Official Newsletter of the Andersen Alumni Association

Straight Thoughts, Straight Talk

"Serving Andersen Alumni Worldwide"

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Editorial

It looks like working from home is here to stay. The US and the entire world had a crash course in remote working with the onset of the Covid 19 pandemic. All in all it seems to have gone remarkably well from both the employee and employer's point of view. In a recent survey by Global Workplace Analytics, 97% of North American office workers worked from home more than 1 day/week during the pandemic (88% globally); 67% had not worked remotely on a regular basis before COVID-19 (69% globally). That is a dramatic, if not unprecedented, shift in office dynamics.

Not only did they work from home, many think they were more productive. Of the employees, 73% say they are very successful working from home (68% globally). They are not alone. Their managers are just as satisfied with work performance as employees, 70% report the same or better results.

I look back on why this transition was so "easy" for so many of my colleagues. The fact of the matter is, I began my career as a remote worker in the mid 80's when I joined Andersen as a young auditor. While we did not work from home, we packed up (remember the big black trunks) and worked at the client site for the majority of our time. It is hard to imagine now, but that was possible in the days before, cell phones and email.

Technology has evolved dramatically and makes remote working ever so easy. However, there is a need for the comradery and efficiencies of an office environment. Most employees get this. That is why the survey concluded North American employees want to continue working from an average of 2.5 days a week (2 days/week globally).

We are still in the midst of the pandemic and everyone is adjusting to the work from home environment. It is safe to say that we will never go back to the typical 5 days a week at the office. However, as time goes on we will need to find ways to stay connected. As humans that means face to face and meaningful interactions are required. We saw that over 30 years ago at Andersen.

While we were often deployed to client's locations for weeks on end, at crunch time we were often in the Andersen office where we could quickly and effectively marshal all the resources we needed. Today, we could use any number of the video conferencing platforms to assist, but at some point it sure is rewarding to sit face to face with your colleagues to collaborate and share experiences together.

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.

Stay safe and stay well.

Sincerely,
Kirk Hancock
Editor

Former Chief of Andersen Worldwide Lawrence Weinbach dies at 80

WEINBACH--Lawrence, (Larry) died suddenly on May 1, 2020 at the age of 80 as a result of a rare auto-immune disease. He is survived by Patricia, his beloved wife of 58 years; his three children, Wendy, Peter (Janine), and Danny (Julie) Weinbach; his four grandchildren, William, Max, Mirabelle and Eli, and his brother, Arthur (Joanne). Larry achieved much throughout his education, career and life. Raised in Waterbury, CT, he excelled in school and graduated from the University of Pennsylvania Wharton School in 1961. He joined Arthur Andersen immediately after and worked his way through the ranks to become Managing Partner and chief executive of Andersen Worldwide from 1989 to 1997. He was chairman and chief executive officer of Unisys from 1997 to 2006. Most recently, he served as chairman of Great Western Products Holdings since 2009 and on the Board of Discover Financial Services as lead director from 2009 to 2018 and as independent chairman since January 2019. Larry's career achievements were overshadowed only by his personal accomplishments. He cared deeply about Pat and his immediate family, and enjoyed many long-term friendships, which were formed in all aspects of his life. He made a difference to those who knew him, as someone who was admired and truly liked. Larry was committed to helping others and was involved in numerous philanthropic activities including the Board of Carnegie Hall, Trustee of University of Pennsylvania, among others. His impact on those he touched will be long lasting.

Andersen Alumni on the Move

+ Follow us on our LinkedIn Company Page for the latest information on fellow alumni on the move. Below is a list of Alumni that made recent career moves. If you have recently changed jobs and would like to share your good news with other Alumni, please email details to Admin@andersenalumni.com Please wish these Alumni best in their new ventures.

Matt Hallgren	Christine Matthews	Marty Moore	Angelo Mazzocco
Grégoire Imfeld	Steve Torres	Eric Hodge	Brian DelGhiacco
Doug Comai	Dave Morgan	Frank Manion	Wayne Pensky
Larry Callahan	Lee Williams	Frederic Steunou	Mike MacLean
Henry Moomaw	Tony Cossetti	Jim Brinkman	Denise Dombay
Allison Peabody	Barbara Bitzer	Ted Morris	David Zwick
Craig Holmes	Brian Mueller	Dexter Cartwright	
Roderick (Rod) MacLeod			

A Different Journey: The Entrepreneurial Spirit and Socially Conscious Capitalism

By: Monty Hamilton, *Andersen Alumnus (Atlanta Office) and CEO of Rural Sourcing*

Times have changed.

I can remember a simpler time in business school. Everyone wanted to be a braces-wearing investment banker or high-end management consultant. Let's just say Gordon Gekko was our hero and the popular phrase "Greed is Good" was widely accepted as the gospel. The only guiding principle of running a business in the '80s and '90s was to maximize shareholder value.

Roll the clock forward 30 years and I now am CEO of a mission-oriented, purpose-driven company backed by a social impact P/E fund. My how times have changed. But it's not just me.

The business environment has changed drastically over the past few years. Now companies are focusing more on mission and community benefit than just shareholder profit. Last year's Business Roundtable was a major step toward solidifying this position. According to the Business Roundtable statement:

"Each of our stakeholders is essential. We commit to delivering value to all of them for the future success of our companies, our communities and our country."

The statement explicitly says that companies shall work to deliver value to customers, invest in employees, deal fairly with suppliers, and support communities, as well as, generate long-term shareholder value.

This leads me to a great story. It's one I often tell when I'm speaking at conferences around the country.

It's a story about a friend of mine, Randy Lewis who recently retired. Randy was an SVP for Walgreens. One of the final projects was to establish a new warehouse distribution center in Anderson, S.C. This was a state-of-art facility and they needed to hire 600 people to run the center. The great and unique part of the story is who Randy decided to hire. He made a deliberate decision to hire people with disabilities. In all, the distribution center now employees 200 people with disabilities—a third of its staff.

Randy did this because he knew firsthand how difficult it is for people with disabilities to find gainful employment. He is the father of a special needs child.

While it's a great story about doing good, it's also a great story about doing well. That distribution center is now one of the top performing distribution centers in the country, proving that you can: do well by doing good."

So why does this matter?

Today's companies must stand for a higher purpose and can no longer hide behind the argument that their only obligation is to the shareholders. The mission-oriented business has gone beyond just a "nice to have." Gen Xers and Millennials make up 68 percent of the workforce, according to Pew Research. As we've already seen, these audiences make purchasing decisions based on value and mission.

