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Huntsman Alumni Magazine, Fall 2010

USU Jon M. Huntsman School of Business

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Students discover their own unique contribution in summer programs

SPECIAL SECTION ON STUDENT INVOLVEMENT

ALSO INSIDE: Focus on Entrepreneurial Spirit
There’s a story told about a man who came across three construction workers. He asked the first one what he was doing, and the worker answered, “I’m laying bricks.” He asked the second one the same question, and the man said, “I’m building a wall.” He asked the third what he was doing, and the worker looked up and said, with pride, “I’m building a cathedral.”

We’re all known people who see themselves as nothing more than employees logging hours. If you’re lucky, you’ve also worked with people who have embraced their own noble vision of how their work can benefit others. A sense of purpose drives them, and their passion lifts everyone they work with. They can see the cathedral taking shape in the lives of those they serve.

Great careers are built by meeting a deep human need and doing it the right way. This is the type of drive discussed in this year’s required reading, Great Work, Great Career, by Jon M. Huntsman Professor of Leadership Stephen R. Covey and coauthor Jennifer Colosimo. It’s a book I highly recommend, even if you are already years into your career. It can help you rediscover a sense of purpose in your work, and that can make any job more rewarding.

We thought the message in the book was so powerful that we invited Ms. Colosimo to guide us in a workshop at our annual faculty and staff retreat this year. Dr. Covey and Ms. Colosimo write that people accomplish great work when they can tap their own unique talents for something they’re passionate about. Great careers are built by meeting a deep human need and doing it the right way.

Many of the stories in this issue focus on the entrepreneurial spirit and moral vision that drive some of USU’s most successful and talented alumni. If you look for it, you’ll notice they talk of work-ing with passion, about having a sense of purpose and finding their deepest rewards in serving. Greg Carr, ’82, history, is a good example of what happens when all these elements come together.

His restoration work at Gorongosa National Park in Central Mozambique is preserving biodiversity and generating jobs for the many people who live nearby. See the story on page 26. I also call your attention to the inspirational story about Ron Labrum, the president and chief executive officer of Fenwal, Inc. Mr. Labrum’s company makes products and develops technologies that support and improve blood collection, procession and transfusion medicine. He is the kind of leader who has created a culture where workers feel valued and where everyone is focused on the people the company serves. The Huntsman School of Business plans to honor Mr. Labrum, ’83, marketing, this fall with its highest honor, the Distinguished Alumni Award.

Closer to home, our careers have been enriched by the life of someone we have worked with here at the Huntsman School of Business, Dr. Chris Fawson. Chris has made an extraordinary contribution to the school in his role as senior associate dean for research in the department of Economics and Finance. He leaves behind a solid foundation others can build on. Dr. Jeffrey Doyle, George S. Eccles Chair in Capital Markets Research, has agreed to become associate dean for academic affairs. Dr. Doyle is one of our most accomplished faculty members. We are deeply grateful to him for his willingness to take on this important role.

We hope you will enjoy reading about these great leaders and the cathedrals they are building in the lives of others.
While students were preparing for graduation last May, a quiet birthday party of sorts took place in the George S. Eccles Business Building.

Spencer F. Eccles was touring the building named after his uncle, George S. Eccles in 1970, when it was dedicated. In 2007 and 2008, the building underwent major renovation work that was funded, in part, with a $1 million donation from the George S. and Dolores Doré Eccles Foundation.

Dean Douglass D. Anderson guided Spencer Eccles and his wife, Claudia, on the tour. They were accompanied by Jami Dixon and Chance Murray, who are students and Business Ambassadors.

Eccles serves as chairman and CEO of the George S. and Dolores Doré Eccles Foundation. That foundation has granted more than $330 million in gifts since it began in 1982. He also serves on the boards of four other Eccles family foundations.

Later, at the school’s commencement ceremony, Dean Anderson introduced Mr. Eccles calling him “one of the most respected leaders in Utah’s philanthropy community.”

“It is safe to say that no other foundation will exceed their role in our community for they are the bridge — the indispensable bridge — from our pioneer poverty to our future prosperity.” — Dean Anderson

Senator Orrin Hatch talks about renewable energy

BY STEVE EATON

It was a keynote address with a surprise or two.

