutions, to cause others to be elected, whereby the Legislative Powers, incapable of Annihilation, have returned to the People at large for their exercise; the State remaining in the meantime exposed to all the dangers of invasion from without, and convulsions within.

He has endeavored to prevent the population of these States; for that purpose, obstructing the Laws for Naturalization of Foreigners; refusing to pass others to encourage their migrations hither, and raising the conditions of new Appropriations of Lands.

He has obstructed the Administration of Justice by refusing his Assent to Laws for establishing Judiciary Powers.

He has made Judges dependent on his Will alone for the tenure of their offices, and the amount and payment of their salaries.

He has erected a multitude of New Offices, and sent hither swarms of Officers to harass our people and eat out their substance.

He has kept among us, in times of peace, Standing Armies without the Consent of our legislatures.

He has affected to render the Military independent of and superior to the Civil Power.

He has combined with others to subject us to a jurisdiction foreign to our constitution, and unacknowledged by our laws; giving his Assent to their Acts of pretended Legislation:

For quartering large bodies of armed troops among us:

For protecting them, by a mock Trial from punishment for any Murders which they should commit on the Inhabitants of these States:

For cutting off our Trade with all parts of the world:

For imposing Taxes on us without our Consent:

For depriving us in many cases, of the benefit of Trial by Jury:

For transporting us beyond Seas to be tried for pretended offences:

For abolishing the free System of English Laws in a neighboring Province, establishing therein an Arbitrary government, and enlarging its Boundaries so as to render it at once an example and fit instrument for introducing the same absolute rule into these Colonies

For taking away our Charters, abolishing our most valuable Laws and altering fundamentally the Forms of our Governments:

For suspending our own Legislatures, and declaring themselves invested with power to legislate for us in all cases whatsoever.

He has abdicated Government here, by declaring us out of his Protection and waging War against us.

He has plundered our seas, ravaged our coasts, burnt our towns, and destroyed the lives of our people.

He is at this time transporting large Armies of foreign Mercenaries to complete the works of death, desolation, and tyranny, already begun with circumstances of Cruelty & Perfidy scarcely paralleled in the most barbarous ages, and totally unworthy the Head of a civilized nation.

He has constrained our fellow Citizens taken Captive on the high Seas to bear Arms against their Country, to become the executioners of their friends and Brethren, or to fall themselves by their Hands.

He has excited domestic insurrections amongst us, and has endeavored to bring on the inhabitants of our frontiers, the merciless Indian Savages whose known rule of warfare, is an undistinguished destruction of all ages, sexes and conditions.

In every stage of these Oppressions We have Petitioned for Redress in the most humble terms: Our repeated Petitions have been answered only by repeated injury. A Prince, whose character is thus marked by every act which may define a Tyrant, is unfit to be the ruler of a free people.

Nor have We been wanting in attentions to our British brethren. We have warned them from time to time of attempts by their legislature to extend an unwarrantable jurisdiction over us. We have reminded them of the circumstances of our emigration and settlement here. We have appealed to their native justice and magnanimity, and we have conjured them by the ties of our common kindred to disavow these usurpations, which would inevitably interrupt our connections and correspondence. They too have been deaf to the voice of justice and of consanguinity. We must, therefore, acquiesce in the necessity, which denounces our Separation, and hold them, as we hold the rest of mankind, Enemies in War, in Peace Friends.

We, therefore, the Representatives of the united States of America, in General Congress, Assembled, appealing to the Supreme Judge of the world for the rectitude of our intentions, do, in the Name, and by Authority of the good People of these Colonies, solemnly publish and declare, That these united Colonies are, and of Right ought to be Free and Independent States, that they are Absolved from all Allegiance to the British Crown, and that all political connection between them and the State of Great Britain, is and ought to be totally dissolved; and that as Free and Independent States, they have full Power to levy War, conclude Peace, contract Alliances, establish Commerce, and to do all other Acts and Things which Independent States may of right do. — And for the support of this Declaration, with a firm reliance on the protection of Divine Providence, we mutually pledge to each other our Lives, our Fortunes, and our sacred Honor.

