



ANDERSEN
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Straight Thoughts, Straight Talk

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Editorial

It is hard to believe it has been almost ten years since the start of the financial collapse. This anniversary caused me to reread Too Big to Fail, the seminal book by Andrew Ross Sorkin on the near collapse of the Wall Street banking giants. The author did an amazing job of documenting the drama and conversations between so many of the key players during these extraordinary times. It was interesting to reread this with the passage of time. I must admit, the book has held up well over the years.

I recently read another book that will be of interest to Andersen alumni. The book is titled License to Lie: Exposing Corruption in The Department of Justice by Sidney Powell. This book chronicles the prosecution and primarily the appeals associated with Arthur Andersen, several Merrill Lynch executives associated with Enron and Senator Ted Stevens. What was interesting was, once the headlines faded from the initial prosecutions, the appeals exposed some very heavy handed, and according to several judges corrupt, prosecutorial practices by the high-profile prosecution teams. Most of the

cases were overturned in appeal, but the wake caused by the overzealous prosecution destroyed many lives and our firm. Perhaps the more chilling outcome is how many of the initial prosecutors rode the fame and success of their convictions to rise in the ranks of the Justice Department. It is not a political book, but it gives the reader some incredible insight into the power of the justice department.

We live in some challenging times. Our confidence in the financial system and the judicial system have been shaken over the 20 years. This has led in part to the anxiety and dysfunction in our political system. We live in the one of the world's greatest democratic experiments. It is sad, sometimes frightening, to see the stress it is under. The best way I know how to deal with it is to do my part to be a positive force in my community and to exercise my vote. I encourage all of us to do the same and to participate in this great experiment by voting in November.

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 Global's Expansion in Europe *EU Partner Meeting Held in Lisbon in September*

By Andrea De Vecchi (*Co-Managing Partner for the European Region and Managing Partner for Andersen Tax & Legal in Italy*)

Paolo Mondia (*Co-Managing Partner for the European Region and Managing Partner for Andersen Tax in Lugano*)

In September of this year, we held a European Partner meeting in Lisbon. This is the second meeting of its kind, after the one held in Barcelona last year, and the energy level was high.

While virtual meetings may be more convenient than organizing face-to-face gatherings, they make it harder to focus on topics and involve all attendees. As is commonly known, personal interactions are the best way to build relationships, especially in business.

140 Partners from 19 countries attended the 2018 EU Partner Meeting in Lisbon with the aim of shaping our region. Everyone was encouraged to be transparent in expressing opinions, and in doing so, made for productive and quality conversations.

14-member firms and 13 collaborating firms split into 15 groups that represented the services we offer in Europe. The European meeting was a full weekend where hard work

and meaningful discussions co-existed with enjoyable moments and a gala dinner held in a spectacular venue in the center of Lisbon.

At the first European Meeting in Barcelona, in June of 2017, “only” 90 Partners were present. At the end of June of this year, we numbered a total of 161 Partners in the region. This demonstrates terrific growth! We – as European co-Managing Partners – strongly believe that our culture defines who we are as an organization and helps us to grow quickly while always maintaining the proper focus. We adhere to what it stands for and believe wholeheartedly in its philosophy. The Andersen culture should be naturally inherent in each one of us. These “Andersen cultural touchstones” were the main aspect of discussion and are what we look for in new Partners/Partnerships.

Our talks during the working weekend in Lisbon focused on how we can maintain our best-in-class status and offer seamless support to clients. We should consider ourselves like a family and the concept of family should arise both when we work together and with clients. Our behavior should always be fair, transparent, cooperative, tolerant and understanding. And, as a family, all the voices are and will be considered: the opinions expressed at the 2018 EU Partner Meeting are taken seriously at every level, considered important and are being addressed. The presence, support, and input from all the Partners are greatly valued and appreciated.

We are working on increasing Andersen Global’s comprehensive geographic coverage, continuing the expansion in Europe – as well as Latin America, Africa, and the Middle East – and providing our Member Firms’ seamless, integrated tax and legal services. Our message to all our Partners is to be innovative and continue to explore and develop existing or new practices and/or resources. A key point of differentiation with our competitors across firms and markets is in adding value combined with providing an integrative approach.

The 2018 EU Partner Meeting was a meaningful opportunity for our firm. It offered, once again, the chance to network and become part of a real community that values empathy, shares ideas and builds a positive, productive work culture of highly engaged professionals. What we emphasize is strong and trusting relationships among all of us. Honest conduct creates a solid, credible reputation of our global firm in the marketplace. In becoming part of Andersen Global, all the Partners and professionals form the backbone and represent the vital organs of the entire organization.

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

“85,000” - the Movie is Moving Forward!

