Official Newsletter of the Andersen Alumni Association

ANDERSEN ALUMNI™

Straight Thoughts, Straight Talk

"Serving Andersen Alumni Worldwide"

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Editorial

We just celebrated Martin Luther King Jr. Holiday Day in the United States and I reflected on a quote from his Nobel Prize Acceptance Speech “The beauty of genuine brotherhood and peace is more precious than diamonds or silver or gold.” The closeness we share as alumni was forged early in our Andersen careers. Wrapped in a mantra of “Think Straight, Talk Straight” and bound by common experiences, we might all remember that “A good name is rather to be chosen than great riches.” Last year we launched the Oral History Project as a means to preserve and share alumni experiences. By now you should have received an email or postcard mailer encouraging your participation.

As always, we need your help to further strengthen and maintain our Andersen Alumni network. Please leverage our Social Media Presence and LIKE , JOIN, and FOLLOW us.

Sincerely,
Warren Turner
Editor

Alumni On the Move

+ Follow us on our LinkedIn Company Page for the latest information on fellow alumni on the move.

If you have recently changed jobs and would like to share your good news with other Alumni, please email details to Admin@andersenalumni.com

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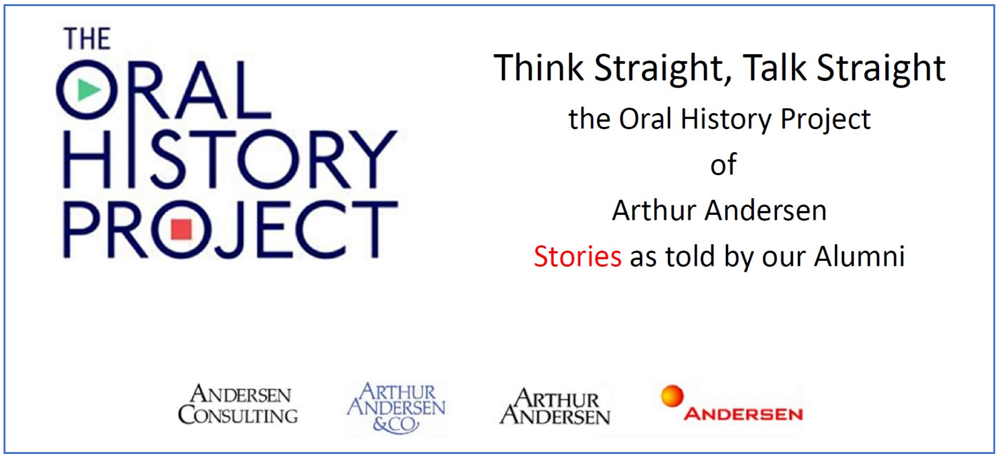
Alumni Development: Interested in a Board Position?

Andersen Alumni from California, Illinois, Florida, Minneapolis, Georgia- and as far away as Switzerland -are now PDA members. Join the Private Directors Association at a 20% discount as an Andersen Alumni and take advantage of board development and placement opportunities.

Join a local live or virtual chapter event as a guest and network with directors, owners and executives at 22 locations around the US. Contact Paula, AA's dedicated support person, for complimentary registration or to join PDA at 281.404.3725 / paula@pcdassociation.org.

Don't miss PDA's complimentary 15-minute podcasts including SHINE: Governance Illuminated and ESG Insights, a 5-part series. Visit www.privatedirectorsassociation.org for details.

Alumni... It's Time to Tell Your Story.



Andersen Alumni Association has partnered with [Publishing Concepts (PCI)] to help collect stories from as many Andersen Alumni as possible and produce the [Andersen Alumni Association Oral History Project]. By sharing your memory, you'll ensure Andersen's rich history will be preserved for generations to come. PCI will soon be contacting you via mail, phone, and email asking you to participate and update your contact information.

Thank you for your participation.

Arthur

CFOs Should Be Stewards of the Organization's Speed-Versus-Control Balance

By Jim DeLoach, *Former Andersen Partner and current Managing Director at Protiviti*

This article was first published by Forbes CFO Network and has been reprinted with their permission

As digital transformation accelerates, companies confront a pressing question: *Does the balance we strike between speed and control align with our strategy?* CFOs are key stakeholders in that ongoing determination, and more finance leaders are assuming stewardship of these deliberations. This emerging responsibility involves assessing and managing the impacts to internal controls that arise from business and digital transformation activities—and determining the extent to which this speed-versus-control balancing act aligns with the organization’s business strategy. While the challenge this balancing act poses is certainly not new, it is exacerbated by the increasing demands and accelerating pace of change of the digital era.

Speed has always been a fascinating concept in business. In the analog age, elapsed time was often benchmarked against competitors as a way of driving continuous process improvements, under the theory that taking time out of a process made it more efficient and flexible. In the digital age, time and speed have evolved beyond the tactical to emphasize a more strategic and holistic view with the objective of challenging conventional thinking and disrupting recognized ways of working and long-established value chains.

Driving value for the customer is a constant, never-ending pursuit to reimagine and improve business models and processes in an ever-changing operating environment. It is fueled by attention to speed in gathering and learning from feedback and making and executing high-quality decisions in deploying digital technologies and tools to deliver the value customers want and expect. Anything short of that is not a very smart play in a digital economy in which markets progress at a rapid pace.

While the development and adoption of advanced technologies reside beyond the finance organization’s traditional span of control, it is vital to recognize that more of these activities also take place beyond the IT group’s purview thanks to citizen developers, low-code/no-code offerings, shadow IT projects and related forms of decentralized technology deployment. As a result, the extent to which high-speed technology development and adoption activities affect the organizational controls environment is often unknown. Addressing this issue is squarely in the CFO’s wheelhouse.