New Hampshire: Josiah Bartlett, William Whipple, Matthew Thornton

Massachusetts: John Hancock, Samuel Adams, John Adams, Robert Treat Paine, Elbridge Gerry

Rhode Island: Stephen Hopkins, William Ellery

Connecticut: Roger Sherman, Samuel Huntington, William Williams, Oliver Wolcott

New York: William Floyd, Philip Livingston, Francis Lewis, Lewis Morris

New Jersey: Richard Stockton, John Witherspoon, Francis Hopkinson, John Hart, Abraham Clark

Pennsylvania: Robert Morris, Benjamin Rush, Benjamin Franklin, John Morton, George Clymer, James Smith, George Taylor, James Wilson, George Ross

Delaware: Caesar Rodney, George Read, Thomas McKean

Maryland: Samuel Chase, William Paca, Thomas Stone, Charles Carroll of Carrollton

Virginia: George Wythe, Richard Henry Lee, Thomas Jefferson, Benjamin Harrison, Thomas Nelson, Jr., Francis Lightfoot Lee, Carter Braxton

North Carolina: William Hooper, Joseph Hewes, John Penn

South Carolina: Edward Rutledge, Thomas Heyward, Jr., Thomas Lynch, Jr., Arthur Middleton

Georgia: Button Gwinnett, Lyman Hall, George Walton

Now that you have read it, I have a few suggestions.

- When you have a little time, go to www.BillofRightsInstitute.org and read the Constitution of the United States. It should take no more than an hour of your time.
- At an upcoming family or friends event, pass out copies of both of these documents, ask your participants to read them and then hold a discussion about what they mean to each of you. Listen to what each participant says. Don't argue; just listen. Discuss your points of view and your interpretations of what is written—not with the intent of “winning”, but with the intent of understanding.
- Google the individual signatories and read about their backgrounds. Not every one of them is a famous, well-known name. They came from many different backgrounds and walks of life. Some may be considered characters—in more ways than one. Think about what brought them together.

- Millions of American men and women have served in our armed forces over these past 241 years. Their service protects these sacred rights. The next time you see one or a group of them in a restaurant, shopping mall, airport or just walking down the street, take a moment and thank them for their service.

Each of us should take the time, periodically, to remind ourselves of the benefits we have of living in a nation such as was created in accordance with the beliefs in these documents. We are still a young country. Like all others we should adapt to change as we continue to grow. But the foundation on which we stand is incredibly strong. It is worthy to aspire to continue to build America's greatness. There is not a need to make America great again. America is great. If it is not, why do more people want to come here than want to leave here?

As always, I am interested in your thoughts. Feel free to write me at ed@thinkstraighttalkstraight.com. I hope you had a happy Fourth of July!

How I discovered that I was the Second Member of My Family to Work for Arthur Andersen

By Ralph G. Moore, *Andersen Alumnus*

My name is Ralph G. Moore. I worked in the Chicago Office of AA & Co. from July, 1971 to November, 1973. I was the 10th African-American staff member ever hired by the Chicago Office. I have a degree in Accounting from Southern Illinois University and I successfully sat for the November, 1972 CPA exam which earned me the distinction of being among the first 100 black CPAs certified in the history of the State of Illinois.

My entire family was very proud that I was recruited by Arthur Andersen as I was only the second extended family member ever to graduate from college. My late Aunt Virginia was especially proud and the Sunday before my first day she requested that when I get to the office that I look up Leonard Spacek and "tell him that Ginny said hello". I was slightly puzzled by her request for a number of reasons including that at that time I had no knowledge of Leonard Spacek and how he was one of the most important partners in the history of the firm. Nevertheless, after the traditional first-day-lunch at the Union League Club with Paul Briggs (Lead Personnel Partner for many years) I made my way up to the 35th Floor of the Brunswick Building (69 West Washington) and asked for "Mr. Spacek".

He came out of his office, shook my hand and insisted that I call him Leonard, but he was obviously curious about why I was there. I told him that my Aunt, Virginia Cunningham, had asked me to say hello for her. He had an amazed look on his face and smiled then almost teared up and responded, "Ginny is your aunt?" Then he paused and shook my hand again and said in that big, booming voice of his, "My God! We have come a long way!"