By Larry Katzen, former Andersen Partner in charge of worldwide retail industry practice and managing partner of St. Louis office and the Great Plains Region. Larry spent 35 years with Andersen and worked in the Chicago, Melbourne, Dallas and St. Louis offices. Larry and his wife Susan are the proud parents of quadruplets, three boys and one girl and now have seven grandchildren. Larry recently wrote a book on his life with the firm entitled “And You Thought Accountants Were Boring – my life inside Arthur Andersen.” He is now working with Chris Rehr, writer, and Todd Harris, producer, on a human-interest movie about the Andersen demise called “85,000.”

I want to thank those of you that have responded to my last announcement on the movie “[85,000](#)” about the demise of Andersen. A number of you have graciously agreed to consider an investment of anywhere between \$10K and \$50K.” As a result, we are off to a good start in reaching our goal of \$6 million.

For those of you who are still interested in making an investment, you can contact me at Larrykatzen@earthlink.net. Any income from the movie will be first distributed to the investors, so that each investor will receive their investment back plus a 20% return before anyone else participates in the net income of the movie.

We are excited about this movie and our academy award nominee producer believes this will have worldwide appeal. For those interested, there is no need to currently write a check. When we get closer to reaching our goal, we will then have our attorney draft up the operating agreement for your review. Currently, we just want to see if you may have any interest and, if so, at what general level.

To view a 90 second teaser click on [85,000 the Movie](#). This was produced to show prospective producers when they were marketing the script. Larry also showed this at the end of each of his presentations that he has made to over 35 Universities in the U.S., Canada and Mexico. You can find more information about the movie, “85,000,” on his website, www.Larrykatzen.com.

We can all make a difference in getting the truth be told. Let’s follow our old principle of “Think Straight-Talk Straight” and show the world the REAL Arthur Andersen. If you want any additional information, please contact me at Larrykatzen@earthlink.net

Thanks for your interest and support.

Your Partner and Friend

Larry R. Katzen

Are You Listening to Me? Or Should I Shout Louder?

By Ed Maier, *Former Andersen Partner*

As I continue to stroll through the later chapters of my life, I spend a certain amount of my time listening to radio shows or watching television shows that purport to discuss a variety of subjects: economics, politics, sports, business, geopolitics, etc. Over time, I have solidified a concern that has developed in recent years. Overall, as a people, we don't listen very well...and that includes me. Listening—truly listening—is important in order to understand the point of view of another person. You cannot be listening if, while the other person is speaking, you are formulating your response or attempting to speak over them.

I realize that I cannot change the habits of others, but I can work on my own. Listed below are some thoughts on how I might improve my own listening habits. If any of these are helpful to you, I encourage you to adapt them to your style and to apply them to your own behaviors.

- I will let others complete their sentences and thoughts. I will not interrupt. I will not quickly respond to the question of another by cutting them off in half-sentence. I will not respond sharply in a manner that says “I am not really interested in your question. Let's move on to the next item of importance to me”. Instead, I will thoughtfully and completely listen to their point of view. Alfred Brendel, Austrian pianist, poet and author, is quoted to have said: “*The word 'listen' contains the same letters as the word 'silent'*”. I will do my best to remember those words.
- Many of our communications today are done via email, texting and other social media. This reduces the amount of time we devote to speaking to each other which means we do not have opportunities to exercise good listening skills as often. These tools often do not provide context, which is so important to understanding the point of view of another. So, I will strive to more frequently communicate person-to-person, or face-to-face, in order to improve clarification of communication and practice my listening skills.
- I will recognize that body language is a key element of communication. I will engage in body language that tells the other person that I am actively listening and engaged in the conversation. I will not slouch, or slump, or stand in a manner that telegraphs that what the other person says is not really that important to me. Similarly, I will not engage in facial expressions, such as “eye-rolling”, which implies that I do not believe what they are saying.
- I will remember that my eyes are an important part of any conversation. How I use them will also signal my level of interest and attention. I will focus on the

person who is speaking. I will not look around the room, or at the landscape out the window or sweep the floor with my eyes. I will not look at their feet or their hands; I will look at them.

