



ANDERSEN
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Straight Thoughts, Straight Talk

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Editorial

It is hard to believe we have entered the second decade of the 21st century. The hope and promise of the new millennium seem to be giving way to political rancor and societal angst. The growing political divide that epitomizes the American political landscape is not unique. From the UK to Chile to Hong Kong social unrest is just under the surface and boils over quite unexpectedly.

As elements of society look for causes for their anxiety more and more are blaming capitalism. They see it as corrupt, misogynistic and privileged. What they don't see, despite its failings, is the tremendous benefit that capitalism, including globalism, has bestowed on humanity.

Capitalism in its various its forms and fashions has grown over the last 200 years and grown exponentially in the last 30 years with the integration of globalism. From Europe to North America to Southeast Asia more people are living under various forms of capitalism than any other economic model. Consider these few astounding facts cited by Human Progress

- The proportion of the world population in extreme poverty, i.e. who consume less than \$1.90 a day, adjusted for local prices, declined from 36 percent in 1990 to 10 percent in 2015.
- At the Millennium Summit of the United Nations in 2000, the world's countries set the goal of halving the 1990 incidence of extreme poverty by 2015. This was met more than five years ahead of deadline.

- However, when Americans were asked what had happened to global poverty the last 20 years, only 5 percent answered that it had halved; 66 percent thought it had doubled.

The world has never seen such progress, yet more and more people are blaming capitalism and globalism. How can this be? For one, bad news sells and the more extreme the bad news the more it sells. The media and politicians use the bad news to grab the public's attention. The media sells more and the politicians, on both the left and right, use the bad news to seize power.

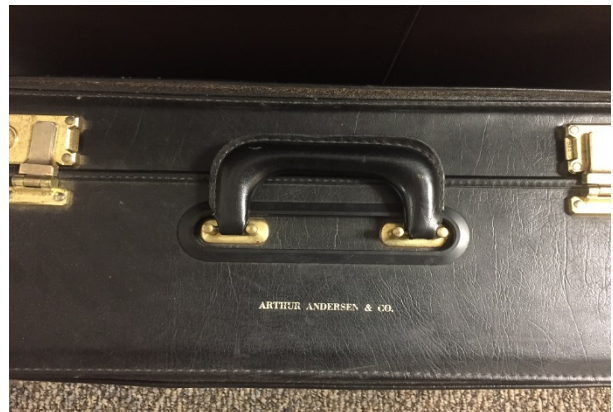
Of course, we have many more problems to solve ranging from healthcare to climate change to income inequality. However, if we focus only on the remaining problems, we will fail to recognize the very system that has brought humanity so much progress.

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

Sincerely,
Kirk Hancock
Editor

Andersen Alumni are 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.



[Jeremy Smeltser](#)
[Grant Edwards](#)
[John Rogers](#)
[Herman L. Moncrief](#)
[Kathy Willard](#)
[Eric Hart](#)
[Peter Pizzo](#)
[Abed Abdo](#)
[Aarif Nakhooda](#)

[Stephen Engle](#)
[Bryan H. Jones](#)
[Bradley Preber](#)
[Skip Behm](#)
[Reid Sullivan](#)
[Pete Pearson](#)
[Doug Allen](#)
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[Bill Koefoed](#)
[Michele Rusnak](#)
[Mike Burnett](#)
[Mark Lewis](#)
[Aaron Ackerman](#)
[Donald Kish](#)
[Kara Jenny](#)

Looking Back, Looking Forward

By Ed Maier, *Former Andersen Partner*

It's that time of year when many of us think about 2020. What will we do to make ourselves better, or improve our quality of life, or help our community, or make the world a better place?

As you look forward to 2020, do not just think about the coming year. Think about the past year also. What went right? What did not go right? Very often we fail to look backward when we begin to look forward.

As I pondered my own "next year", I remembered many things I learned in my years with the firm. And, during this past year, many of you have reminded me of what we learned together while working at Arthur Andersen. I hope some of these thoughts will encourage you as you consider what you will do to move forward into the next year.

Stewardship – First and foremost is the concept of stewardship. As I have stated before, one of my earliest memories of the firm was a conversation I had with a partner who recruited me. Interestingly, it was also part of the opening conversation I had with another partner on my first day with the firm. Both similarly defined stewardship as your responsibility to make the workplace a better place for those who will follow, as those who preceded you made it a better place for you. Whether your forward-looking plans relate to your family, your business, your neighborhood, your community, your country or your world, resolve that your future behavior will make things better for those around you. Follow the example of those who preceded you and set a similar path.