Accordingly, CFOs should understand those elements of transformation that tend to exert the greatest impacts on the control environment, including which internal controls are most at risk of neglect, and how they can help the enterprise monitor and, when needed, recalibrate its speed-versus-control balance.

Where and how internal controls may be overlooked

Everyone knows that digital transformation-driven speed is beneficial and increasingly necessary from a competitive standpoint. That said, several transformation activities and approaches throughout an organization tend to have substantial impacts on internal controls. These include, but certainly are not limited to, the following:

- **Citizen developers:** A growing number of organizations are using citizen developers, decentralized software development approaches and other forms of shadow IT to accelerate the creation and deployment of new digital tools, products and services. This speed often comes with a cost given that these methods can introduce new risks and control issues.
- **The Internet of Things (IoT):** As companies and their third parties continue to increase their use of IoT sensors, devices, applications and data, information

security risks multiply. In addition to questions about security controls, IoT advances are raising strategic questions concerning data ownership, privacy and security as organizations race to monetize the data from increasingly instrumented assets.

- **"Reactionary" transformation:** Much of the digital transformation work that has taken place during the global pandemic has been more reactionary than strategic. These advances are often hugely beneficial in solving emergent problems, but they are not necessarily part of a long-term plan—nor were they implemented with internal controls top of mind. Now, many of these reactionary transformation activities need to be reevaluated from a control and risk perspective to determine how they fit with the organization's long-term transformation plan and investment model.

These and other digital transformation accelerants often neglect, or conflict with, segregation of duties controls. More IT-specific controls related to change management, data security, availability and other application development practices also tend to receive insufficient attention as more software development and technology deployments are conducted outside of the IT function.

Consider, for example, how a manufacturing plant's monolithic technology systems were traditionally built on-premises by the IT group in strict accordance with carefully crafted development processes and standards. Today, that manufacturing plant's engineers and production employees likely have access to nifty citizen developer tool sets that enable them to quickly create and deploy their own customized applications.

Similar low-code or no-code offerings are available to operations teams in financial services and most other industries as well as to accounts payable and most other functional teams. These nimble applications go live and/or to market more quickly but often lack the necessary internal controls.

Your mission, should you choose to accept it

For several reasons, the governance of this speed-versus-control balance is not only a fit but also a responsibility for the CFO.

First, CFOs are a key part of leading the development and execution of the organization's strategy. While that does not make them the sole leader accountable for governing speed versus control, they are, at the very least, an important stakeholder in the process. And they are certainly accountable where speed versus control intersects with the production of data that is ultimately included in financial reporting.

Second, CFOs are responsible for allocating the company's capital, whether that means investing in people, products or technologies. As I have **noted previously**, CFOs assess which talent and skills investments are most likely to enable the enterprise to operate at the right size, and in the right manner, to best address current and future disruptions and opportunities. Finance leaders fulfill a similar role with regard to technology and digital investments. Part of ensuring that those investments enable the enterprise to operate in the right manner requires striking the right speed-versus-control balance.

Third, CFOs are uniquely positioned to determine how the speed-versus-control balance in digital transformation aligns with another, related balance that must be struck between the front office and the back office. Today, digital transformation activities often occur discretely, in the external-facing areas of the business and in the functional areas that support operations, which is the CFO's domain.

In recent years, the front office has acted with increasing independence in developing and implementing digital advances. Doing so helps the organization outpace (or catch up to) competitors in ways that would not be possible if they waited for their back-office partners to develop and deliver similar capabilities. But moving quickly without the proper controls in place—or even a recognition of which controls should be in place but are not—can result in significant breakdowns, like those among supply chains and those related to customer service that have been widespread over the past 12 months or so.

CFOs' legacy risk and control mindset, combined with their involvement in the development and execution of organizational strategy, makes them ideally suited to ensure that digital transformations in the front and back offices are better aligned. By adopting stewardship of the speed-versus-control balance, finance leaders can ensure their companies evolve quickly and wisely.

Performance Management 2.0: Are You Ready for the Future?

By Erin Koss*, CPA is an Andersen Business Consulting Alumni (1993-1999), and CEO of Syte Consulting Group, Inc.*

Performance management is often top of mind with our manufacturing clients, as they look at where they are and where they need to go in the future. So today, I thought I'd do a quick roundup of some of the most relevant trends I see coming up in the area of performance management, particularly in the manufacturing world.

What I like about this list is that it speaks to three key components of every manufacturing business organization: technology, process and people. At Syte, we're big believers in the importance of bringing these three elements together for more impactful outcomes, in any aspect of the business, and performance management is no exception.

Whether you're in a good and steady operational groove or you're seeing big change on the horizon, I hope you'll find this information useful and consider integrating some of these more modern practices into your own performance management matrix.

Managing Performance for the Future

First, I want to differentiate a bit here between "measuring" performance and "managing" performance. Obviously, they're closely connected — the old adage that "you can't manage what you can't measure" is popular for a reason. But I think it's important to distinguish them because one is quantitative (measuring), and the other is more qualitative (managing).

Each side of the coin requires deliberate intention. What I mean is that having the processes and technology in place to manage performance is critical, but creating the right culture around managing performance is just as important.

Let's dive in.

Leveraging Technology to Serve Employees (Not Vice Versa)

As ERP consultants to family-owned manufacturing companies, a core part of what we do here at Syte focuses on technology. We help our clients identify and implement the right technology solutions to take their business where it needs to go.