- In addition to my body language and eye movement, I will remember that there are other non-verbal habits that can indicate whether I am really listening and paying attention to the other person. For example, I will not squirm around in my chair as though I am uncomfortable with what is being said. I will also control the volume and speed of my voice so as not to create the impression that I intend to “bowl over” the other.
- In addition to my own habits, I will pay attention to those which are exhibited by the other person. I will be alert to recognize if I am making the other person feel uncomfortable; I will watch for signals that they might consider the conversation to be over.
- I will practice other techniques that I have learned over the years such as repeating, reflecting or reframing. Any one of these can be used to help emphasize to the other speaker that I understand the points that they are trying to present.
- I will minimize distractions and interruptions during the conversation. If one occurs, I will reiterate the most recent part of the discussion to make sure nothing has been lost. While distractions or interruptions occur in face-to-face conversations, they often come up more frequently in telephone conversations. I will conduct my telephone conversations without engaging in other tasks, such as email, texting, etc. If a distraction or interruption occurs that is so great it completely disrupts the conversation, I will ask the other person if we can delay the discussion until a time when we can have a more meaningful exchange.
- I will not “multi-task” during any conversation.
- In all my conversations, I will try to remember the words of Stephen Covey from his book, *The 7 Habits of Highly Effective People*, to: “Seek first to understand, then be understood.”
- I will use good questioning skills in my conversations with others. I will not interrogate the participant, but will use my questions to stimulate our thoughts, as well as to clarify points which are presented. I will remember that good questioning includes the appropriate use of open-ended questions (“What will you do with this information?”) and closed-ended questions (“Do you have all of the information you need to make your decision?”).
- If it is important to the conversation to take notes, I will tell the other person that I plan to do so. While taking notes, I will be careful that I do not reflect inappropriate non-verbals during the note-taking process.

- And as always, I will strive to “Think Straight. Talk Straight.” in all of my conversations.

I hope these thoughts are useful to you in your communications. I believe if I practice them regularly that I will be a better listener, a better communicator, a better person. I hope you will benefit from them. You may also find that as you become a better listener to others, they, in turn, will be a better listener to you.

As always, I am interested in your thoughts. Write me at ed@thinkstraighttalkstraight.com and share your thoughts. Good luck and good listening!

P.S.--For those of you who have enjoyed my writing over the past several years, you can enjoy it again in my book coming out later this year. More to come on that in the future.

Robert (Bob) Thomas Johnson, Jr. (Atlanta Office)

On October 10th, 2018 a celebration of life service for Robert (Bob) Thomas Johnson, Jr. was held at St. Luke's Presbyterian Church Dunwoody, Georgia. Bob was quick witted and always had a smile on his face. He was a good man and genuinely interested in others. Jim Edwards, former Atlanta Office Managing Partner, asked the dozen or so Partners in attendance to stand for a moment of silence for their Partner. Bob's minister, Shannon Dill, paid a fitting tribute to a man loved by many. She said “One of my favorite things about Bob was that he was a straight shooter. He didn't have much time for pretension or platitudes. I was often inspired by his passionate honesty! Of course, seems that some people, are great at being honest, but when they are, they have a bite to them. Their honesty is brutal and often pain-inducing. But that was not my experience with Bob's honesty. In fact, my experience with Bob's honesty was anything but brutal. Instead, I experienced Bob's honesty in a way that revealed as much about his faith than anything else that his forth-rightness might reveal” *Think Straight, Talk Straight*



Bob was born on December 22nd, 1935 in Greensboro, North Carolina to Robert T. Johnson, Sr and Gertrude Coble Johnson. As a child he lived in Burlington, NC where he graduated from Williams High School in 1954. A life-long athlete, he played football and golf there, and was the star of their track team. He is a graduate of Duke University, where he served as president of his fraternity, Alpha Tau Omega. He also continued his track participation as a sprinter: Bob would say with a smile that he was the third fastest sprinter in the Atlantic Coast Conference, and sometimes ran alongside the "world's fastest human" - but was generally looking at the back of his head.

Following graduation from Duke, Bob joined the accounting firm Arthur Andersen in New York City, transferring to Charlotte, NC in 1959 and to Atlanta in 1975. He led Andersen's Atlanta-based audit practice for the ten years prior to his retirement in 1993 and was the first in his position to be inducted into the Hall of Fame.

His 40+ years in Atlanta were rich in many ways. His love of golf was rekindled, and he spent many joyous days trying desperately, and with only limited success, to achieve the level of play on the course that he imagined for himself in the 1st tee.

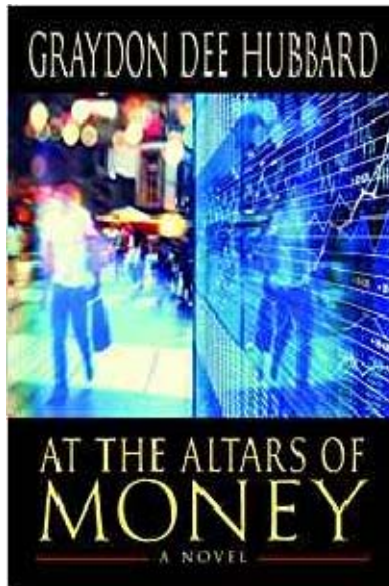
However, he achieved much as a member at the Dunwoody Country Club. He served as its president from 1993-1994 and scored a hole-in-one - he was pleased by both milestones. His friendships there were legion, and he held a special love for those he met there. Not least, his competitors at the gin table will be missed for their good humor, tolerance and occasional willingness to part with a small sum.