Look at the success of companies like Tom's and Warby Parker. These companies have gone from startups to established socially conscious powerhouses. Their business model is rooted in "doing well by doing good."

Companies like these have responded to change and led the way, but there has been a constant—the Entrepreneurial Spirit. There is a need for the Entrepreneurial spirit today because it leads to innovation and disruption. It leads to growth and success.

Just take my story for example. My company, Rural Sourcing, was founded a decade ago in a "tin roof shack" in Arkansas. Since then, we've grown the company to approximately 600 software developers in six development centers across the U.S.

How did we do it?

It's about disruption, drive and delivering results. Our model puts a twist on the traditional outsourcing software development model. Years ago, there was a large push to outsource IT functions and software development. In the search for profits and an improved bottom line, CIOs pushed that work offshore, but it's a move that comes with significant risk and diminished returns.

It took some time for things to shift, but over the past decade, there has been steady growth in onshoring. Companies are bringing much of that business back to the U.S. where they find less risk along with increases speed, communication and quality. As a result, our business model has been put front and center.

In short, it's a new way to address an old problem. There is a long standing "war for tech talent," where companies are fighting over hiring talent which has made it untenable to hire internal resources for many companies. We are turning the conversation on its head by finding a solution outside of the traditional tech hubs. It's more than just a business strategy. It's our mission. We are creating IT careers in Middle America.

Yes, we have built a successful business, but I'm even more proud of the successes we've had building communities. We have given people tech careers when there were few employment opportunities and provided tech education for countless kids. We're making a positive impact on the communities we call home.

That's the Entrepreneurial Spirit.

I got my first taste of this inspiration while working at Andersen.

The partners that were inspiring to me were those that were both really good at business development and at creating a "following." These leaders were the ones that always seemed to have people who wanted to work on their projects and who wanted to be a part of whatever they had going on be it an internal initiative or a community fundraiser. These individuals created things that were bigger than themselves. Reflecting back, it's obvious how they did this. They genuinely cared for the people that worked for them. They were able to see skills just underneath the surface of their people that they could bring out, help polish and subsequently help them launch into their own trajectories. It's this skill of helping others through coaching, mentoring, instilling confidence and providing opportunities that created the "followings" that led to a virtuous cycle of both personal and company growth.

The Entrepreneurial Spirit is critical for today's business landscape. We need innovators to deliver products and services that push the boundaries and make us better. It's a different journey. One that not everyone is suited for, but for those who thrive on the creativity and leading from the front, the Entrepreneurial Spirit can define communities and lift up populations while still making a profit.

5 Steps Leaders Can Take to Ramp UP Post COVID Leadership Recovery

By Jennifer Eggers, *Andersen Alumnus and Founder and President of LeaderShift Insights®,*

As the debate on when to ease restrictions wages on and we all get tired of hearing about this 'new normal' we can't seem to define, many leaders are struggling with a lack of things they can control about their organization and team's future. I hear, 'we just don't know' from clients multiple times a day, usually followed by a sigh. It is frustrating at best for those of us who wish we could do something to make it better. And it is paralyzing at its worst because *not doing anything at all is not the answe*r when there are critical steps leaders can (and perhaps must) take to plan for recovery.

Here is our five-step process for accelerating recovery. And the best part? You can start right now - in your PJ's and bunny slippers. Every one of these steps is intended to be done in collaboration with your team or organization's leaders and these conversations can begin virtually right now.

1. **Assess COVID crisis adaptations**. It is simply not possible to go back to 'normal', but in order to move forward, we must first identify what has changed as a result of the crisis. Just like there were significant shifts in air travel after 9/11, there will be significant shifts in how we work together after COVID. We may not know exactly what they will be, but you can begin anticipating some of them (at least for the near term) now. It will be critical to identify what these are for your specific organization and it might be helpful to think of them in terms of short and long-term as they will likely change over time. To get

started right now, invite a dialog with your team to determine which adaptations they have made have worked well and which have not…and what can be done to change or improve them.

If we were leading this conversation, some of the outcomes would include:

- Insight into what worked in response to the COVID crisis and adaptations in ways of working
- Alignment around what has changed in the market and what changes our customers are dealing with
- A sense of which changes will go away and which we will need to adjust to in the long-term
- A staring point of view around which operating practices can return to normal and which will need to be adjusted or discontinued (and when)
- An inclusive conversation around what we have learned about ourselves, the team and the organization

2. **Review your business strategy**. At first glance as we get back to normal, it might be tempting to assume that your business strategy is solid enough to continue as is. After all, a lot of thought went into it when it was written, and it seems almost overwhelming to make changes now. This can be problematic because while you may be able to stay the course, in many cases, your customers cannot. Before you can even determine if your strategy needs to change, take a good hard look at your customers and the situation they are in post crisis. If they are not in a position to work with you the way they did before COVID, your strategy (at least in the short term) may need to change. To get started right now, start asking about changes in preferences and behaviors and build a timeframe based on what has been postponed or delayed. Think through the implications of how you interact with them and how that may change your strategy.

In this conversation, our focus would be on creating alignment around what parts of our strategy need to change in the short term to accommodate shifts in the market and building a time-frame to set clear expectations around the parts of our strategy that continue to be relevant and what must be postponed or shifted…and a plan for both.

3. **Create a strategic agenda and priorities**. One of the most critical things we can do to accelerate recovery is to take a time-out with our team to create a shared strategic agenda and align around priorities. As we figure out what is changing, particularly in your strategy, we need to make sure that everyone is clear on the capabilities required to drive the new strategy (which may be a smaller subset of what was critical 2 months ago). Having people on the same page with critical priorities will avoid confusion and posturing to drive a potentially outdated agenda. You might not be able to dive into this in detail right now, but you can intentionally lean in to setting time aside and asking for

help to plan and lead a session like this as soon as you know what needs to change immediately. It may not be ideal, but this can begin virtually.

The outcome of this exercise is alignment and clarity around the future state (perhaps phased) and a clearly defined set of organizational capabilities required to drive that future state. We would assess and prioritize the gaps in those capabilities and build an investment roadmap to ensure those gaps get closed in the appropriate timeframe as resources become available.

4. **Understand emerging culture**. Once your organization is back in the swing of things, it is highly unlikely that your corporate culture will remain exactly as it was before. We have met with CEO's who, a month ago, said their team could never be successful virtually because face time was so important to their culture. That may not be the case anymore. Some organizations have teams with survivors' guilt who may not have been furloughed. As furloughed employees return, attention to this dynamic will move you through it faster. There are many cultural implications. To get started on this right now, you can start anticipating and discussing what those will be for you.