Quality – A commitment to stewardship goes hand-in-hand with a commitment to quality. Whatever you resolve to do in the next year, resolve to do it with the highest level of quality you can muster. If you attempt to accomplish a goal by skimming around the edges or by compromising yourself or others in the process, you will not build a quality product or service or live a quality life. If you don't commit to delivering the best product, service or action you can deliver, you are cheating yourself and others. You are not being a good steward. If you are going to do something, strive to do it well and to the best of your ability.

Simplicity – The K.I.S.S. principle is one I believe in and one we learned many times over while working together. Don't over-complicate or over-analyze matters as you are planning your resolutions for the future. Consider those relevant facts that you can gather in a reasonable time frame to build your plan and begin to execute it. Remember that any plan is only valid until you begin to execute against it.

Change – Recognize that you have to—change, that is. It is inevitable. It welcomes us every day of our lives in some form or the other. I am sure you have heard variations of this theme: When it comes to change, there are different kinds of people—those who initiate change and make things happen, those who accept change and deal with what

happens and those who ignore change and wonder what happened. We are all not change-initiators, but don't be a change-ignorers. No matter what your goal or resolution is for the next year, recognize that you must change some current behavior in order to achieve it. Remember, doing the same thing over and over and expecting a different result is somebody's definition of insanity.

Plan – In order to change our behavior, or to accomplish a new resolution, we need a plan. I am not a great planner. But as someone who, hopefully, has learned from many of my mistakes, I know that in order to accomplish something new, I have to have a plan. I will not give you a detailed methodology for planning. Each of you has had experience with numerous, different planning processes. Just pick one that suits you and get to it. Naturally, it should include a timeline and specific goals. Develop your own method of tracking your progress against the plan. There are plenty of tools and sources you can use to develop your own tracking system. Create a self-monitoring system—check it regularly. As you make progress with your plan, reward yourself for your periodic accomplishments. Don't be afraid to celebrate even the smallest successes. And don't punish yourself if you don't meet a goal. Just evaluate the situation and re-set them. Remember, the K.I.S.S. approach applies here also.

History – “Those who do not learn history are doomed to repeat it” is a version of a quote most often attributed to writer and philosopher George Santayana. As we develop and implement our plan, we must remember what has worked for us in the past and what has not. What did we do right? What did we do wrong? What worked? What didn't work? These are all questions we should consider as we set our goals and build our plan. Of course, we must look to the future. And remembering the past does not mean we dwell on it. We should learn from it.

Others – If you are planning for matters related to your professional or work life, naturally you will include others such as peers, your boss, or your subordinates in the process. Your plan in that case will often be driven by, or be a part of, a larger plan in your business. Your part of the plan should fit in with the overall plan of the group or organization. If you are planning a resolution that affects your personal life, don't forget to include others around you who can help you with the planning, monitoring, celebration and reward processes. Should your plan be shared with your spouse, your children, a friend, a colleague? Is there someone you trust with whom you can discuss your accomplishments and your failures? Include those persons in your process.

Think Straight. Talk Straight. -- I can't leave a subject like this without reminding you of this belief. It is especially important when setting your own resolve to change or improve. Be honest with yourself. Gather appropriate facts about what you can and should hope to accomplish in your future resolutions or plan. Be fair with yourself in assessing your accomplishments. If you fail in some aspect of your implementation, recognize it in a timely fashion and recalibrate your goals as necessary. Challenge yourself, stretch yourself but don't diminish yourself if you don't reach your goals.

In developing this piece, I found an interesting quote from an unexpected source that I will share with you in closing: “I can't change the direction of the wind, but I can adjust my sails to always reach my destination.” It came from Jimmy Dean, American country music, television host, actor, and businessman.

Thank you for reading and as always, I am interested in your thoughts and perspectives. I would especially like to learn about things that have worked for you as you looked back and looked forward. Feel free to write me at ed@thinkstraighttalkstraight.com.

And if you are interested in some of my other ideas, you can find them on Amazon at [Think Straight. Talk Straight.: Ed Maier: 9780960036509: Amazon.com: Books](https://www.amazon.com/Think-Straight-Talk-Straight-Ed-Maier/dp/9780960036509).