His service to the community was broad, reflecting his abiding belief in the goodness of his fellow man and his faith in God. He served on the executive board of the Metro Atlanta YMCA and was an active member of St. Luke's Presbyterian Church. At St. Luke's he was an enthusiastic, albeit modestly discordant, member of the choir, and an Elder.

On the 6th of October, at the age of 82, Bob died peacefully. Bob was blessed in many ways, but was most proud and appreciative of those he is survived by - his wife, Joyce; their children, Elizabeth Johnson, Christi Plaster [Henry Plaster], Robert Johnson [Susan Johnson], Trey Bruns [Amanda Bruns], and Margaret Chiles [Russell Chiles]; his sister, Gertrude Revelle; and her children, Helen Cain [Jim Cain] and Guy Revelle [Tina Revelle]. He also leaves six grandchildren - Elie and Henry Plaster, Caroline and Josh Johnson, and Macon and Victor Chiles - each of whom he would tell you was his favorite.

In lieu of flowers, donations to the Wounded Warriors Project or St. Luke's would be welcomed.

New Book Release by Andersen Alumnus Dee Hubbard (Partner, Denver Office)... At the Altars of Money



At the Altars of Money captures an American ethos about money and scripts the financial meltdown of 2008. Unlike most books about money, this one presents points of view from insiders looking out rather than outsiders looking in.

This is a quirky novel with attitude...and altitude. Edged with satire, it's fiction is woven into a tapestry of real people, real places, and real events.

Ascend into the rarified atmosphere of high finance, styled U.S.A., where money moves from pocket to pocket rather than into productive enterprise. When a modern-day Robin Hood exploits greed, should society brand him (or her) a criminal or a hero? Does it? Join Kelly, Arthur, Fran and Hamish in a provocative romp through America's dollar dominated culture. Who becomes Robin Hood? And why?

A fiery and uncompromising SEC attorney, **Kelly** seeks truth. When she perversely embraces an Ayn Rand philosophy about Government, professional conflicts torment and disillusion her. A sullied Irish heritage haunts her.

Scion of a philandering vice president of Coca Cola, **Arthur** is mired in mediocrity. Seeking fulfillment, he reunites with Fran and Hamish in a venture he hopes will honor their college vow to create wealth by doing something important.

Genetically predisposed to taking risks by a poker playing mom, free-spirited **Fran** seeks pleasure in the moment. She moves up on Wall Street, outperforming male colleagues in money management and in racquetball because she knows when to use power and when to use finesse.

Iconoclastic, identity conflicted, emotionally scarred, and riddled with insecurities, **Hamish** masters the universe of securities trading models. From computer genius, he rises to a “golden guru” who owns the future. He seeks redemption in a more zestful, more adventuresome life.

Our small band of merry men and women provide visual and cerebral treats...some brazen, some satirical, some half-serious, some very serious...including: soul-saving sex on the summit of Colorado’s Longs Peak, bonefishing on the Bahamas flats, a private flamenco dance performance from the opera Carmen, casino gambling in a historic mining town, a teasing verbal duel between a married couple undressing for bed, a Celtic wedding in a medieval Scottish castle, a subtle father/son conflict, refusals to submit to Government tyranny, an interracial relationship that ends in tragedy, and a journey deep into an empathetic heart and mind despairing from the events of Nine-eleven.

Of special interest to AA Alums. The book also poaches the fringes of investigative journalism, including some different revelations about the Enron/Andersen affair that dare to challenge popular beliefs.

An audacious crime of compassion concludes the book with a surprising twist.

About the Author Dee Hubbard

During 35 years with Arthur Andersen, mostly in Denver, Dee rose from entry level grunt to managing the largest audit practice in the Rocky Mountain west. As a former Director, or Trustee of 12 Colorado-based organizations, including The Nature Conservancy in Colorado, The University of Colorado Foundation, the Denver Area Council of the Boy Scouts of America, Havern Center (for perceptually handicapped children), the ill-fated Denver Organizing Committee for the 1976 Winter Olympics (a painful learning experience), and two public companies (Whiting Petroleum Corporation and Allied Motion Technologies), he's chaired Audit and Compensation Committees and served as Designated Financial Expert. Dee figures he's written, edited, analyzed and explained about a million pages of financial information. He's also taught at the University of Colorado; testified before a Grand Jury and in civil and criminal trials; and made financial presentations to the Colorado Legislature General Assembly, to Government agencies, and to a committee of the U.S. Senate.

The 10 Key Issues to Consider in the Last 90 Days Before the Lease Accounting Deadline

By [LeaseAccelerator](#), a friend of Andersen Alumni

For year-end public company filers, the deadline to implement the new lease accounting standards (ASC 842 in the U.S. and IFRS 16 internationally) is on January 1, 2019 - less than 90 days away. Most companies have been focused on collecting all of the necessary lease data to achieve compliance, but that is only one piece of a successful transition. For those nearing the end of the implementation project, here are 11 key issues you should consider in the last 90 days.