What I subsequently discovered was that my Aunt Virginia was Arthur Andersen's live-in maid at his residence in a North Shore suburb for the 12-year period, 1935 until his death in 1947. For the next several minutes Leonard shared stories of how he got to know her over the years during the many business meetings held at the Andersen residence. He wrote a personal note to my aunt

in a copy of the book, *The First Fifty Years of Arthur Andersen*. He also shared that he had not seen “Ginny” since Arthur Andersen’s funeral in 1947.

My aunt was very grateful to have received the book and note from Leonard. When I asked her why she had not shared her story about working for “Mr. Andersen” with me previously, her response was that she wasn’t sure if it was “the same Arthur Andersen”. To put this matter in perspective, my aunt Virginia knew that Mr. Andersen had a successful accounting firm, but she had no idea of the firm’s size and scope. She was just a proud aunt celebrating that her nephew had “got on” with Mr. Andersen’s accounting firm in downtown Chicago!

As I reflect on this unlikely connection that my family experienced with Arthur Andersen, I must also share how that brief tenure at Andersen transformed my life. Although I excelled as an accounting student at Southern Illinois University, I had no exposure to working in an environment where I would be interacting with senior financial executives of Fortune 500 corporations.

Arthur Andersen enabled a 22-year-old kid from Evanston, IL to acquire skills not covered in college text books. As most of the older alums reading can attest, the guidance covered everything from how to dress when traveling to where to eat (and not to eat!) lunch. Other life lessons acquired while at Andersen include the following:

- Always consider the “big picture” while engaged in the audit process.
- Study process flow when analyzing transactions.
- Never ask “What should I do?”, but rather present two possible courses of action for consideration.
- Client representatives do not know exactly what auditors do so you must always maintain a professional appearance and decorum that underpins your value.

I saw “Leonard” a few weeks later after first meeting at the initial three-week training at St. Charles and he said something to our group which continues to resonate with me. He said (paraphrasing):

“To be recognized as a subject matter expert in any area you must know more about that area than anyone else in your field. That is what the firm (Arthur Andersen & Co.) did in the area of utility accounting in the early years and why we continue to enjoy leadership in the utility industry and many others.”

I leveraged these and many more lessons learned from my tenure at Arthur Andersen to establish a successful consulting practice, RGMA in 1979. Our focus is minority and women business development and supplier diversity and I am considered one of the top subject matter experts in the area.

An important footnote to this experience occurred 20 years later while I was serving on the board of Junior Achievement of Chicago. As a member of the committee that nominated laureates for JA’s Chicago Business Hall of Fame, I proudly submitted the name of Leonard Spacek for consideration and he was inducted, posthumously, as a member in 1991.

When I share this story with Andersen alums they are always amazed so I thought I would share it with the Alumni Newsletter. The fact of the matter is that I was the second person in my family to work for Arthur Andersen!

Being in the Know

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

Last week, I was on a first-time call with a new connection. Well into the call, he randomly asked me how I knew one of my LinkedIn connections. Fortunately, out of my hundreds of connections, he asked about one who I know well. We aren’t just connected ... we know each other! If words matter, you might say that LinkedIn picked the right word ... for *connections* is a good description. Facebook on the other hand, in using the term *friends*, made a bit of a stretch. That same stretch may well be at play when it comes to our core values. To say that you *know* your core values may be a bit of a stretch too.

Even if you can list them!

This has made me realize how I've been misusing the word "know" in my work on core values. I can't begin to recall each of the hundreds of times I've said, "most people *do not know* their core values." The statement is true. And now I understand, truer than I meant! What I have been precisely trying to say is that most people *can't list* their core values. In other words, can't specifically name them on a blank sheet of paper. And that is true.

Most people consider themselves values-based ... or they have a gut-feel or intuition about their core values. So being able to identify/name them is a big step forward. It's hard to live what you can't identify. Yet, being able to identify them is not enough. In fact, for many, it feeds a false assumption:

If I can list them, I *know* them.

When asked about my LinkedIn connection, I really did know him. We have shared common experiences ... both good and bad ... together. We have engaged in meaningful conversations. And we trust each other. There are other LinkedIn connections who I know even better ... based upon even more common experiences and much deeper conversations. And then there are others in my LinkedIn account where I simply appreciate being connected. I trust that you can relate via your own social media accounts.