But it's never *just* about technology. One thing we urge our clients to do upfront is a thorough assessment of the systems, processes and people they already have in place, and an honest appraisal of where things are working — and where they aren't.

So when it comes to technology, it's worth asking: How can we use technology to help our employees improve their performance? Does our current technology help or hinder our employees in their day-to-day jobs? Performance management isn't only about setting productivity goals for individuals or teams, and measuring performance against those benchmarks. It's also about putting technology in place that *elevates* performance.

Data Transparency That Empowers Employees

One of the things we see most often when we work with our manufacturing clients is that no one person seems to have an end-to-end view of the organization's business processes, and the inputs and outputs at each checkpoint. Employees end up operating in silos, without any visibility to upstream or downstream impacts.

As one technology executive put it to the folks at McKinsey, many companies only have half the systems they really need, and the systems that they do have aren't connected. When you can bring disparate systems together, you create data transparency. Suddenly, employees have access to more data in real time, enabling them to take action on insights that they couldn't see before.

Related to this is an approach called active performance management — using technology to gather data, monitor performance and take any required corrective measures, all in real time.

Team Performance Over Individual Performance

In our role as consultants helping manufacturing companies implement new technology and processes, we see firsthand just how much cross-functional collaboration it takes to make these large-scale initiatives a success. So I'm happy to see the start of a shift away from individual-based performance management toward team-based performance management.

There are a lot of organizational and operational wins that come from a team-focused model. You can build teams intentionally to level people up, and that's good for operations, for company culture and for individual morale.

And as business processes and deliverables increasingly depend on cross-functional cooperation, an emphasis on team performance, rather than individual performance, makes a lot of sense. Individuals succeed when the team succeeds.

A team-based model also helps to create a culture of transparency. Employees develop a bias for collaboration, which can lead to even more innovation in the long term.

Ongoing Feedback for Continuous Improvement

Many companies follow the traditional structure of annual or semi-annual performance reviews. Some prefer it because it builds predictability into the process, and provides formal "checkpoints" for setting expectations and discussing areas for improvement. Unfortunately, that approach can also be a little rigid. Twelve months is a long time to wait to provide (and receive) feedback on performance.

I think that's why a model called "continuous performance management" is on the rise. It uses a continuous feedback loop between managers and employees around near-term business objectives and performance. One of the benefits is that these conversations happen within the daily flow of work. Everyone has context, and specific behaviors can be encouraged or corrected quickly.

We're big proponents of this model. I always caution our clients that it requires buy-in, commitment and training to do it right — but it's worth it.

Human-Centered Performance Management

It should go without saying that managing people's performance is about *people*, but the process itself can often feel pretty impersonal. The emphasis tends to be on the business's goals, and whether or not an employee has delivered on them. But as we all know, there's so much more to doing a job well than merely hitting metrics or production numbers.

With employee retention being more important than ever, it's important to make employees feel valued and heard. That's not to say that you shouldn't emphasize accountability, but modeling other [behaviors that build empathy], respect boundaries and encourage personal and professional development will raise everyone's game.

This kind of intentional change isn't easy — it's work. But at the end of the day, you'll go a lot farther if you can create a culture of coaching and collaboration, instead of a culture of judgement.

Performance Management Is a Key Business Process

We tend to think of performance management as a pure HR function, a sort of monitoring and measuring system to ensure that the organization continues to deliver on all of its business processes and goals.

But if we start to view performance management itself as a business process (and a critical one at that), we can give it the attention and the *intention* that it deserves.

Are you rethinking your own performance management policies and procedures? I'd be happy to chat more about how we can help you map out a path forward. Go ahead and schedule your complimentary consultation session right here.

Erin Koss, CPA is an Andersen Business Consulting Alumni (1993-1999), and CEO of Syte Consulting Group, Inc. Talk to Erin about preparing your company for sustainable growth.

The JWST

By Ed Maier, *Former Andersen Partner*

On Saturday, Dec. 25, 2021, NASA's James Webb Space Telescope, or JWST, was launched aboard Arianespace's Ariane 5 rocket from the ELA-3 Launch Zone of Europe's Spaceport at the Guiana Space Centre in Kourou, French Guiana.

Why is this important and why am I writing about it you ask? Bear with me as I explain.

According to my Wikipedia research, the JWST was a project led by NASA, the National Aeronautics and Space Administration. As many of you may know, NASA is an independent agency of the U.S. federal government responsible for the civilian space program, as well as aeronautics and space research. Also note that the JWST was launched aboard Arianespace's Ariane 5 rocket. Arianespace is a leading was completed in collaboration with the European Space Agency and the Canadian Space Agency. Together French global satellite launch services company and, according to its website, is a leader in launch technology and operations. Founded in 1980, it deploys a family of three launchers – Ariane, Soyuz, and Vega – to meet the needs of commercial and government customers. While NASA led this project, it with the United States and

France, eighteen other countries have contributed to its development and successful launch since its inception in 1989.

The JWST is intended to succeed the Hubble Space Telescope as NASA's flagship mission in astrophysics. It is designed to provide improved infrared resolution and sensitivity over Hubble. It will view objects up to 100 times fainter and will enable a broad range of investigations across the fields of astronomy and cosmology. Its observations will include some of the oldest, most distant, events and objects in the universe such as the first stars and formation of the first galaxies.