1. Accounting Policies, Elections, and Transition Strategies

To adopt the lease accounting standards, the accounting organization will be responsible for updating policies, electing practical expedients, and defining the transition strategy. For example, the new standard raises questions about how to define a lease and also allows companies to choose policy thresholds for classifying a lease as operating versus finance. In addition, companies will need to determine when they will transition their systems and begin accounting under the new standards. If you have not done so already, make sure to review these decisions with your external auditors.

2. Business Process Readiness

Even once companies achieve compliance, they will need to ensure they have the business processes in place to maintain compliance in the future. Otherwise, the lease portfolio will fall out of compliance quickly. If you haven't already, you should start designing processes for the future state of your leasing program. At a minimum, these should include processes to capture each new lease, document changes that occur during the lifecycle of the lease, and record end-of-term decisions so that the right-of-use asset and lease liability values on the balance sheet are accurate and complete.

3. Organizational Readiness

In the past, leasing has been a decentralized process with business units and locations around the globe making their own judgements and decisions. However, now many companies are opting for leasing centers of excellence which will be responsible for lease accounting and, in some cases, administration. Whatever the scope of the center of excellence, your organization will need to ensure that it has the personnel with the necessary skills to fill it.

4. Data Readiness

Collecting data has been the most challenging part of implementing the new lease accounting standards for many companies. Many organizations are almost complete with this phase of the project, but it's still important to know where your organization is at in

the data collection process, the quality of the data that has already been collected, and what still needs to be gathered.

5. System Readiness

Many companies have already selected their lease accounting software and are busy implementing the system. Even though the deadline is tight, it's still important to set aside time to test functionality and performance. In addition, while many companies do not think they will have time to integrate their lease accounting system with other financial systems by the deadline, it is crucial to develop temporary processes to keep the data in sync. For example, consider how you will upload journal entries to the general ledger, or sync leased asset data between the lease accounting system and asset management systems, like IT, fleet, and real estate.

6. Accounting Testing & Validation

An important part of the transition is testing accounting outputs from both systems and manual processes for accuracy. Companies should run tests on different use cases from their lease portfolio, including various rent schedules, lease structures, modifications and reassessments, and end-of-term events.

7. Training Programs

All of the personnel involved in the lease accounting processes will need to be trained on their responsibilities. The center of excellence will handle the accounting and potentially some lease administration duties, so will need to understand the ins and outs of the new standard as well as how to operate the lease accounting system. Corporate functions like Procurement and Treasury will be involved in capturing new leases, so will need to learn how to identify leases and embedded leases. Real estate and equipment asset owners will be responsible for reporting any changes in leased asset data, so will need to be trained on what changes could have an accounting impact.

8. Audit Readiness

ASC 842 and IFRS 16 require right-of-use assets and lease liabilities to be reported on balance sheet, leading to increased auditor scrutiny. Companies will need to implement controls to satisfy auditor concerns about existence, completeness, and accuracy among others. Controls may include limiting who can enter into new lease agreements, managing contract and asset activity, and ensuring contract terms are adhered to.

9. Board and Executive Communications

Update the CEO, CFO, internal board, and audit committees on the status of the project as the deadline gets closer. Key issues to inform these groups of include impacts to financial metrics and KPIS, risks to completing the implementation on-time, and risks identified by auditors.

10. Presentation and Disclosures

Organizations need to identify the presentation and disclosure requirements of the new standards. These include qualitative and quantitative disclosures in addition to the right-of-use assets and lease liabilities on the balance sheet. There are also disclosures required prior to the effective date, like the SAB 74 disclosures and MD&A.

Download the complete 90 day checklist here: <https://explore.leaseaccelerator.com/lease-accounting-90-day-checklist/>

About LeaseAccelerator

LeaseAccelerator offers the market-leading SaaS solution for Enterprise Lease Accounting, enabling compliance with the current and [new FASB and IFRS standards](#). Using LeaseAccelerator's proprietary Global Lease Accounting Engine, customers can apply the new standards to all categories of leases including real estate, fleet, IT and other equipment at an asset-level. On average, LeaseAccelerator's Lease Sourcing and Management applications generate savings of 17 percent on equipment leasing costs with smarter procurement and end-of-term management. Learn more at <http://www.leaseaccelerator.com/>.

Best Intentions

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

In the not so distant past, phones were solely an audio tool. Today, not so much ... as they've evolved into much more of a visual device. And when used in the right place, at the right time for the right reason ... they can be a valuable asset. Yet, that same phone can be very costly when it becomes an appendage of unconscious, bad or simply routine habits.