The process of getting to know your core values starts with a thoughtful exploration. An intellectual brainstorm mixed with a fair amount of silence and discernment. In fact, you likely will develop numerous drafts of lists in attempting to identify your core values ... lists that include behaviors, wants, needs and values. Over time, you will narrow each list ... and eventually make a claim of what you think are words that identify your core values.

At that point, you can celebrate for having identified them. It's a really important step forward. Yet, it will be way too early to claim that you *know* them. In so many ways, at this point, you have just met them.

Knowing your core values is realized through the relationship you develop with them. Through living with them ... and through them. Through taking them into your current life conditions ... your day-in and day-out experiences. It is through these daily common experiences with them and nightly reflections upon them that you get to know them. Your needs, wants and behaviors will be transformed by them. However, unlike a skill or behavior, the goal is not to get better "at" your core values. It is about developing a relationship with them.

You get to know them ... and they get to know you.

As you get to *know each other* better, you will be surprised how much more valuable each of your core values become than the word you initially put on your list to best name

them. Just because you know someone's name doesn't mean you know them. The same is true with your values. I have often said, "*In your search for core values, you won't find them. They will find you!*" I suppose the whole truth is that you find each other. And in doing so, you might say, you become great friends.

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>

How Many of These LinkedIn Secrets Have You Discovered?

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*")

Now that the new LinkedIn changes have been rolled out to everyone, let's take a look at the very best and oftentimes hard-to-find features on the brand new Microsoft LinkedIn site.

6 best-kept LinkedIn secrets

Some of these features may be hard to find, but I promise that you'll have improved success on LinkedIn if you take advantage of these hidden gems.

- 1. 15 free direct messages per month to fellow group members.** There used to be no limit on direct messages within groups, and now you're limited to 15, but it's still a significant value (15 InMails typically cost \$150). Therefore, use your 15 freebies before you use any InMails that may be part of an upgraded account. When you find a fellow group member whom you'd like to message, simply click *Message*.
- 2. Expand your reach by creating three free search alerts.** If you like the results of an [advanced people search](#), be sure to scroll all the way down in the right-hand column and click *Create search alert*, and then LinkedIn will keep looking for new people who meet your search criteria.
- 3. Download your connections.** Did you know you can get a detailed list of your 1st level connections? You can, and it's free and simple to do.

On your top toolbar, click *Me>Settings & Privacy>Account>Getting an archive of your data*.

You'll then receive much of your LinkedIn data in a zip file, including a spreadsheet with first name, last name, current title, current company, and each connection's primary LinkedIn email address.

4. Review your organic LinkedIn home page feed. You can review the status updates from your network in the exact order they're shared rather than in the order the LinkedIn algorithm shows them if you simply change the Sort by option (top right of your home page feed) to Recent rather than Top.



If you choose *Recent*, you'll receive all the updates of everyone in your network. If you choose *Top*, you'll only receive the updates LinkedIn chooses to show you.

5. Find fellow alumni on your university's alumni page. On the top toolbar, put the name of your school in the search box, choose your school's company page entry from the drop-down list, and then click *See Alumni*. You'll then see a listing of all alumni who are LinkedIn members, and you can filter that list by city, keywords, years attended, and much more.

6. Take control of the Skills section of your profile. Your *Skills* section and the endorsements you receive for those skills have increased importance now that LinkedIn features your top three skills. But you can now add, delete and rearrange your skills. Check out my article on the ins and outs of this feature [here](#).

Today's Leading Organizations Are Leveraging Managed Services as a Competitive Advantage

By Traci Easton, Friend of the Andersen Alumni

Your organization is facing a mountain of I.T. concerns. Budgets continue to be a constant battle and resource constraints, exponential data growth, hacking concerns, and compliance issues makes the mountain look impossible to summit. In truth, the mountain continues to get higher with no end in sight. When data and I.T. are the heart of your

business, are you confident your vulnerabilities are under control? Or do they keep you awake at night?