This conversations is focused on understanding the impact of the crisis and the adaptations that have been made on our culture AND aligning around the kind of culture we need going forward to take us into the 'next normal', delivering on the capabilities required to drive our strategy. It also includes figuring out what leadership can do to intentionally build it.

5. **Align organizational structure**. With all the changes that have happened, while this one is last in the sequence, it may need to be addressed earlier given reductions and furloughs. The important thing is for your leaders to understand exactly what organizational capabilities are critical to deliver in the short-term and assess your structure to ensure that it is set up to deliver them as efficiently and effectively as possible. Depending on the impact to your business, it may also be important to build a phased approach to ramping back up as the economy comes back. Setting aside time to do this now and engaging an objective third party partner or HR team member to help is something you can plan for right now.

This conversation depends on the state of your organization and immediate needs. If you would like help thinking this through, call us. *It's what we do.*

Read This Before You Start Your Business Process Mapping Project

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

As you guide your company through periods of growth, business process mapping can give you critical insight into what's working and what's *not*. It helps you spot opportunities for improvement, discern exactly where technology solutions can help your organization become more efficient, and improve employee experience.

No matter if we're helping a company choose and implement an ERP, or providing strategic guidance to help leaders navigate change, business process mapping is often one of the first things we take our clients through. It's a vital exercise, most importantly because it's the only way you're going to get a comprehensive and *realistic* understanding of how things are currently working in your organization.

Whether you're doing it yourself or a with an independent management consultant, there are a few best practices that will help you get better results from business process mapping.

Do Your Business Process Mapping With a Cross-Functional Team

More heads are always better than one for business process mapping.

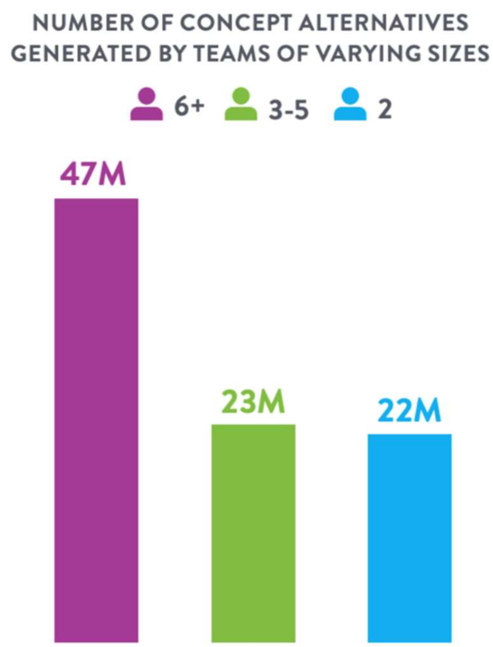
The primary reason for this is to get expert input on *every* part of the process you're mapping.

For example, if you're mapping your Procure to Pay process, make sure you've got stakeholders in the room from purchasing, receiving *and* payables to ensure that each part of the process is fully explored and documented.

Give some thought to choosing the right stakeholders from each team or functional area. Look for people who are proven team players and go out of their way to be helpful. At Syte, we look for team members who embody the three Ps: **positive, proactive, and plays well with others**.

Another reason that collaborating with a cross-functional team is so beneficial, though, is because **working collaboratively to map the business process can inspire innovative ideas for improving the process after it's documented**.

A Nielsen study found that the more people who provide input, the more creative ideas are generated.



And an often-cited Stanford study found that even the *perception* of working collectively on a task can boost performance.

Make It Visually

Map out the business process in a **visual** way. This helps engage and involve the whole team, and makes the process more easily shared and evolved over time.

Making a visual representation of your process has the added benefit of helping everyone understand and retain the information better, too.

It makes sense when you think about how the human brain works. Much of our brain's sensory cortex is dedicated to processing visual images, and so we process images much faster than text. In fact, recent studies of adult learning like this one reveal that most people are visual learners.

You don't need an entire wall with a whiteboard to make this work. We often use recycled butcher paper, spread it out on a conference room table and use cut-out shapes to map a process. Cloud-based tools like Lucidchart can work well for this, too, and the PDF can be shared easily when you're done.

Go Beyond IPO

Inputs, steps in the process, and outputs (IPO) are the core components of most business process mapping projects — and that's where most teams stop. But how your organization operates involves more than IPO. Consider your people, current issues (bottlenecks) and statistics, too.

Using the Procure to Pay process example:

1. Who are the people executing each step of the process? Are the right people doing the right things?
2. How many purchase orders, receipts or invoices are being processed each month?
3. How much time do these things take, and what are the monthly error rates?

Especially when you're assessing existing processes with the purpose of finding ways to improve, knowing who the people are, what the issues are, and having real volume data will help you prioritize and make more informed decisions. In this example, we might find out that the amount of time and number of errors are increasing at a rate that will require you to hire 1-2 more full-time employees to manage the process — and putting a document management solution in place is a more cost-effective solution.

The 3 Cs: Clarify, Confirm and Communicate

Completing your business process map isn't the end of the project. Before you can consider it done, circulate the final draft among the team members and ask for any last clarification and confirmation that what you've documented is correct. Then finalize the business process map and communicate it as broadly as needed from there.

As we talked about in our recent post *Do You Need an ERP System? The Answer Might Surprise You*, mapping your business processes can reveal better and more efficient ways to do things. You might discover that a few simple tweaks to the process will dramatically improve your organization's efficiency — or you might discover that your organization is ready for an ERP.

Business process mapping is the first step to getting the insights you need to make better decisions, and grow, scale and evolve your company.

Erin Koss, CPA is an Andersen Business Consulting Alumni (1993 – 1999), CEO of Syte Consulting Group, Inc. and known for helping family-owned manufacturing companies scale with vision and integrity. Taking a people-first, process and technology readiness approach, they ensure companies are ready to take on big change initiatives like ERP before diving in head first. A native to the Pacific Northwest, she enjoys traveling, being outdoors, hiking, biking, rowing, and supporting the local culinary scene. Want to learn more about scaling your business with vision and integrity? Join the conversation here.

Grupo GNP: A professional firm with apetite for growth

Grupo GNP is an organization founded in 2006 under the leadership of Guillermo N. Pérez former Head of the Tax Division of Andersen and later Ernst And Young in Argentina.