First you build your brand, then your brand builds you

By **Kim Schlossberg**, *Andersen Alumnus Marketing Manager 1992-2002 and owner of [Kim Schlossberg Designs](http://www.kimshlobergdesigns.com)*

I bet you didn't start your venture to be just like everyone else. You have something special to say, and your own way of doing your work. You have your unique reasons that you're doing what you're doing. The world needs to know about you! It's your brand's job to show the world what sets you apart from the crowd.

Whether you're running a business or non-profit, working for someone else, or establishing yourself as a thought leader, you can manage your brand, so it does this job and brings you ever closer to your goals. Creating and consistently living your own brand is critical to your success and enjoyment in your business and your life.



What is a brand?

“Your brand is what people say about you when you're not in the room.”
(Jeff Bezos)

Where does that leave us? Do we just passively wait for the public to tell us who we are? Who our company is? No, of course not. It's up to us to decide what we want our brand to be. Maybe, to uncover what it must be. And then, everything we do – everything – needs to support that.

First You Build Your Brand – then Your Brand Builds You.

So, who has a brand? Who needs a brand? We always have a brand, both as individuals and as organizations. You either have an intentional brand or an unintentional brand. If you don't focus on defining your brand, and keeping it healthy, you have an unintentional brand, and other people (customers, competitors) get to define it for you. You might find yourself fielding calls from potential customers who are not a good fit for your business for one reason or another. Or you might have disappointed customers who were looking for something other than what you offer. Or, you might have a bad reputation problem like Blue Bell has experienced. Or Uber, or countless other scandal-ridden companies.

But if you have a healthy, intentional brand, you'll attract the right people – those who want what you are offering. People who will pay well for your solutions to their problems. They will find you. People will refer them to you. Everything you put out about your company – or yourself – will attract them.

First you build an intentional brand

To establish a powerful, effective brand, you need to thoroughly understand and communicate the unique characteristics that make your organization's brand promise. It's critical for everyone involved in the organization to understand the foundation of the brand – the brand character.

Our brand-building process is basically the same whether you're running a major corporation, a small- or mid-sized business, a non-profit, or your own thought leadership practice. The primary difference is the number of people involved, and the research you can and should do.

We begin with walking clients through a discovery process to find what is really at the core, the heart of their business. I usually do this in a workshop format to help our clients get to the heart of their brands. Parts of this are my interpretation of Donald Miller's Story-Brand framework. This framework positions the customer as the hero and us (the service providers) as the guide who has a plan and helps the hero (the customer) succeed.

As a result of the workshops, we will discover your brand promise and Your Ideal Brand, on which all of your future marketing and communication activities should be based. This forms the foundation of the later branding work, and of the organization's identity. If you're working with an outside branding, graphic design, or marketing firm, they might help you answer these questions. At the very least, they should want to know your answers.

Then your brand builds you

When people outside your organization look at your website, engage with you on social media, or walk into your place of business, what is their first impression of who you are, what you do, and why? A healthy brand is clear, consistent, and guides all the organization's decisions. With a healthy brand, your public – and your employees – will know exactly what you do, and how they can count on you to do it, every time.

Companies get in trouble when they act in ways counter to the brand promise. Sometimes they try to do too much for too many people and fall short. Sometimes they get confused and muddle their message. Sometimes their brand promise is just too big – too hard to maintain.

Maintaining a healthy brand is very simple, and very difficult. Anytime someone in your organization has to make a decision – whether to launch a new product, hire a new person, clean the ice cream machine, or even decide to return a phone call, look to the brand. What does the brand tell you to do? Does it tell you to be friendly? Driven? Not evil? If the brand is clear enough, you will know what to do.

During the second phase of our Brand Therapy process, we review how the public sees your brand. We take a deep dive and review everything we can from and about the business, with a fresh, objective pair of eyes. We compile our findings into a report called “How the World Sees You.”

Finally, we compare these two views of your organization. How consistent are they? Are there opportunities to pull what people see about your organization more into alignment with your vision of your brand?

We help uncover any inconsistencies or gaps, and point them out, so you can correct them. If desired, we recommend action steps and can help you implement them to create and execute a plan to make your brand more clear, consistent, and true to your goals and vision. Together, we can ensure that the public sees your organization as you want them to.