At a minimum, it can be distracting. At worst, it can be destructive ... to our productivity, our relationships, and ultimately to the trajectory of our journey. That's what happens when a tool becomes the focal point. Random becomes the routine. And the routine becomes an addiction.

I'm sure most of us have experienced glimpses of this when we randomly pull our phone from our pocket and aimlessly dive into one, two or a few apps. I know I have ... more times than I want to admit. If you haven't, just look around in any crowd and you will see what I mean. When the tool becomes the focal point, it comes with a cost.

The same is true of our behaviors, wants and needs.

Behaviors, wants and needs, in so many ways, are just tools. Yet, for many, they have become the focal point. One definition for "focal point" is *the central or principal point of focus*. This focal point is the object of your attention.

As I delved deeper into my work on core values, I had no idea what a roadblock our focus on needs, wants and behaviors would be in understanding and embracing core values. It's not that they aren't important ... it's the undue importance that we have come to put on them that can get in the way.

Paying attention can be a great thing unless it's void of an intention from your core. Unintended attention can lead to a lot of useless activity ... like randomly checking your cell phone! And it can lead to a lot worse when it comes to our behaviors, wants and needs.

Attention without the right intention leads to core tension.

In our fast-paced world, we seem to give a lot of attention to behaviors, wants and needs. Just take a sampling of corporate training programs or self-help books. At the same time, most don't give near the same attention to their core values. While totally understandable, this combination eventually dilutes any sense of real intention. Behaviors, wants and needs are tangible and visual ... and therefore a little closer to our comfort zone. Yet, much like checking our cell phones, they can become quite random. Band-aid solutions in many cases.

In fact, so much attention has been given to behaviors, wants and needs, that many a list of personal and organizational core values are simply words or phrases reflecting valued behaviors, wants and needs. *Not actually core values.* Behaviors, wants and needs should reflect our core values. Not vice versa. It's a little tricky and very fluid.

So, the direction of the flow matters!

Intention, grounded in a set of core values, fuels a more valuable sense of attention ... and in-turn you get a whole different level of value from your needs, wants and behaviors. When the flow is moving in the wrong direction ... that is behaviors, wants and needs unintentionally defining core values rather than core values fueling needs, wants and behaviors ... you end-up experiencing an unhealthy tension at your core.

Yet, when your core values are the fabric of your intention, you create a healthy tension amongst your needs, wants and behaviors. And, who knows, it could even help you use your cell phone in the right place, at the right time for the right reason!

There is no telling what kind of value that could bring our world!!

It might be worth spending a little front porch time looking at your core values. Are they really core values ... or just a reflection of behaviors, wants and needs that you value? In

building a return on integrity, we are not looking for *what we value* ... we are looking for *what are our values*. It is a lot more than just a play on words.

As always, I'd love to hear your thoughts below!

John G. Blumberg is an Andersen Alumni, a national speaker and author of several books including his just released book, ***Return On Integrity: The New Definition of ROI and Why Leaders Need to Know It***. It is available on Amazon and at major bookstores. You can connect with John at <http://www.blumbergroi.com/connect>

Four Key Questions that CFO's should be asking their IT department heads

By Smart 3rd Party, a friend to Andersen Alumni

The 2019 budgeting season is officially upon us. With the ever-changing IT landscape and the increased scrutiny of IT spending, how will you optimize your IT budget? First, think low hanging fruit. First assess the key components of your infrastructure, such as the support and maintenance of IT hardware (server, storage, and networking devices), where 15% - 25% of enterprise IT budgets are consumed.

Original Equipment Manufacturers ("OEMs"), such as IBM, Cisco, Dell EMC etc., provide quality support, but for only a finite period of time. Built in obsolescence, product upgrades, and increasing post warranty maintenance costs drive the OEMs' business model.

Tightening budgets and increase pricing for OEM support open doors for Third-Party Maintenance providers, or TPMs. TPMs offer flexible, customizable contracts, averaging 60% savings off OEM support prices, and in some cases, up to 95% off, according to a recent Gartner study.

Four Key Questions that CFO's should be asking their IT department heads when aiming to optimize IT operating costs:

- 1) What is the actual useful life of our IT Hardware assets and when is our next upgrade?
- 2) What is our annual maintenance cost of IT Hardware vs. the number of annual service calls?
- 3) When was the last time a Maintenance Audit was performed?
- 4) What percentage of your annual maintenance spending is with OEM's vs. TPMs?

About Us: [Smart 3rd Party](#) is a Pure-Play, Third-Party Maintenance provider focusing strictly on supporting clients' infrastructure and providing a high-quality service experience at a competitive price. Using a Maintenance Cost Audit, S3P can determine where inefficient spending exists and how to leverage both OEM and Third-Party

Maintenance in a blended, hybrid-IT solution, tailored to your environment. For more information please contact kpeck@smart3rdparty.com

Are You Finding that No One is Listening to You on LinkedIn?