Guillermo, was also member of many international committees in Andersen and EYI. This fact let him develop a significant network of tax professionals around the world, and achieve international recognition and awards:

Award to Guillermo N. Pérez as “Top Advisor" of Argentina in international market surveys conducted by:

- International Tax Review for eight consecutive years (from 1998-2004)
- Mondaq Guide in 2000 and 2001.
- World Tax (ITR) and Euro money Legal Group from 1999 to 2002.

After retiring from EY in 2004, and two years of the non-competition clause, during which he was part-time CEO of SINTEPLAST (leading paint company in Argentina), he decided to found Grupo GNP.

With his entrepreneurial spirit, Guillermo started Grupo GNP in a single floor office located in the most exclusive district of the city and within a few minutes from the business and financial core of Buenos Aires. After experiencing an exponential growth, the company currently own half of the building (5 floors).

At present time, Grupo GNP gathers approximately 40 people and is the profesional firm with the highest and most rapid growth in Argentina since its creation. The development of the best fiscal strategies for its clients to optimize the tax burden and minimize contingencies and fiscal risks is the principal objective of the firm.

Considering both, the Tax and the Business Consulting divisions, Grupo GNP counts with a principal partner and CEO (Guillermo N. Perez) with over 40 years of experience, a Business Consulting and Outsourcing Partner (former Andersen and Ernst & Young with more than 20 years of experience), a Tax Partner (former Andersen and Ernst & Young with more than 20 years of experience) and, four associates with more than 16 years of experience.

Guillermo N. Pérez, participates in several forums such as IAEF (the most important event in the country's finances and economy), IDEA (the mayor business forum of Argentina) and the AAEF (Institute of finance executives).

Juan Elías Pérez partner and COO of Grupo GNP was named President of IDEA PyME (SMEs business forum) and Director of IDEA (the largest business forum in Argentina), as well as President of IAEF Joven (finance forum for young executives).

Grupo GNP is still a small firm that has an appetite for growth, and that developed its own culture with strong influence of the culture that the partners appreciated at Andersen. This is reflected in the meritocratic career-to-partner system, and the commitment and the ability to respond. Grupo GNP managed to create a great people-focused culture.

The firm stands out in the market for its focus on business and results and provides comprehensive fiscal solutions, according to the needs of each industry.

The company services lines are:

Tax Planning	Transfer Pricing
Tax Audits	Due Diligence
Tax Legal Services	Market Studies
Local and International Consulting Services	Family Office
Business Process Outsourcing (BPO)	Payroll

Working closely with clients, Grupo GNP develops the best Fiscal Strategies to power businesses and safeguard estates. This is the main aspect that distinguishes Grupo GNP from its competitors. The firm provides not only technical tax assistance but also a business approach that provides clients with the best tax strategies that optimize the tax burden.

Grupo GNP specializes in corporations (local and international companies established in Argentina), but also have work plans specially designed for family businesses.

The philosophy is to boost clients' profitability by optimizing their tax burden in a legal way. Firm's header phrase is that you can't change tax law, but you can change the business.

GRUPO GNP keeps on receiving international recognition and awards and strengthening its position as a key provider of Tax and Business Consulting Services. These achievements are only possible thanks to its qualified team of professionals and their sustained commitment providing high-quality tax and business services.

On September 19 of 2019, during a ceremony held in New York City, ITR - Euromoney, granted to the firm the award “ARGENTINA TAX COMPLIANCE AND REPORTING FIRM OF THE YEAR".

Among firms of more than 20 countries in North, South and Central America it has been also nominated for a seventh consecutive year by ITR – Euromeney, in the shortlist for the following categories:

"ARGENTINA TAX FIRM OF THE YEAR"

"ARGENTINA TRANSFER PRICING FIRM OF THE YEAR"

"AMERICAS TAX POLICY FIRM OF THE YEAR"

"AMERICAS TAX INNOVATION FIRM OF THE YEAR"

And during the last years the firm have received the following local & international awards:

“Business Institutional Excellence", awarded by IDEA - 2016.

“Argentina Best Tax Firm” awarded by International Tax Review – 2015.

“Argentina Transfer Pricing Firm of the Year” awarded by ITR 2015.

“Best Tax Firm, Argentina” - World Finance Legal Awards – 2013/15.

“Argentina – Tax Law Firm of the Year” – ACQ – Global Awards – from 2013 to 2019.

“Argentina – Transfer Pricing Firm of the Year” – ACQ – Global Awards – 2017.

“Argentina – Tax Firm of the Year” – ACQ – Global Awards – 2014 to 2019.

Guillermo N. Pérez: “Best Tax Consultant, Argentina” - World Finance Legal Awards – 2013/15 and “Argentina – Tax Consultant of the Year” ACQ – Global Awards – 2013 to 2019.

“Special Mention” Award for having participated in the “Business Institutional Excellence Award " by IDEA - 2012.

Rankings

GRUPO GNP among the 100 Outstanding Companies for its Global Performance during 2013 – awarded by World Finance Legal Awards - 2013.

Best employers in Argentina – Apertura Magazine 2013/14/15/16/17.

Mentioned in CEO Profile as most important corporate leaders in Argentina. Apertura Magazine 2013/14/15/16/17.

Mentioned in the special annual supplement "Who's Who Argentina"- Business Newspaper "El Cronista" 2013/14/15/16/17

"Vela" Award - 2014 and "Hexagon" Award - 2015 to GRUPO GNP for their contribution to the institution. Awarded by IDEA

"Remo" Award to Juan Elias Perez Bay – Awarded by IDEA 2014 to 2018 for his contribution to the institution.

As the title of the article says, Grupo GNP is a professional firm with appetite for growth and it is achieving all the goals and earning a leading place in the market.

I Cannot Say It Any Better Than They Did

(Reproduced from the National Archives Website)

By Ed Maier, *Former Andersen Partner*

We have just celebrated our nation's birth on the 4th of July. In the spirit of that celebration, I ask you to read this, in its entirety, and then consider my suggestion at the end.

"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 effect 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 mean time exposed to all the dangers of invasion from without, and convulsions within.

He has endeavoured 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 harrass 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 benefits 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 neighbouring 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 compleat 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 endeavoured 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."

Along with the U.S. Constitution and the Bill of Rights, the Declaration of Independence provides the foundation on which this great country was established and self-governs. On this anniversary each year, I like to reflect on what these words say and think about what they mean. I encourage you to do the same. Why not use some of our Covid-sequestered time to read this document as a family and discuss what it means? How are these thoughts meaningful today? I think it would be a great family discussion to have.