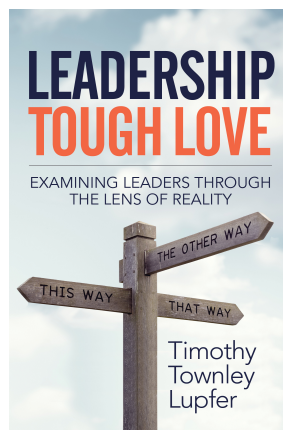
Branding gives you the opportunity to portray your organization in its own best image. You can take charge of your brand and decide who you want to be, and present that face to the world. It's up to you to clearly and consistently be that brand in everything you do. Presenting a genuine, authentic brand will help build a business you love while attracting your ideal audience.

First You Build the Brand, then the Brand Builds You.

I'd be happy to help you dive deep and truly understand and build your unique, ideal brand, and then let that brand help you build the business of your dreams. Schedule a free no-obligation 15-minute introductory call to see if it might be a good fit!

New Book Release Authored by Andersen Alumnus Timothy T. Lupfer: *Leadership Tough Love: Examining Leaders through the Lens of Reality*

Timothy T. Lupfer, Andersen Alumnus, is a graduate of the US Military Academy (West Point) and Oxford University (Rhodes Scholar), and is a retired Managing Director from Deloitte Consulting LLP, and a retired Lt. Colonel of the US Army



As I was sitting down to catch up on my reading a few years ago, I grabbed a prominent US business magazine that proclaimed as its cover story, “The World’s Greatest Leaders.” As I went over their list, I saw the usual suspects, well-known business and political figures. Certainly, these people occupied high positions in large organizations, but I knew the reputations of some of them, and a few of them certainly were not good leaders. It was the inclusion of a pop star that put me over the edge. “Wait a minute,” I thought. “She has amazing individual talent, but that doesn’t automatically make her a great leader.”

That article clarified for me the problem we face about leadership: muddled thinking. We have come to equate exalted position, celebrity status, or individual talent for leadership. So, I have written a book, [*Leadership Tough Love: Examining Leaders through the Lens of Reality*](#), to help get us back on track. My book contains some ideas that run counter to a lot of contemporary thinking about leadership, and some of the ideas may even be heretical, but my intent is to get us to take a hard look at leadership, something we need so desperately today, and something we need to develop more vigorously in our organizations.

I begin with a precise definition of leadership: *the role of affecting followers to achieve the organizational goals*. One of the key words is *role*: you’re a leader when the

organization assigns you a position and mission to get people to reach the goal. I am neutral about the word *leader* itself: you can be a good or bad leader, effective or ineffective. But it is the role that makes you a leader, and it involves *followers*, those human beings you must affect to get the goals of the organization accomplished.

I've often heard people in organizations say, "In our organization, everyone is a leader," but I have found that mantra to be inaccurate in most cases. I have observed that some people want to focus solely on a body of knowledge or a process. They are *specialists*. They can be extremely valuable members of the group, and specialists have contributed mightily to our overall success in society. But I have also noted that, in many cases, specialists don't want to become leaders; they don't want to assume the burden of having the responsibility to lead others. And that's perfectly OK. The problem I have noted is that too many organizations don't make the distinction between leaders and specialists, and they promote a specialist to a leadership role when the specialist has neither the desire nor the ability to assume that role. For abundant evidence that specialists are often not automatically effective leaders, look no further than sports, where the best player is most often not the ideal coach or manager of a team.

I propose in my book that the effective leader employs three essential elements:

- Gives Direction
- Demonstrates Capabilities
- Embodies Character

But these three elements interact in a complex manner. Character is the most significant element for a leader to inspire followers, but Character can only be effective when it is layered upon existing abilities to give Direction and demonstrate Capabilities. In other words, good intentions alone will never guarantee leadership success. And the flip side is also sobering by gaining success by effectively giving Direction and demonstrating Capabilities, some leaders can mask deficiencies in Character, at least in the short run. That is why we must work very hard at knowing what to look for, and what to develop, in leaders.

My book concludes with insights on how to develop your own leadership abilities and how organizations can better assess and develop leaders. Leadership is far too important to be lost in vague concepts that don't relate to its fundamental purpose: harnessing the efforts of many people to get the job done. It's available on [Amazon](#) if you would like to order a copy.