As I learned more about the success of this program, and the collaboration of thousands of people over the years from a variety of countries and locations, I wondered this. How can a task of this magnitude be accomplished while at the same time, we cannot seem to get the leadership and participants of the two major political parties in our country to collaborate on the many issues dealing with governance? They fight over everything. If a Republican says the sky is clear and blue today, a Democrat says no, it is partly cloudy and gray. If a Democrat describes the events that took place on January 6 as an attempted takeover of the government, a Republican describes the same events as a peaceful demonstration. I am certain that at many times during the development of the JWST, there were significant disagreements on design, cost, production, and a myriad of other tasks. Yet somehow, a large number of different personnel with different languages, diverse backgrounds, different approaches to their work and different opinions were able to pull together to successfully complete this project.

Compare this effort with many of the different news reports you see on television or news stories you consume. It does not seem like a day goes by without one of our political representatives spewing vitriol at another. If a Republican says something about a topic, a Democrat must disagree with it or condemn it. If a Democrat puts forth a suggested solution to a problem or proposes a specific piece of legislation to deal with an issue, a Republican must shower it with his/her disdain. The name-calling and finger-pointing that takes place is worse than I what occurred in my elementary schoolyard. It is often so frustrating I simply want to throw my arms up in disgust and just cower down in my Covid-free sanctuary at home.

Commentators, newscasters, bloggers, politicos, editors keep calling for cynicism and criticism to stop. Yet at the same time they publish articles, stories, and broadcasts that add fuel to the fire. Their coverage of the news in this stilted fashion happens with such frequency that it makes me want to react like network news anchor Howard Beale, played by Peter Finch, in the 1976 movie film “Network”. I want to scream his infamous line: I’m as mad as hell, and I'm not going to take this anymore!”

But my frustrations aside, is there any hope for change? Can we do better in the way we communicate with each other and how we deal with each other’s points of view? In the late 90’s we were headed in a similar direction then 9/11 pulled us closer together. Do we need another event like that to bring some level of rationality and cooperation to the bodies who govern our country? To reduce the screaming from the right against the left and vice versa by members of the ordinary citizenry?

It is pollyannish and foolish of me to think that I can affect change in the behaviors of public leaders. But I can affect my own behavior and try to do something at my level in society to create more positive energy in my community. As I go forward in 2022 and beyond, I am going to try to engage more people around me in conversation about difficult topics and promise to listen without judgment. I want to understand why others believe the things that they do, even if I do not agree with them. To start, as I engage with others, I intend to ask them to share their point of view on controversial topics. I will listen to what they have to say; I will seek to understand why they support a particular point of view. I will carefully explain my point of view without attempting to convince them that I am right. I hope to do so in a manner that allows each of those with whom I engage to walk away from the conversation with an understanding of my meaning and for me to walk away with an understanding of theirs. I do not hope to change anyone's mind. I just hope to broaden their perspective. And I hope that I can listen thoughtfully and carefully to their points of view and broaden my own perspective. I just want to try to open the dialog doors a bit and have fruitful, meaningful, and educational conversations. I am optimistic that if I can conduct my conversations in such a fashion that some degree of change will occur, however small. And this change could occur in myself, as well as others. It will move individuals closer to understanding each other. And a better understanding will lead to mutual agreement on how to solve problems. At a minimum, it will help reduce the noise and the acrimony.

And I hope my thoughts have helped provoke some thoughts in you. I hope you will help to bridge this divide in your own way, in whatever fashion you prefer. After all, if thousands of people who came from twenty different countries and different walks of life, could contribute to the development and successful launch of a scientific breakthrough that will see things beyond the universe that we have never seen before, each of us as individuals can speak to each other in a way that helps us see the other in ways we have never seen them before.

As always, I am interested in what you have to say. Please write me at edmaier46@gmail.com and let me know what you think.

And if you enjoy my writing, there is always more of it in my book at www.amazon.com under the title "Think Straight. Talk Straight."

Design is a Two-Way Process

By Kim Schlossberg, ***Andersen Alumnus Marketing Manager 1992-2002 and owner of*** ***Kim Schlossberg Designs***

Design is a two-way process, and no designer can create their best work in a vacuum. Whether we're designing a logo, a website, a brochure, or an advertisement, we need meaningful participation from our client to create the most successful design.

Recently a client asked me what he could do to make the design process faster, smoother, and more effective. That was a good question! Sometimes I hesitate to give clients assignments, but we really need client input to get the best possible result. And, to get the best design solution more quickly, efficiently, and therefore less expensively.

Why should you care if you make my life easier? It has nothing to do with you being a nice, generous person (which you are). It's all about getting a better, more appropriate design solution. It will probably be done more quickly. And it just might save you time, money, and frustration.

Here are some things you, as a client, can do to help move your design project along.