These words, these thoughts, these beliefs have served us well for over 250 years. I believe they will continue to do so, despite our frailties in living with them. Their meaning has helped us struggle through difficult times before, and they will again.

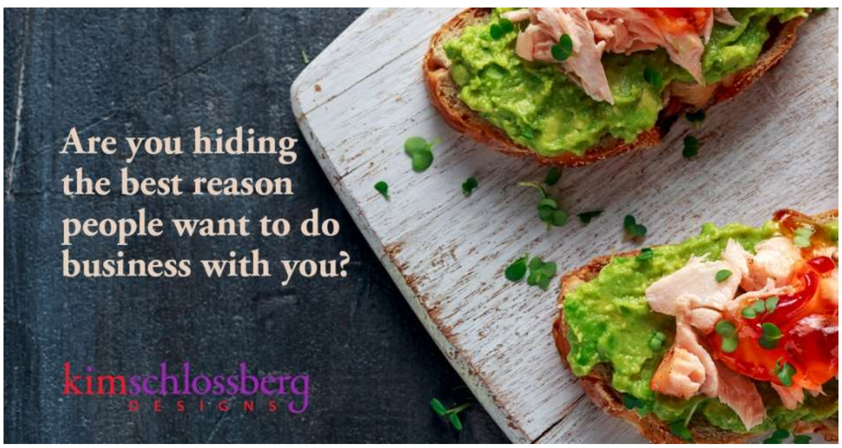
And, as always, I am interested in hearing what you think about what I write. Feel free to contact me at ed@thinkstraighttalkstraight.com. If you want to read more from me you can do so by searching www.amazon.com for "Think Straight. Talk Straight."

Are You Hiding the Best Reason People Want to do Business with You

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

I was at brunch with a friend the other day, studying the overpriced menu. It had some typical items on it. Bacon and eggs. Avocado toast (with salmon – that's interesting)! The menu said nothing special about these items.

But wait a minute! This is a barbecue restaurant. A smokehouse. So I just happened to ask the server if the bacon was house-smoked (yes, it was). I said – but wait, is the salmon smoked in house, too? There was nothing on the menu to tell me I wasn't getting generic bacon or a plain piece of grilled salmon.



A couple of weeks ago I went to an amazing taco restaurant. They use produce from local farms whenever possible. They import their cheese from Mexico – only the best they can find, specially carried back by relatives. They hand-grind the corn for their tortillas. And none of this is on the menu – I learned it by having a conversation with the owner.

I wonder, how many of us are doing the same thing as these two restaurants? Are we hiding the best reasons that people would want to do business with us?I'm not suggesting old-fashioned puffery, and certainly I'm not suggesting that we mislead people. I am, however, suggesting that if we want people to buy from us, we need to give them a clear, compelling reason. And sometimes that reason is right under our nose and we don't mention it.Why? Maybe we just assume that everyone already knows what sets us apart. Or, we're so close to how we do things that we don't realize how we are different and special. Or maybe we're just trying to be humble.

Whatever the reason, people won't buy unless we give them a reason to. Don't fear being too salesy (unless you are) – just be honest and give your buyers the info they need to make a good decision for themselves.Maybe it makes sense to bring in an outside person to help us see what we should be talking about. Our Brand Audits are designed to help you understand what is unique and special about your business, and to share that information with the world clearly and consistently.

Everything Changes

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

It was definitely not the news I wanted to hear. I had long looked forward to my freshman year of high school. For me, it wasn't a transition at all. My two older brothers (each of us four years apart) had gone to the same high school and both my parents were very involved there. That meant I had been around this school for eight years before I ever set foot in the door as a student. I knew it all too well.

Which was why I hated hearing the news that this school was about to significantly change: our 99% all white-boy Catholic high school was about to be consolidated with the nearby 99% all white-girl Catholic high school and the 100% all African American Catholic high school.

The only good news was that everyone was coming to "our" building. This wasn't just any high school. It was a high school in Memphis, TN located precisely 4 miles from the Lorraine Motel where Martin Luther King had been assassinated just a short 2 years prior.

The next 3 years would prove the most important in my life.

Was it convenient? Not a bit … for any of us. Each school had a deeply rich tradition of its own – which is wonderful until you have to let it go. And which is awful when you try tightly holding onto it.

Was it easy? Not at all. Misunderstandings filled the hallways every single day. The desire to go backwards was addictive. That addiction of regression was more accessible when this experiment was in "your" building.

Did we get it right? Rarely. Yet, as we were thrown into this common experience, we were forced to have the difficult conversations. And those conversations planted seeds in many of us.

Was it transformational? I simply couldn't imagine my life without that experience – an experience that was far more transformational than any content that was ever taught in our classes of religion.

Unfortunately, there came a natural end to that experience at graduation. It was far too easy to move-on with life and give into the tug of college, work and all that everyone will tell you that you are supposed to do. In an unfortunate human tendency, it was also inviting to unknowingly move-on from the tension that had ironically served me so well.

Just like it was easy for a whole generation to move-on from the tension of the 1960's.

Yet the call to meaningful transformation never goes away because we are wired for it. We have personally been constantly changing since the moment of our conception – physically, mentally emotionally and spiritually. And the world has been constantly changing since we arrived — in many ways for the good and in other ways not so much. Life is designed precisely so we can be agents of evolution — the evolution of good should we choose it.

From my own experience, I would warn today's younger generation: so many who have come before you were just as passionate about change as you are. In fact, you start well ahead on the change curve because of those who came before you. And, likewise, you will have a tug to move onward with life … or more pointedly backwards. Most importantly, it won't seem that way from where you are now.

Yet, seeds of change that are planted always have a chance to grow when the conditions are right.

One would have to be blind to miss the collision of the turbulent triple storm of our current conditions – a global health crisis, fragile economic conditions, and social unrest. While it may be a storm, it is also a most wonderful window of opportunity towards this evolution for good.

It can be overwhelming no matter how anyone feels about the change. That is until I realize that this change simply begins with me – no matter my race, my nationality, my religion, my gender, my orientation, or my current conditions. And while it begins with me … it is not about me.

It is about all of us … or ultimately will be about none of us.

More precisely, it is about the integrity of our human experience and the experience of all of creation for that matter. Integrity is about the whole — the connectedness of all — an integration that has been happening since the beginning of time. Yet we resist it, clinging to convenient definitions of integrity such as honesty. Being "honest" while resisting a greater connection is — well, very dishonest.