Control's Constraint

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

John G. Blumberg is an Andersen Alumni, a national speaker and author of several books. His books are available on Amazon and at major bookstores. You can connect with John at <http://www.blumbergroi.com/connect>

I can still remember my first drive across the desert. It was part of an adventurous road trip with two college buddies in the heat of a summer where the temperatures were reaching degrees that, in my young life, I had not imagined possible. It was long before the days of cell phones and internet where you learned new things real-time and not on a screen.



There were the road signs reminding you to fill-up your gas tank due to the long gaps between civilization. No doubt, high temperatures and long gaps were a bad combination with an empty tank and no cell phone. Things can become very real, very quickly. One of the new experiences, I remember most, seemed to fill every mile along those desert roadway gaps.

And it wasn't real at all.

It was the mirage – a visual reality that exists only as a perception. The desert heat, fueled by the relentless sun's rays along the endless pavement, created images so real you knew you would soon reach them if you just kept driving. The mirage is an illusion – that only seems real from a distance. You can drive forever, using all of your precious fuel and never get there. Eventually, the sun just sets.

Years beyond those desert roadways, we speed along high-capacity freeways packed with the technology of virtually no gaps at all. This drive also has its own set of mirages.

Control is one of them.

And with exponentially increasing capabilities, harnessing control can seem so close – so achievable. We can see it in the near distance as we accelerate on final approach to grab ahold of it. Unfortunately, this phantasm of control isn't real. It only appears to be reachable. And so, we can waste a lot of energy in trying to get there. This is true in organizations of most every size in most any context — and it is true in our communities, our families and most certainly in our own personal life.

Our draw to the fantasy of control can be driven by a number of reasons. Sometimes control comes from a desire for power and other times to ease a fear — often two sides of the same coin. The greatest deception is that our draw is most often driven from the best of intentions.

There is a big difference between irresponsibly being out-of-control and the assumption that you are in control. One is dangerous, yet both are wasteful. One is done out of no intention and the other is done with great intention. One spirals downward while the other goes in circles with an allusion of progress. Yet, neither get us anywhere useful.

The concept of control certainly has its place. You want to control the car you are driving. You want the pilot to control the plane in which you are flying. Yet, even then, we certainly know that this control has its own aspect of vulnerability.

Knowingly, or unknowingly, striving for control is much like driving towards the mirage. While your control appears close and real, it never is. The only thing that's real is the constraint the striving for control places on you. Accepting that you are not in control loosens these constraints.

And unleashes creativity.

Just imagine how much of our energy and resources are used in trying to control what is not controllable. In many cases it nurtures a negative energy. This is just as true in the culture of organizations as it is in the relationships within our own lives. In trying to control, we create resistance — whereas in letting go of our illusion of control, we free-up resources for creation. We begin to reveal what is genuine and authentic — where responsible choices come naturally.

Constraints feel very different than invitation. It is why genuine love, respect and gratitude unleash an endless energy without ever depleting themselves. Their energy has no need for control. They show-up for whatever conditions may be.

The truth is that when we stay focused on the mirage — we miss the unique beauty of the desert through which we are traveling. No question, sometimes there are long gaps — what if we filled them with love, respect and gratitude? I have no doubt that organizational cultures, and personal relationships alike, would no longer show a need for control. We would simply be grateful for what they have become as we travel through them.

You Ever Tried This Winning LinkedIn Strategy?

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”)*

Most people have been using LinkedIn for about ten years, and yet I still run into way too many people who haven't found consistent ways to use LinkedIn to grow their business, brand, or land a great job opportunity.

Thus, I'm going to dedicate my first five weekly articles of 2020 to helping you create an overall LinkedIn strategy that will get you the professional results you deserve.



LinkedIn Winning Strategy #1:

You are the Welcome Wagon (Advanced People Search and Search Alerts)

Overview: Even though LinkedIn has over 660 million people in its database, you're most interested in the people who can help you achieve your business and professional goals. By using LinkedIn's Advanced People Search function, you can laser focus your search for those people—and then set a search alert so LinkedIn will notify you when it discovers new people who meet your search criteria.

In other words, LinkedIn will serve up the perfect list of targets (and I use *targets* in the most positive way). This could be customers, vendors, donors, employees, strategic partners, future employers, and experts, to name only a few of the endless possibilities.