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")

"Lately I seem to have a much lower level of engagement (views, likes, comments or shares) on the articles I'm writing and the things I'm posting on LinkedIn."



I hear this frequently from my consulting clients as well as people in my LinkedIn network. They want to know why this is happening and how they can get back to "the good old days."

First, more people are writing and sharing than ever before on LinkedIn, so the news feed is getting more crowded. Secondly, because LinkedIn has set up an algorithm to decide what information

goes into people's feeds, not everything you share goes into every one of your connections' feeds. Check out [this article](#) to get more details about how the algorithm works.

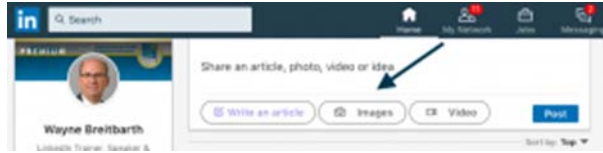
Because fewer people are receiving your articles and status updates, it's more important than ever to share the type of information your network is most likely to find useful and thus share, like or comment on—or, better yet, directly engage with you.

Because I understand that might be easier said than done, here are some ideas and resources that have worked for me and my clients and may help you, too, get the amount of engagement you got "back in the day."

Strategies to increase engagement with your LinkedIn posts

In addition to the suggestions below, feel free to check out LinkedIn's helpful guide [Sharing Content on LinkedIn—Best Practices](#).

Make sure your content is relevant and interesting to your target audience. The topics or questions you've discussed with your clients and professional associates this week are probably on the minds of your network as well. Therefore, this is the type of helpful information you should be sharing. Personally, this is how I choose the topics for my weekly LinkedIn email and blog.



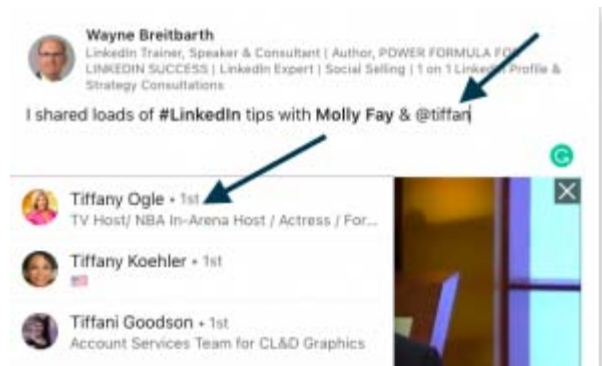
Be sure your post is visually interesting and appealing. When you share something on LinkedIn, make sure you post an image—or if you're

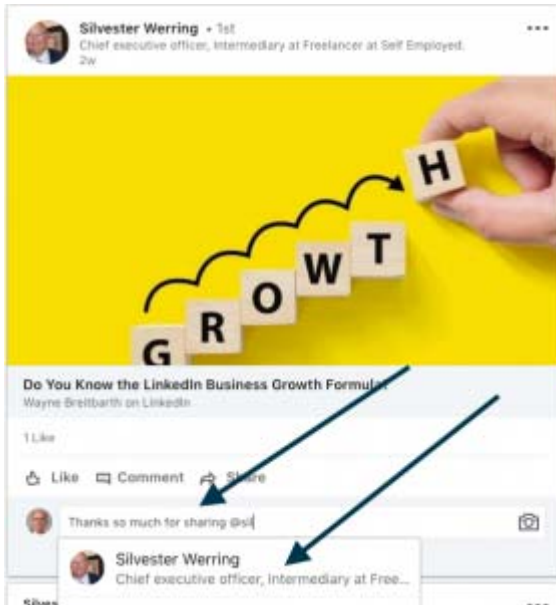
sharing a link, be sure the visual that is populated from the web page is interesting. Also, LinkedIn seems to be giving feed algorithm preference to video right now; so sharing any form of video will typically result in higher engagement than simple text.



Take advantage of hashtags. Hashtags are like a filing system for all content shared on LinkedIn. Thus, if you don't include them, your content may not be included in the mix. Be sure to include several relevant keyword hashtags at the end of your comments or weave a few into the comments themselves. LinkedIn will also suggest hashtags you could select that may apply to the topic of your post.

You can find more details about the use of hashtags [here](#).





Draw individuals to the post by mentioning them. LinkedIn now allows you to tag or mention (using the "@" operator) individuals or companies that may be mentioned in the article or video you're sharing or that you want to be sure see your post. Because the individual or company is notified when you use the Mentions feature, they may be inclined to engage with your post.

You can get more information on the specifics of LinkedIn's Mentions feature by clicking [here](#).