You are not alone! What if there was a way to leverage your current investments, add “round-the-clock” expertise to your I.T. “bench”, and provide secure backup and recovery for your data at a predictable cost? That’s exactly what Solutions II’s Managed Services are providing organizations like yours every single day. Solutions II is an extension of your I.T. department, providing a team of experts 24x7 to ensure you reach the summit and achieve your business goals!

To find out more about how organizations are using Managed Services as a competitive advantage, go to: <http://info.solutions-ii.com/how-organizations-use-managed-services>

Why Hire for Potential, As Opposed to Experience? Imperatives, Tradeoffs and Benefits

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

For professional services firms, hiring experienced talent (defined here as executives from other organizations within your industry with career ladders that parallel yours) has always been a challenge. Luring talent away from competitors, and then onboarding and training those individuals to work successfully within your firm’s parameters isn’t easy. Plus, cultural fit can be elusive for “outsiders” joining a firm where colleagues have worked alongside each other since college. That’s why retention rates for experienced hires at many firms are abysmal; as much as two to three times higher than typical industry averages ranging between 15-25%. These issues illuminate why some firms have eased efforts to hire experienced managers and partners, relying more and more on homegrown talent.

But that doesn’t make any sense if you want to grow your firm. Over-reliance on internal talent is a problem in and of itself. In today’s tight labor market and within virtually every sector of professional services, firms cannot afford to ignore the need to hire managers and partners from the outside. Demand outstrips supply, making hiring from the outside *an imperative*, not a choice.

The way I see it, the solution is to revamp your approach to hiring by *trading experience for potential*. More specifically, firms need to expand their perspective; take the risk and hire executives who may lack direct experience but exhibit potential from outside of

normal channels. What exactly is meant by “potential”? It describes individuals who, in their current workplace, consistently and significantly outperform their peer groups in a variety of settings and circumstances. They also “show a strong capacity to grow and succeed throughout their careers within an organization—more quickly and effectively than their peer groups do.” (Source: [Harvard Business Review](#))

It’s a tradeoff but the benefits are often far-reaching. In addition to filling seats on your bench, there are several other compelling reasons to hire for potential, as opposed to experience:

Increase innovation. By hiring talent via non-traditional channels, your firm will benefit from fresh thinking, ideas and skills. If your team is wallowing in bad habits or a “group think” mentality, new players with new perspectives may be just what you need to shake things up.

Broaden the reach of your employment brand. As many firms struggle to hire and retain specific groups of employees, whether women, minorities and/or millennials, hiring talent with potential from those groups will only increase in momentum as your firm becomes known for hiring outside of the typical “box”.

Expand your firm’s customer base. People hired from “the outside” will bring their contacts “inside”, thereby expanding your firm’s networks to do business with an even larger audience.

The main objection to hiring for potential, which I hear often, is that it’s fraught with risk. That’s really not true. Hiring for potential - when done correctly - is not any more risky than hiring an executive from your competitor down the street. I advocate careful assessment of any hire and especially when hiring people from outside of the usual channels. This will require a shift from the usual way we screen candidates using behavioral interviews with multiple colleagues to implementing more front end assessment tools and technology like Artificial Intelligence and Machine Learning. (For more on this, [go here](#).) I’m also a fan of onboarding and assimilation coaching for the first 90 days, particularly for the more senior level experienced hires. The reality is that any firm that does campus hiring is already hiring for potential, despite the fact that hiring untested recent grads is a great deal riskier than betting on the potential of a candidate who’s already been in the labor market for a few years.

Isn’t it time to start hiring for potential and stop exclusively hiring laterally from direct competitors? Let’s put an end to trading staff back and forth. This is a bad practice for several reasons, including the fact that the individuals willing to jump ship for a lateral move may represent less-than-stellar talent. Plus, the net result tends to be salary creep with, frankly, little impact on the caliber of talent that we offer up to our clients. Sure, there are always trade-offs. But faced with an imperative to grow, we need to turn to the benefits of hiring for potential. Many are already recognizing this - [witness a live poll](#) we are conducting now that currently ranks “hiring for potential” way ahead of other strategies that organizations are utilizing to become more effective in filling open

positions. I invite you to participate in the survey and will report back on results in the next issue of this newsletter.

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>