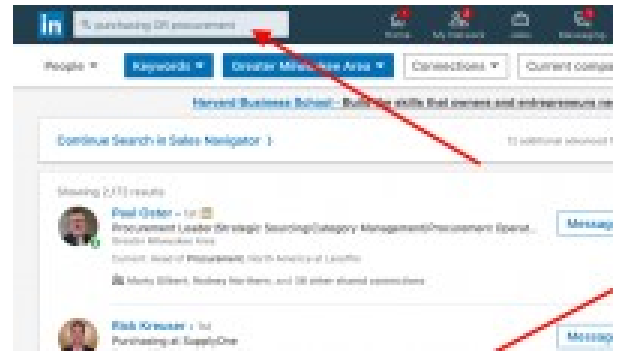
Step-By-Step Instructions

1. Click your cursor into the big white search box in the top toolbar, and then select *People* in the dropdown menu.
2. When the white toolbar appears just below the top toolbar, select *All Filters* on the far right of the toolbar.
3. You will then be taken to the *All People Filters* page, where you can select up to fifteen different search filters or any combination of those. You can choose job titles, company names, geographic areas, etc., anything you think your targets would use to describe themselves on their LinkedIn profiles.

4. Review the list of people your search uncovers, making sure they actually look like people you'd like to meet, and see which of your connections already know these individuals. Then strategize about whether your next step should be an invitation to join your network, a referral, or some other form of traditional way to reach out (email, phone call, personal visit, etc).

5. To set up an automatic weekly alert so LinkedIn will let you know when new people meet that search criteria, type one bit of information from any of the search criteria you used (location, title, industry, school, etc.) into the white search box in the top toolbar.

When the search list reappears, possibly in a different order but it is the same list, the *Saved searches* box will be on the top right next to the search results. Click *Create search alert*, hit the *Save* button, and then LinkedIn will notify you via email of the new entrants to your list.



You can have a maximum of three saved search alerts working for you at any one time with a free LinkedIn account. Also, keep in mind that these types of searches, although available for free LinkedIn users, may be [limited on a monthly basis](#).

6. The next step is where the Welcome Wagon part kicks in. Once you're notified of new people on the list, you can welcome them to your town, congratulate them on their promotion or starting a business or changing companies, etc., keeping in mind that you want to move this new relationship forward. Obviously, the information you receive from LinkedIn will depend on the filters you used to set up your search.

This step can be done with either a LinkedIn invitation to join your network (always include a personal note with the invitation) or an InMail if you have a premium account. You can also do your Welcome Wagon "reach-out" with a phone call, email (if you have the person's address), or by mailing something or dropping it off at their office. Whichever technique you choose, just think how impressed they'll be with your thoughtful message and proactive step to begin what could be a fruitful relationship for both parties.

There you have it, LinkedIn Winning Strategy #1. Do a good job of creating a targeted search and setting a search alert, and LinkedIn will keep filling your virtual room with just the right people for you.

Special Offer

If you'd like me to provide a detailed critique of your profile and help you develop a winning LinkedIn strategy, be sure to take advantage of my special offer: **A one-hour, one-on-one consultation for just \$197.**

This consultation will take place on the phone, and I will share my computer screen with you. There are limited spots available, so don't delay. Book yours today by clicking [here](#).

The State of Recruitment: Operating with Integrity

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

Frequent corporate missteps have hit the headlines recently in the traditional press, not to mention social media channels where numerous cringe-worthy incidents are shared around the globe in a matter of minutes. No industry is immune: the airline, automotive, accounting, pharmaceutical, banking, broadcast, and transportation network industries have all been in the hot seat most recently. In situations like these, PR crisis specialists are typically called in to handle the aftermath and to minimize the harm done to the customer brand.

What's often overlooked, however, is the damage such actions inflict on what's known as the *employer brand*. The employer brand is “essentially what the organization communicates as its identity to both potential and current employees. It encompasses an organization's mission, values, culture and personality. A positive employer brand communicates that the organization is a good employer and a great place to work.” (Source: [SHRM](#))

Since the employer brand is inextricably tied to the external customer brand, hoping that you're going to solve a crisis by focusing only on the external front is short-sighted and can be lethal to the whole enterprise.