How Clients Can Help

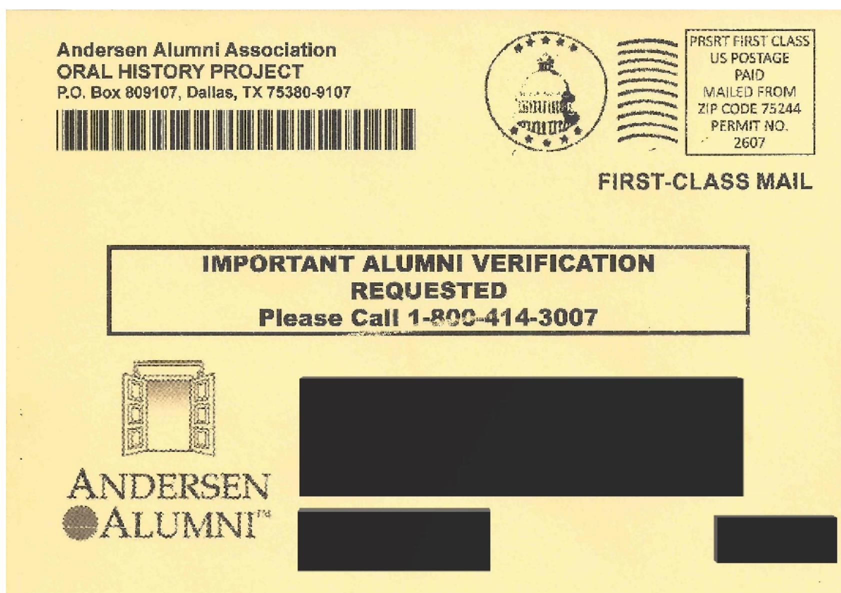
1. If your designer gives you a **questionnaire** (like we do), put some time into thinking about and answering the questions. Some may not apply, and that's OK, and some take considerable thought.
2. Deeply understand your organization's **mission and vision**, and be able to communicate them clearly. If you can't do that yet, we can help you get to that point. But it's the first step of a successful design project.
3. Understand who your **market** is, and who you are trying to reach with a particular project. Logos and websites might need to communicate to a variety of audiences, while (online or traditional) advertisements, brochures, direct mail, emails, etc. can appeal to a very targeted audience.
4. How do you want to be perceived in the marketplace? What is the **image** you want to cultivate?
5. Compile a list of your **competitors** and others serving your same market, to expedite the designer's research process.
6. Gather **ideas** for logos, websites, layouts, etc. that meet your communication goal. Pinterest is a great tool for gathering visuals. You can create a private board and share it only with your designer if you don't want to share your thoughts with the whole world yet.
7. **Respond** to requests and questions promptly.
8. Decide who is **responsible** for creating content, getting photographs, writing and editing text, etc. We offer these as part of our integrated marketing services, but not all designers do. Make sure everyone knows who's in charge of doing what.

9. Be clear and direct about your **budget**, **timeframe**, etc. We really want to meet your needs, but we can’t do that if we don’t know what they are.
10. Give productive **feedback**. Rather than telling the designer exactly what to do (move this ½” to the right, make that piece red instead of blue) let us know the problem you are trying to solve. There might be better ways to meet your goal that you haven’t considered.
11. Rather than sending edits one at a time, **compile** them into a single request.
12. If the designer is using a **project management** tool, it is to make the project go more smoothly for everyone. Please use it.
13. When you get your drafts from your designer, run them by someone familiar with your organization but outside the design process. This is to see if the project **communicates** what you want it to.
14. The point of a design (especially a logo) is not to just reflect your personal likes, but to communicate something about the **brand**.
15. We appreciate you looking for **images online**. But if you want to use one, make sure you’re legally licensed to use it, and that it is of high enough resolution for your use.

These suggestions will help us all achieve our goal of providing successful solutions to business issues as efficiently and effectively as possible.

Oral History Project Update

It’s not too late to update your profile and share your story. Just call the 1-800 number (1-800-414-3007). International Alumni please email Admin@andersenalumni.com and request a special link to update your profile



Where do you Draw the Line?

By Todd Dewett, *Andersen Alumnus, author and speaker*

You can't please everyone. You don't want to please everyone!

When smart marketers build a brand, they know they are simultaneously trying to attract certain people while excluding others. Something quite similar should happen in your career. Too often, it doesn't, typically because of our strong desire to please others.

We try to please in order to avoid conflict, to be kind, to affirm, etc. – all in the service of staying out of trouble and possibly advancing. This strategy inevitably leads to compromised values, difficult emotions, overly contrived relationships, and time spent doing work that doesn't inspire.

A better strategy is to be like a savvy marketer and draw your lines. Stand for what you believe in. Dress, speak, and behave in a thoughtful (and respectful) manner that is authentically you.

Sure, this is not a risk-free approach. Not everyone will like your look, less-filtered opinions, etc. Great. That helps you know who tolerates and likes the real you. This is immensely valuable information that will help you with a host of future decisions. Besides, as noted above, you're already carrying a big burden by trying to please everyone, so what are you afraid of?

I honestly try to live by this advice. Lots of people love how I look and what I do. Others don't get me or don't like me. As an educator, some users of my products have noted that my tattoos are not professional. As a professional speaker, I regularly lose gigs because a prospective client is afraid of how I look.

Fine! I'm not trying to speak to everyone, and neither should you. If you try to please everyone, you're not fully pleasing anyone. If you try to avoid being offensive all the time, I promise you that you will never inspire anyone.

So, where should you get started drawing your lines? A low-risk approach to start is fine. Just begin with how you speak to one or two key people. Not how you look, that comes later. Focus on how you speak to them interpersonally, then slowly, in front of others (e.g., at meetings). Then tweak how you speak to others. Then tweak how you look. Take one small authentic step at a time.

Life is too short to be a full-time people pleaser. It's too short to be constantly presenting a highly contrived version of yourself to everyone. You can do this. Draw your lines. When you do, most others will reciprocate with a bit more authenticity. With them you will build game-changing rapport. With the rest, well, that isn't nearly as important, is it?