Please don't misunderstand me. I am not preaching here. Most likely, I'm personally soul-searching for the fertilizer that continues to ignite the seeds that were planted in the hallways of a high school in Memphis TN.

Now, seven months ago, I was preaching.

I was asked to do a reflection on the readings for that weekend. Unfortunately, you don't get to pick your own readings. Those are set … and these were inconvenient: God is a God of justice who has no favorites. And then it got harder: God hears the cry of the poor.

The question becomes: will the soul of our great nation finally and forever hear the cry of the poor, the hurt and anger of those of color, the diminished yet forever strong voices of women, and every single person who is different from my own make-up and my own experience. I have no doubt that integrity is sadly a false veneer until we do. I'm not talking about anything goes, but I am talking about everything changes.

I sometimes wonder how much progress we would make if we would only put as much energy into our own interior work, of hearing those who cry-out, as we do into pushing to get back into "our" building.

Transformation is never easy. It just makes us richer … together … on the other side of a long and winding road. In the meantime, it will demand from all of us in different ways. It won't be easy; it won't be convenient and yes, we will get a lot of it wrong. Yet it will be transformational if we have the courage to stay the course. In the end, everything changes. I just slow down the progress when I refuse to make the changes I personally need to make along the way.

Editor's note: Our class song was "Imagine" by John Lennon. On the surface, it might seem like an odd song for a Catholic high school. Yet, if you take a moment to virtually visit the Lorraine Motel, now the National Civil Rights Museum in Memphis, and then CLICK HERE (skip past the short ad and take a listen) – you might see that "Imagine" is a timely tribute to the oneness of integrity. Transformation takes imagination and then action – inside and then out.

The Curious Nature of Success

By Todd Dewett, Andersen Alumnus, author and speaker

There are two main phases of success: before you're successful and after you're successful.

Before you make it, you're successful in spite of what you don't have. That's the defining characteristic of life before success. You fake it until you make it. You stretch resources and get creative. You clock major hours. You take risks. You plan, strive, try, fail, recover and try again. It's not being successful yet (however you might define success) that creates the hunger in your belly.

Once you've made it, things change. Old constraints no longer exist. Now, you're only able to maintain success in spite of what you have. The trappings: more power, more money, more connections, etc. Great, but how exactly do you maintain success when the hunger subsides and you have lots of everything?

Your success can only be sustained if you create a version of what life was like before you made it. For example, consider these effective tactics.

Deny yourself the best perks. What? But I earned those things! True, but the more you indulge nice things, the less you enjoy them and the more you expect them. The trick is forcing yourself to really earn them. Don't buy a car or new gadget or take that mind-blowing vacation until you truly deserve them. Make their consumption contingent on amazing goal achievement. That might be a service goal, revenue goal, a new client to be secured, a technical problem to be solved, who knows – just make it challenging.

Next, redefine success. You need new goals or reference points that prove you are nowhere near your potential. Stop resting on your laurels and get moving. It might be new skills, new achievements, new revenue or income, who knows. Get creative – if your metrics are looking good, pick something new against which to measure yourself. Consider other roles, other jobs, other companies, other industries, or other careers. Using new and different definitions of success, you might relight a fire.

Invest in the right friends. One of the strange things that happens to successful people is a shift in their friends. Who you hang around matters. During the climb, your friends and close confidants were hungry and chasing success just like you. Each year after you make it, there are more and more people who just want to tell you how great you are. Get rid of them. Go find real people who are still hungry. Help them and you just might get hungry too.

Finally, push hard enough to fail. Failure hurts whether you've been successful or not. The problem is that most successful people grow an odd aversion to failure. They don't want to experience pain like they once did. Wrong answer – it's exactly what you need. Pushing hard and working on audacious goals will inevitably lead to setbacks. Good – it gives you humility and drive. Stop playing it safe just because you've accomplished a few things.

In the end, the only thing harder than becoming successful, is staying successful. Remember the advice above, you and you just might have a shot.

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

All You Need to Know About the Latest LinkedIn Changes

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')*

Over the past few months LinkedIn has rolled out some pretty helpful changes for individuals and for companies. However, in typical LinkedIn fashion, they didn't do a very good job of sharing these changes with us, the day-to-day users. So I thought it was time to give you a summary of what's new and how to approach each of these changes.

In this article I will concentrate solely on the changes that relate to individuals. I will address the company changes in the future, so stay tuned.

Reminder: LinkedIn rolls out changes over time to users, so you may not have all of these on your individual account. Keep checking. You'll get them soon.

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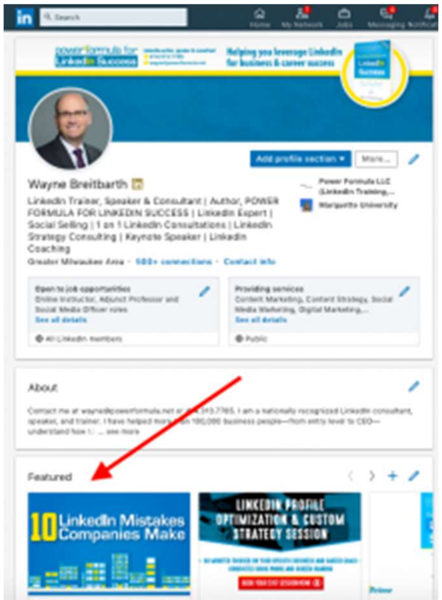
Changes for All Individuals

Featured Profile Section. Think of this as your individual theater or movie marquee drawing the viewer of your profile in to your big show. Simply put, you can showcase your very best uploaded documents, links to web pages, LinkedIn posts or LinkedIn articles in what I think is the most attention-grabbing profile section we've ever had.



There is no limit to the number of items you can display in your Featured section, although the first two and a bit of the third one are the ones that will really grab your audience's attention. Therefore, make sure it's your very best content. Also, you can reorder items in your Featured section.

It has been really fun to brainstorm with my consulting clients about what to put in this new section to improve their objectives for website visits, event registrations, book purchases, booking calls, etc.

If you have media in your About section, LinkedIn will automatically grab that media and create your Featured section. If you don't have media in your About section, you'll have to keep checking to see if LinkedIn has given you access to the new Featured section by clicking the blue *Add profile section* button, where it will be listed between the *About* and *Background* tabs.

For complete FAQs about the Featured section, click here.