It follows that, in times of crisis, organizations also deal with all possible repercussions on their employer brand because, ultimately, corporate values are at stake. Everyone understands that, short of large scale intentional institutional corruption, individual employees can be dishonest, mistakes are often made, and even the best-intentioned policies can backfire. But how the organization deals with the crisis, from admitting wrongdoing to apologizing and offering restitution, is a reflection of its core values – most notably, its integrity. A real or perceived betrayal of integrity will always have a negative impact on both the ability to recruit and retain talent.

The Ramifications *on Recruitment*

In most industries today, it's a seller's (candidate's) market, and great candidates have lots of options. This is especially true for positions in upper echelons and/or when there is a need to hire executives with very specific skills. Considering (as reported by Hunt Scanlon) CareerBuilder's forecast that 45 percent of U.S. employers plan to hire full-time, permanent employees in the second quarter, recruiting top talent is becoming an even greater challenge. In a dramatic reversal from just a few years ago, candidates today have many choices — including staying put in their current jobs — and don't want to associate their personal brand with an employer that has a real or perceived issue with integrity.

In fact, job seekers, many of whom experienced professional stagnation during the recession, are far more concerned with their own personal brands than ever before. They want to make wise career moves by working for industry leaders whose names will amplify their social media profiles, rather than detract from them. Candidates today can and will evaluate your company's reputation not just by scanning the headlines in the *Wall Street Journal* but through their personal experience as a customer, via online reviews by current employees (Glassdoor.com alone has 22 million members and data on nearly 300,000 companies in 190 countries) and through reference-checking via their professional networks.

As a result, we see a lot more candidates opting out of active discussions when they feel that working for a particular organization, because of its reputation, or perceptions formed during the interview process, will taint their resume and make it more difficult to find their next position.

The Ramifications *on Retention*

As far as retention, workers as a whole aren't particularly engaged at work. The [most recent report by Gallup](#) shows that 51 percent of U.S. employees say they are actively looking for a new job or watching for openings.

The situation is even more critical in the ranks of up-and-coming employees, especially when you consider the cultural attributes of younger generations. Seventy-one percent of millennials, according to [Harvard Business Review](#), are either not engaged or actively disengaged at work, making them [the least engaged generation](#) in our domestic workforce. Culture and values have a very different meaning for millennials than they do for generations before them in the workplace, and many will depart their jobs if they view their employer's actions, responses to issues, and overall agendas inconsistent with stated corporate values and/or their own personal values.

We see strong evidence of this in the proliferation of contract workers and independent consultants. Employees no longer consider that they work for “the company” as they did in the past; this generation’s perception of their employment experience is that they work for the client, their colleagues, and their boss and they are constantly checking that all are aligned with their sense of culture and values.

What You Can Do

While not all-encompassing, here are several action steps those readers associated with the HR function can take:

First, routinely evaluate your employment and HR operations from top to bottom to analyze risk and do as much as possible to make sure that they are scandal-proof. Admittedly, there are no guarantees that something bad can’t occur. But pay particular attention to policies that have the potential to lead to bad behaviors. Compensation practices, for instance, motivated a prominent bank’s frontline office staff to open up over two million bogus customer accounts. As part of your risk management process, also focus on the assessment of people, by, for example, conducting iron-clad independent background checks as part of your hiring process.

J. James O’Malley, Managing Director at Comhar Partners, has been developing HR and talent acquisition solutions for global consulting firms (including Huron Consulting Group, Arthur Andersen, Deloitte and Lante) since the mid-90s. Jim has seen firsthand why consultants are frustrated by and don’t “get” recruiting. Based on his experience, he addresses the differences between large and boutique recruitment firms below. It’s his intent to dispel myths that consultants hold about recruiting while, at the same time, ensuring that recruiters who work for firms are free to do their jobs, which is hiring the “best and the brightest”.

Alumni Sponsors Wanted

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 addition qualified sponsors for 2018. If you think your company may benefit from a strategic partnership with the Association, please email Admin@andersenalumni.com for more information.

ALUMNI BENEFITS:

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 Linked in Profile click on the following URL to JOIN:

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

Additionally you can “FOLLOW” the Association by clicking on the following URL:

http://www.linkedin.com/company/andersen-alumni-association?trk=tabs_biz_home

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<http://www.facebook.com/pages/Andersen-Alumni/182112725168442>