Respond to their engagement when it is your turn to do so. If you get notified that

someone commented on or shared your posts, be sure to "like" their comment or share and thank them for doing so. Don't just type "Thanks for sharing, Wayne" but use the Mentions feature, and grab their name as part of the thank you by adding the "@" sign ahead of their name. Then when their name shows up on the drop-down list, click it, and LinkedIn will populate their name in the comment. In addition, that populated name is now a hyperlink to their profile, and they'll be notified that you mentioned them.

Ask a question or elicit an opinion. That sounds pretty simple, but I've found that if you ask people their opinion on something you've shared, you'll get responses from some of the people in your audience.

Sharing is caring. If the information you are sharing is something that comes with a very high value at a low or no cost (e.g., a free webinar, download, etc.), then why not simply ask readers to hit the Share button and share it with their network—and don't be surprised when they do.

Implement these strategies and watch engagement with your posts increase—and hopefully it will result in lots of calls, meetings, and productive email exchanges like in the "good old days."

SPECIAL OFFER

For more simple strategies to improve your LinkedIn ROI, along with a detailed critique of your profile, take advantage of my limited time offer: a one-hour, [one-on-one phone consultation](#) for just \$175 (50% off my regular fee).

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.

When and Why Some Senior Leaders Should Stop Being Involved in Recruiting

By J. James O'Malley, *Former Andersen National Director of Experience Recruiting, Jim joined TalentRISE as a partner in 2012 to focus on clients' executive leadership challenges by leveraging his passions for executive search, on-demand recruiting, workforce planning and analytics and executive coaching.* jimomalley@talentrise.com

Are your senior leaders to blame when you lose the competition to hire up-and-coming talent?

Recently, I've seen several great candidates self-select out of consideration for jobs at the eleventh hour after being interviewed by a firm's senior leader. While debriefing these candidates, what I hear are reasons such as: "the firm just doesn't seem to be the right fit for someone like me". In many circumstances, the translation is that the senior executive made a negative impression by offering up a dated, distorted or discouraging portrait of the firm and blew its chance to make a great hire.

That's why I've concludes that there is indeed an expiration date for when some should just stop being involved with recruitment. While that may break with tradition at many firms where a practice leader or partner still signs off on all final hiring decisions, we need to ask ourselves whether it's truly realistic to expect that these leaders, with 20-30+ years of experience under their belts, really know how to relate to younger recruits.

The problem is not necessarily numerical, but rather generational. In other words, age matters less than the partner's work experience and mindset. Those of us who started working at firms before email was common have had a whole different experience than the 20-somethings entering the workforce today. Some of us have succeeded in keeping up with changes, including technological ones -- but others haven't. Witness reports from Rex Tillerson's tenure as Secretary of State. Supposedly, he had his secretary printing out emails for him to read on planes while, in the meantime, a flurry of tweets by his boss were reverberating instantaneously.

There may be several ways in which your senior team is - inadvertently - sabotaging your recruiting efforts:

- Asking questions that are illegal or inappropriate. Many still don't know much about, for example, the new laws regarding asking about a candidate's salary history
- Talking too much about themselves and their career path in the firm - what we term the "Good Old Days Syndrome"
- Assuming that the applicant aspires to be just like them
- Revealing how out of touch they are with how the work gets done at the level of the applicant

- Seeming uninterested in the candidate in what essentially boils down to a “rubber stamp interview”.
- Appearing to have read the resume 5 minutes before the meeting
- Asking intimidating questions. While it’s important to know how someone will react under pressure, recognize that you’re not initiating someone into boot camp
- Being patronizing by, for example, underscoring an age/experience difference by talking about one’s own children and their careers. No one wants to be patronized - they are there to snag a job
- Showing up late. Keeping the candidate waiting. Ending the interview abruptly

I could certainly add a couple more bullet points to the list but, by now, you get the picture.

So, what if this is occurring at your firm? What should you do? First, you may want to share this article to anyone doing interviews at your firm. Second, invest some time in a “refresher” session for everyone doing interviews. Go through your hiring policies; brief them on the latest legal/regulatory pitfalls. Share a list of the best behavioral interview questions that work for your firm and the specific questions that help you evaluate candidates for specific positions. If your HR team can use a bit of outside muscle to convince senior leaders of the importance of getting interviewing “right” in today’s environment, bring in an external consultant to deliver these messages.

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* Mortgage – Wintrust Mortgage**

Andersen Alumni Association is excited to announce that we have 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.

***NEW* 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:

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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.

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Social Media: Association's LinkedIn Group (Join) and Company (Follow) and Facebook Fan Page (Like)

Social Media is a great way for us to stay connected. To request the Association Status be added to your Linked in Profile click on the following URL to JOIN:

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

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

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

To "JOIN" our new fan page simply click on the following:

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