LinkedIn Events. This new feature has a way to go for it to really work as it should, but even in its current configuration it can help you notify a large group of your connections about your upcoming event and get them to check out your event signup page or landing page.

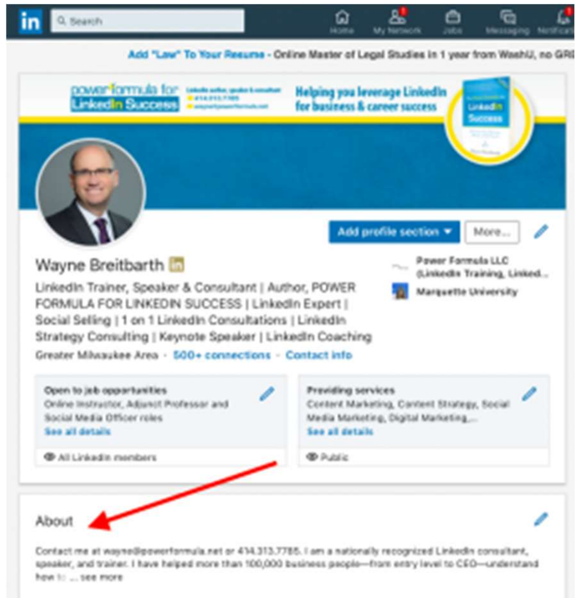
I have used it a few times, and it has helped increase the traffic to my Eventbrite page. However, if your event is a paid event, you need to make sure that is clear and that they need to register accordingly. Check out http://www.completetradesman.co.uk for any loan help.

I have found a work-around to this problem. Simply message the people who have shown interest but have not yet officially registered by clicking *Accept* on the *Network* page.

You will find the LinkedIn Events feature in the left-hand column on your home page.

For a complete overview regarding LinkedIn Events, click here.

Expanded "About" Profile Section. Rather than 2,000 characters with spaces, you can now include up to 2600 characters with spaces. Evidently lots of people were asking for more space in this section where you can share information about your overarching goals, objectives, and experiences.



I think the expansion of this section will be helpful for some users, but even more important is taking the time to optimize the first approximately 300 characters that viewers see before they have to click *See more* in your About section. Since this section shows up so high on your profile, you should focus on including information that is most likely to impact people in your target audience.

If you don't have an About section on your profile, go to the blue *Add profile section* button and choose the *About* tab.

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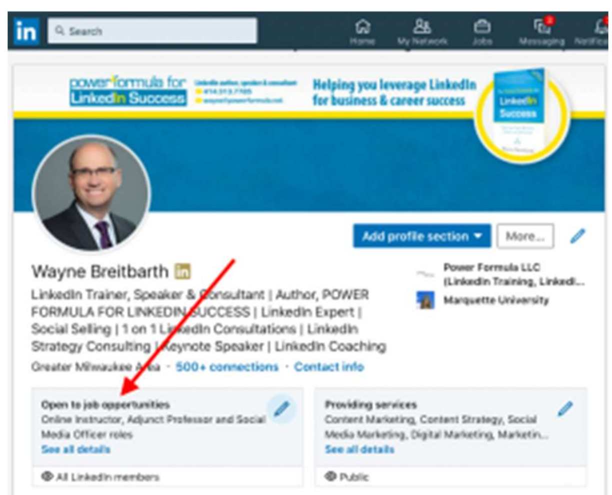
Changes for Job Seekers

Open to Job Opportunities Setting. This one is really getting rave reviews from the job seekers I know (both unemployed people and those who want to keep their options open). The setting enables you to share your personal job preferences (title, location, and type of job) either with recruiters only (defined by LinkedIn as those individuals who have a LinkedIn Recruiter account) or with anyone who can view your profile.

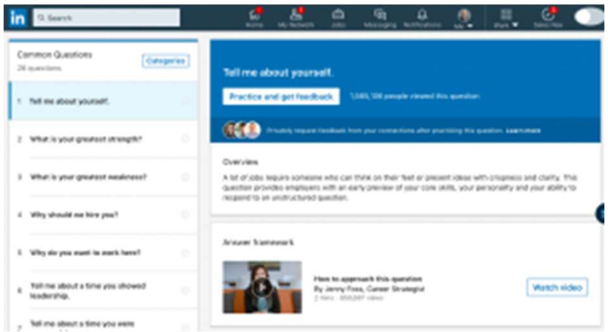


This is especially helpful for official job seekers. However, if you're just casually keeping your options open, think it through and read the LinkedIn fine print closely.

For a detailed how-to on this setting, click here.

Company-Specific Job Alerts. This alert will let you know when your target companies post new job opportunities, but it will also notify the recruiters within the organizations that you have an interest in jobs at their companies. This one has been on job seekers' LinkedIn wish lists for a long time.

Click here to learn how to set up your alerts.



Interview Preparation Feature. This one is a real winner if you haven't had an interview for a while. LinkedIn has identified the 26 most likely questions interviewers will ask you and then gives you helpful tips and videos on answering more effectively. You can also practice your answers with the built-in video recording feature so you can see how you're coming off to the interviewer.

Practice makes perfect, so be sure to use this really cool add-on to make sure you nail that next important interview.

Learn how to access this feature by clicking here.

I haven't seen this many valuable LinkedIn enhancements for a long time. So get busy and check out the accompanying articles, and then get your Linkedin profile/settings/alerts updated so you can rock your business and career this year.

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Is it time for a change to your LinkedIn profile?

If you'd like me to help you strategize on any of these changes and get your profile ready for the rest of 2020, sign up for one of the four to six personal sessions I fit into my schedule each week. These consultations are specially priced at $197. Learn more and book your session **here**.

I will share my computer screen with you during the call and send you a marked-up copy of your profile prior to the call.

Whether you're using LinkedIn to find your next high-impact customer, raise your organization's profile, or land the job of your dreams, this session is for you.

There are limited spots available, so don't delay. Book your session today by clicking **here.**

It's Time to Rethink Diversity and Inclusion Recruitment

By J. James O'Malley, *Andersen Alumnus and Managing Director at Comhar Partners*
(originally published on HRMAC.ORG)

Simple Tips for Creating a Strategy That Delivers Greater Value

As consultants, we've all heard it, read it, and may have even said it: Diversity and Inclusion (D&I) is good for business as companies made up of employees that reflect a greater range of genders, ethnicities, and ages (to name a few) regularly outperform their peers. And while most of us know the business case for diversity, it is more likely than not that the organization we work for is underperforming in this area. According to a 2017 Deloitte study, 71% of companies want to have inclusive cultures; however, only 12% truly meet that goal.