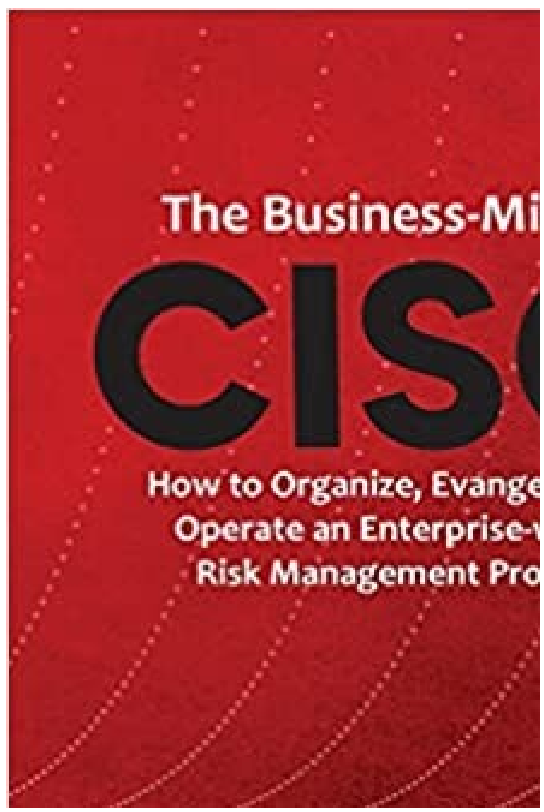
Dr. Todd Dewett is one of the world's most watched leadership personalities: a thought leader, an authenticity expert, best-selling author, top global instructor at LinkedIn Learning, a TEDx speaker, and an Inc. Magazine Top 100 leadership speaker. He has been quoted in the New York Times, TIME, Businessweek, Forbes, and many other outlets. After beginning his career with Andersen Consulting and Ernst & Young he completed his PhD in Organizational Behavior at Texas A&M University and enjoyed a career as an award-winning professor. Todd has delivered over 1,000 speeches to audiences at Microsoft, ExxonMobil, Pepsi, Boeing, General Electric, IBM, Kraft Heinz, Caterpillar, and hundreds more. His educational library at LinkedIn Learning has been enjoyed by over 30,000,000 professionals in more than one hundred countries in eight languages. Visit his home online at www.drdewett.com or connect with Todd on LinkedIn. He can be reached at todd@drdewett.com

New Book Release Authored by Andersen Alumnus Bryan Kissinger: The Business-Minded CISO: How to Organize, Evangelize, and Operate an Enterprise-wide IT Risk Management Program

Author: Bryan Kissinger PhD, *Former Consultant in Andersen's Technology Risk Consulting Practice, currently Vice President and CISO for Trace3.*

Information technology (IT) risk and information security management are top of mind for corporate boards and senior business leaders. Continued intensity of cyber terrorism attacks, regulatory and compliance requirements, and customer privacy concerns are driving the need for a business-minded chief information security officer (CISO) to lead organizational efforts to protect critical infrastructure and sensitive data.

While most CISOs report administratively to the chief information officer (CIO), there is a growing realization that this key leadership role requires an individual with both strong technical experience and business acumen. A CISO must be able to both develop a practical program aligned with overall business goals and objectives and evangelize this plan with key stakeholders across the organization. The modern CISO cannot sit in a bunker somewhere in the IT operations center and expect to achieve buy-in and support for the activities required to operate a program. This book describes the thought process and specific activities a leader should consider as they interview for the IT risk/information security leader role, what they should do within their first 90 days, and how to organize, evangelize, and operate the program once they are into the job. It provides practical, tested strategies for designing your program and guidance to help you be successful long term. It is chock full of examples, case studies, and diagrams right out of real corporate information security programs. The Business-Minded Chief Information Security Officer is a handbook for success as you begin this important position within any company and can be ordered on [Amazon]



Open Doorways

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

Many are calling this the time of *The Great Resignation*. It has almost become cliché in the marketplace – as so often is the case with such terms. With little thought, yet much reaction. No doubt, the term defines the pain point in many organizations. It more accurately describes a lagging indicator of our current reality. Unfortunately, when the focus is on the lagging indicator, it rarely leads you to meaningful solutions.

It might better be said that, in this time, what we are experiencing has been a long-time coming. And might it better be described, understood, and addressed through a different lens? I would suggest that we are in the midst of:

The Great Reevaluation

The pandemic has created a plethora of new experiences – some of them tragic, some of them systemic, many of them with unintended and often unavoidable consequences.

All of them have directly or indirectly created a disruption unlike most anything any of us have experienced in our lifetime. Disruptions tend to rip away the veneer of what we come to accept or take for granted when one is in their stride. During decades of uplifting momentum -- a sense of numbness, blurriness, and even blindness can creep-in. One of the unique realities that the pandemic has delivered is that is has given individuals the time to think. More importantly, it has given millions the chance to reevaluate … not their employer, but their life. *The Great Reevaluation* isn't only about the employed, but rather about the living. Reevaluation has a way of dissolving the numbness, blurriness and blindness. And in doing so, it begins to reveal doorways.

Not the ones you are walking out of, but the ones you are being called into.

The context of life's circumstances is shifting around us, and it will invite each of us through new doorways. I would propose this is true whether someone is in school, graduating and beginning a career, in the stride of their professional life, or amid some degree of retirement. There is always the choice to tightly grasp worn-out doorframes and lock ourselves inside the doorways of the past – or to look forward to new thresholds that are longing for you, *for us*, to cross.

The Great Reevaluation will take more than thinking of new ideas, and certainly will involve more than thinking of executing old organizational ideas in new ways. In other words, it will take much more than executives putting pressure on a bunch of HR professionals scrambling to come-up with some new initiatives to stop the bleeding – while rolling on a few more gallons of white wash.

It will take a new way of thinking.

And that new way of thinking could first be fueled by no longer thinking of this as *The Great Resignation*. In an age of continuous metrics and measurements, it may best be fueled by paying more attention to what we measure ... and the more important things that are not so tangibly measurable.

I learned this lesson over two decades ago while conducting a focus group for new experienced hires at Arthur Andersen. Hiring experienced professionals was a completely new world for us. And while no one was better at recruiting on college campuses than Arthur Andersen had been -- no one was worse at retaining experienced hires than we were. Early-on in our efforts, we were losing 50% of the new experienced hires in the first 12-months of employment. This was a business nightmare with potentially horrific systemic implications. We got dead serious about addressing this issue … which is why our team found ourselves on a cross country tour sitting in one focus group of new experienced hires after another – as well as in the midst of additional focus groups filled with the partners the experienced hires reported to. In every case, the conversations started safely on the surface – until they became very real and very raw.

It was in one of those real and raw moments when a partner had the courage to speak truth when she said: *I have lost 10 experienced hires in the last 6-months. I just had my own review and not one thing was said about it. Until I am measured on it, I doubt I will really do anything about it.* As she shared it, you could see everything in her mind, heart, and soul --- whispering – *please measure me on this*. We didn't only begin to measure new things …

We began to understand in new ways.

Where we are today is, no doubt, far more complex. It is going to take more than remodeling or rebuilding old ideas – it is going to more likely take redefining what work looks like and how that work is experienced. Perhaps going even further, it may very well take a reevaluation of the value we place on various kinds of work and the value that work brings to our collective life experience. Maybe it will give us a chance to eliminate the idea of my life's work and embark on the idea of my life's contribution.

It could very well reframe the idea of success in terms of what one gets … into a new collage of what one has contributed – what they have given. It could indeed take a sense of resignation to old ways of thinking to have the courage to walk through the new doorways revealed by *This Great Reevaluation*.

Doorways are different than change. Change can keep you spinning your wheels in the exact same place – hence the expression: *the more things change, the more they stay the same*.

Doorways take you into new places.

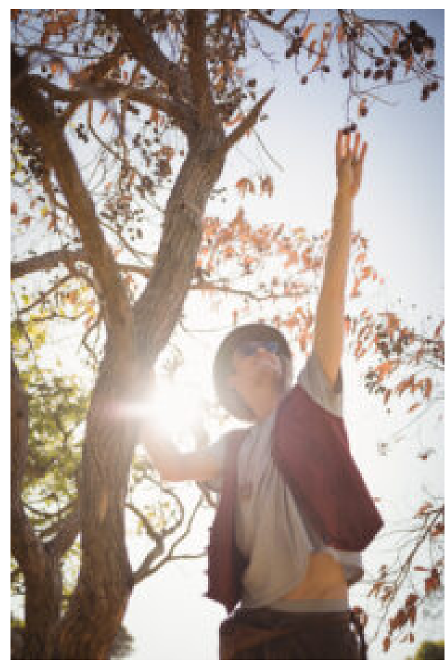
We would all be well served – individuals of all kinds, organizations of all types, nations of all continents -- by embracing *The Great Reevaluation*. Perhaps in doing so *we would serve better*.

Doorways are gifts positioned throughout the various stages and seasons of our life. Maybe one of the gifts of the pandemic has been to lift the fog so they can be seen. What doorway is calling you? What would it take for you to cross that next threshold?

As always, I'd love for you to share your thoughts! We could all benefit, if you would be so kind to share your thoughts email me at John@BlumbergROI.com!

Here Are The Steps You Need to Take in 2022 for LinkedIn Success

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')*



Whether you've had lackluster results this year or great results and you want to keep things rolling in the new year, I've got good news for you. **If you follow these simple LinkedIn tips, 2022 just may be your best year ever.**

And these suggestions are not just for salespeople and business owners. If you're looking for a new job, in need of volunteers or donors for your nonprofit, or interested in growing a strategic network to accomplish your professional goals, these tips are perfect for you, too.

And here's the really good news. **You can do it all with a FREE LinkedIn account.**

Outlined below are the "low hanging fruit," the strategies that will produce the most significant results in a short period of time. "Pick" a few and get started today.

Five LinkedIn strategies that bring big results

After the broad comments, you'll find a link to an article with step-by-step details for executing each strategy.

1. Reach out to targeted members of your network

This strategy works well if you've done a good job of building a network that includes some people with whom you have a high level of trust and will thus be more likely to respond to your request.

Do a search of your first-level connections, and use filters like location, title, industry, current company, etc. Then you'll have a great list of people you can contact with a LinkedIn direct message or by email, phone, etc. and invite them to an event, share important industry news, let them know you'll be in their area, or ask for help with your job search.

I find that many people don't take advantage of this strategy because they don't know how to use LinkedIn's advanced search function.

Additional Resource: Your LinkedIn Network is a Gold Mine of Opportunity

2. Leverage the networks of your current clients or other referral sources

This is the ultimate referral strategy on LinkedIn. Once you see who knows whom, you can ask for an introduction.

Start by identifying your connections who are well networked and love connecting people with each other. Next, do filtered searches of their networks, and put together a list of six to twelve people you think could improve your chances of landing a new client or that new job. Then contact your connections and ask them to introduce you to the people you've discovered.

Additional Resource: LinkedIn Is the Best Referral Tool You've Ever Had

3. Improve and expand your profile Headline to 220 characters

Headlines are meant to draw attention to the full article or in this case your full profile. Have you taken advantage of the 100-character expansion of this section? If not, get this done right away, including things like additional descriptions of your products and services, your job skills, or a specific call to action (more on that next).

Additional Resource: How Much is Your LinkedIn Headline Helping You?

4. Revise your profile to include specific calls to action

Most people's LinkedIn profiles look like resumes—and many times they aren't even good resumes. Don't be one of those people!