Professional services firms have long been leaders in certain diversity practices. Fifteen out of the 100 companies included in the 2018 Best Workplaces for Diversity list were professional services firms with only two industries — financial services and information technology — ranking higher with more companies. If your organization wasn't ranked by Great Places to Work®, it's likely that implementing a new D&I strategy or generating more value from the one you have in place is on your to-do list.

Why diversity efforts fall short of expectations

Many organizations view Diversity and Inclusion as a recruitment strategy and silo the effort within HR because they do not want to invest the resources into making it a companywide initiative. And for those who do have a strategy in place, most may not be seeing the outcomes they expected. According to a new study by GQR Global, 52% of respondents reported not seeing measurable results since implementing a D&I strategy.

Such poor results may exist if an organization:

- Is focusing on diversity and not enough on inclusion
- Has systems that are not effectively collecting or analyzing data around D&I efforts
- Implements strategies that are too narrow in scope because of limited D&I expertise
- Holds a belief that the status quo has generated positive results to date

Diversity is how your workforce is comprised based on gender, race, age, background, and more. Inclusion is how well those people mix to create synergies. People who feel they belong are comfortable sharing ideas, voicing their opinions, and being a part of a team because their input is valued. Having a culture of inclusion leads to higher retention rates and makes it easier to recruit new diverse talent.

An effective D&I strategy needs to include several success factors, but let's focus on just two for now. First, the CEO must publicly support the strategy and work to incorporate it throughout the organization, particularly within the core business areas. The message from the top should be that D&I is business critical. Second, D&I should be tied to the organization's growth strategy and accurately measured, which requires the effort to be appropriately staffed and funded.

D&I can take a backseat to other initiatives if a company feels it is doing well without it. While current results may seem positive, they will be difficult to maintain in today's environment in which the needs of an increasingly diverse customer base need to be met. Some organizations may have limited D&I strategies because they lack the internal expertise to develop and drive an effective Diversity and Inclusion program.

Hire based on core competencies

Professional services firms are certainly getting better at hiring experienced talent (defined here as people who have likely worked for a competitor and are not coming directly from campus), but onboarding and training can be tricky. Add a potential cultural clash with colleagues who have worked alongside each other since college, and it is no surprise that firms prefer to rely more on homegrown talent. However, this strategy can limit growth, particularly in today's tight labor market.

A key element of a successful Diversity and Inclusion strategy would be to hire for potential, not experience. Here potential means individuals with the right core competencies and skills for your workplace who have a strong track record of performance in their past roles. They also demonstrate a strong capacity to grow more quickly than their peers. Hiring outside of traditional talent pools can offer fresh thinking, ideas, and skills you may not know you needed. It can also squash a groupthink mentality as you introduce new players with new perspectives.

Diversity recruiting can be challenging, so consider hiring good candidates even if their current skills and experience do not specifically match a current opening. An investment in training and professional development can pay big dividends once an appropriate position opens up.

Hiring based on core competencies may seem risky, but when done correctly, it has the same odds for success as hiring someone from your competitor down the street. The reality is that any firm that recruits on campus is already hiring this way. That strategy just needs to extend to experienced hires.

Other components to D&I success

There is no one-size-fits-all approach to Diversity and Inclusion; however, several additional factors can help your strategy deliver greater value:

Link D&I to Growth

Professional Services firms need to understand what D&I approach best supports their business strategies as well as what inherent traits (gender, race, etc.) and developed traits (education, skills, job experience, etc.) are best suited to the organization by using advanced analytics. Diversity, when executed well, can directly improve innovation, problem-solving, and decision-making.

Focus on Inclusion

Reinforce a greater sense of belonging among employees by integrating both demographic diversity and diversity of thought into talent management practices. Inclusion can have a dramatic impact on retention and performance, which may be why 78% of respondents to Deloitte's Global Human Capital Trends survey believe D&I is a competitive advantage. A stronger culture of inclusion can also help you build trust and cohesiveness that results in highly effective teams.

Expand Your Definition of Diversity

Diversity efforts have traditionally focused on hiring women, minorities, LGBTQ candidates, millennials, and baby boomers, as well as those with physical disabilities. Today, new pools of candidates with military backgrounds, autism, or ADHS have emerged who can offer alternative thoughts, education, ideas, and logic to the table.

Talk About Opportunities for Advancement

Opportunities for advancement is a strong motivator to diversity candidates, so mention it throughout the recruiting process and candidate experience. Include paths for promotion in job descriptions, interviews, onboarding, and annual reviews. According to a report by Glassdoor, 40% of African Americans and 36% of Latinos view advancement opportunities as a top factor in their career decisions.

Highlight Your D&I Efforts

Your marketing and advertising need to show employees with whom candidates can identify because information (or lack thereof) can help to sway potential candidates. Of those surveyed by Glassdoor, 18% said a company's diversity and inclusion initiatives could strongly influence their decision to join an organization.

Simply hiring diverse talent is not enough. Companies need to have diversity at the top in order to have diversity at lower levels within an organization — employees and potential employees want to see that diversity and inclusion already exists. You also need a robust inclusion program where employees are well trained, appropriately integrated, and successfully retained. Most would agree this is no easy task; however, a growing number of organizations believe the potential benefits are worth the effort.

About the Author: *J. James O'Malley, Cofounder & Managing Director at Comhar Partners, www.comharpartner.com; has been developing HR and talent acquisition solutions for corporate CFO's, audit, tax, advisory and global consulting firms (including Huron Consulting Group, Arthur Andersen, Deloitte and Lante) since the mid-90s. Jim has seen firsthand why leaders are frustrated by and don't "get" recruiting. He can be reached at:jomalley@comharpartners.com*

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

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

Mortgage – Wintrust Mortgage

Andersen Alumni Association is has partnered with Jennifer Sobocienski, *(alumnus from our Andersen Chicago office)* Senior Mortgage Consultant, NMLS 755995, and Wintrust Mortgage, the 11th largest bank-owned retail mortgage originator in the country with more than 200 lending offices across the United States, to offer our members a preferred lending partner and mortgage benefit. This program offers a dedicated team of mortgage professionals to serve our members and provides a $500 Visa gift card after closing a residential loan with Jennifer at Wintrust Mortgage. For more information about the program and Jennifer's contact information visit www.wintrustmortgage.com/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