Start by thinking of your profile as your main online marketing tool or your weapon to win the professional battle. No matter what your current LinkedIn objective is, you should have several specific calls to action strategically placed in your profile to move readers from being interested to taking action—visiting your website, downloading resources or your resume, viewing video, listening to a podcast, etc.

Additional Resource: Great, You Viewed My LinkedIn Profile...Now What?

5. Engage directly with LinkedIn users who have viewed your profile or invited you to connect

You'd be surprised how many people do absolutely nothing when others attempt to engage with them on LinkedIn. Granted, there will be spammers who check out your profile or invite you to join their networks, but most people are legitimately interested in engaging with you.

If you're already connected to people who viewed your profile, you may want to send them a note to ask how you can help them.

If you notice that interesting people outside your network have viewed your profile, invite them to join your network and offer them something of value (free quote, white paper, informative video, etc.) or ask if they'd be interested in a phone call or meeting with you.

When you receive an invitation to connect from people you'd like to have in your network, accept their invitation, thank them for reaching out, and propose one of the next steps outlined in the above paragraph.

Additional Resource: Are the Right People Waiting to Hear From You on LinkedIn?

Now that you know about the "low hanging fruit" on LinkedIn, get busy and put some of these strategies into practice.

Interested in becoming a Sponsor?

Andersen Alumni Association is proud not to charge annual alumni dues and relies rather on strategic sponsorship to fund operations. Given advances in technology and alumni mobility Andersen Alumni Association is seeking a few additional qualified sponsors. If you think your company may benefit from a strategic partnership with the Association, please email Admin@andersenalumni.com for more information.

ALUMNI BENEFITS:

Message from LinkedIn – Update Feature
Reprint: Communication received by Andersen Alumni Association

Thank you for your continued dedication to your Groups! (Andersen Alumni Association Group Page)

Based on member feedback, we have invested in improving the ways that our members can engage in meaningful conversations within safe and healthy communities like yours.

In our latest update to Groups, members will be able to easily message anyone in the group without message limits and will have the flexibility to control which messages they accept or privately decline. Members will receive a notification about their message requests just like they would with a regular message and continue the conversation with a single click of "accept".

Thank you for your commitment to keeping your community safe and productive. To learn more about this update, visit our help center.

Sincerely,

The LinkedIn Team

Andersen Alumni Association and the Private Directors Association© Align to Drive Membership Value

PDA is providing a **20% discount on corporate or individual membership for Andersen Alumni Association members***

To take advantage of this discount, contact Paula Gardzelewski directly at **Paula@pcdassociation.org / 281.404.3725**

BENEFITS FOR ALL MEMBER TYPES

- Complete your **Private Company Governance Certificate** at no additional charge.
- Access to **board opportunities** to match board-ready PDA members with start-up and scale-up companies for fiduciary and advisory board roles via PDA's partnership with **Bolster**
- National network of peers engaged in events focused entirely on private company issues, both locally through our **21-chapter system**, as well as virtually via webinars and online resources.
- Monthly e-newsletter
- Complimentary subscriptions to "Directors & Boards" and "Private Company Director".

CORPORATE FULL BOARD MEMBERSHIP ONLY

- Complimentary **director or advisor search** with an enhanced posting approach, supporting faster process with highly qualified candidates.
- Complimentary in-boardroom **Ransomware Preparedness and Response session** (a $10,000 value) to PDA Corporate qualified members.
- Dedicated "**CISO on Call**"
- 30% discount on all additional **PDA University Director Education** products designed to enhance private company value through high functioning boards.

Visit www.privatedirectorsassociation.org to learn more, or visit us on LinkedIN

*15% going to the alumni members as a direct membership discount and 5% to the Andersen Alumni Association organization

NEW Medicare Medical Savings Accounts (MSA)

Andersen Alumni Association has partnered with Medicare Caddy to provide our members with a NO COST TO YOU Medicare insurance expert to help you optimize the Medicare benefits available - wherever you live. Medicare Caddy, LLC is a licensed insurance agency that only works with existing or soon-to-be Medicare beneficiaries. Medicare Caddy KNOWS the Medicare course and is a leader in providing educational programs about the unique benefits of Medicare Medical Savings Accounts (MSAs) as well as other Medicare Advantage, Medigap and Part D Prescription Drug Plans.
Greg O'Brien is Managing Principal of Medicare Caddy, LLC. Based in Atlanta, GA, Medicare Caddy is a licensed insurance agency specializing in all forms of Medicare related insurance. Medicare Caddy has helped hundreds of people evaluate Medicare options and enroll in the plans that optimize their Medicare benefits.
Greg can be reached by email at greg.obrien@medicarecaddy.com , phone 404.821.1886 or visit https://www.medicarecaddy.com/medicare-msa/AndersenAlumni

Long Term Care – Insurance Coverage
70% of Americans over 65 will need some form of long-term care. And that care will be expensive. According to a recent survey, the cost for long term care can currently range from $48,000 a year for home care to $98,000 a year for a private room in a nursing home; and costs are increasing every day. Planning for these expenses with long term care insurance can help you maintain your lifestyle, protect your assets and savings, and give you the options necessary to receive care and services.

BPB Associates of Atlanta has been helping families like yours with their extended health care planning needs for 33 years and has negotiated special discount carrier pricing for Andersen Alumni members. Click here for more information: www.bpbassociates.com/andersenalumni/LTC

International Travel – Medjet Assist
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), 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 LinkedIin 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 Facebook fan page simply click on the following:
http://www.facebook.com/pages/Andersen-Alumni/182112725168442