In a speech by Senator Orrin Hatch at the Partners In Business Seminar, he admitted that “Unlike some of my colleagues, I’m actually a big fan of fossil fuels.” He went on to explain why.

“I’ve been hard pressed to find an alternative transportation fuel that can compete with fossils in terms of energy density, availability and affordability,” he said. “However, for environmental, economic and national security reasons, I have argued that it is in our public interest to promote greater diversity in our transportation fuel mix. If alternative sources can be found domestically and can help to improve the environment.”

Sen. Hatch told the group he supported the Clean Efficient Automobiles Resulting from Advanced Car Technologies Act or CLEAR Act. When it passed in 2003, he called it “the most comprehensive legislation Congress has ever considered to promote the use of alternative fuel vehicles and advanced car technologies among consumers.”

Honeywell executive emphasizes integrity

BY STERLING MORRIS

Huntsman students studying human resources had the opportunity to learn from a seasoned executive and USU alumnus, Mark James, when they sat down with him for a question-and-answer session. James talked to students about some of the difficult decisions human resource managers must make.

“The key is to be respected, which means none of the people may not like you,” Mr. James said. “But it’s hard for them to argue that you’re not a good business person, or doing the right thing for the business and that you don’t have integrity.”

While studying at USU, Mr. James said he enjoyed finance and accounting classes. His understanding of finance benefitted his career in human resources.

“Going down the finance and accounting path helped me a lot because I had financial acumen and that’s the language of CEOs,” Mr. James said. “If you want to sell them an idea or program and you can’t tell them how it impacts the top or bottom line, you get dismissed in a lot of companies if you’re the HR person. It turned into a huge advantage.”

Mr. James said he never aspired to become a top HR executive.

“I never thought about it or targeted it,” he said. “I just wanted to make enough money to not have to worry about bills. My superiors would give me something to do, I’d do it and they’d say, ‘hey, you did a pretty good job with that, we want you to do this next’.”

He expressed the importance of rewards play in retaining productive employees.

“Figure out who your franchise players are, engage those people and give them early career opportunities.”

Above all, Mr. James stressed integrity.

“You want to be respected by making the right decisions and having integrity; be a person of your word.”

Kurt Larsen receives Professional Achievement Award

BY STERLING MORRIS

Former owner of a real estate development company, travel agency and small manufacturing company Kurt Larsen was recently honored with the Professional Achievement Award.

“Professional Achievement Awards have long been given to alumni who have demonstrated high ethics in their lives and leadership in the community,” Dean Douglas Anderson said during the Partners In Business luncheon. “Today’s award recipient, Kurt Larsen, is no exception to the rule.”

“It’s great to be back on campus again,” Mr. Larsen said. “My roots are here, I grew up here and I was educated here.”

The entrepreneur received his bachelor’s degree in personnel and industrial relations from the Jon M. Huntsman School of Business at Utah State University in 1969 and graduated from Ball State University with a master’s degree in public administration in 1976.

“I appreciate the roots and the fine education I was given here at Utah State University and really encourage where it is happening with the School of Business and all of the changes that seem to be happening here,” Mr. Larsen said. “This is one of the finest institutions in the country and will continue to put out graduates who are dedicated, well-rounded and moral in what they do in businesses.”

Huntsman Alumni Magazine • Fall 2010

4

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There is only so much you can learn about sailing by reading books and listening to lectures. Before attempting to captain a sailing vessel, sailors need to practice and experience first-hand the challenge of the wind and the will of the water.

The Center for Entrepreneurial Spirit is creating opportunities for students to get outside the classroom, hoist their own sails and test their innovative instincts. Dave Clark, the executive director of entrepreneurial programs, says the Jon M. Huntsman School of Business gives entrepreneurial-minded students some excellent classroom experience, but the center is looking to add to that training.

“We are creating opportunities to give students real-world experiences that will prepare them for the complexity of the business world in a way that goes beyond classroom work,” he said. Last year the center picked 15 students and created the New Venture Consulting Group (http://huntsman.usu.edu/venture). If a student or someone in the community has an idea, they can take their business plan to the group and have it evaluated, Mr. Clark said.

“The students receive an unparalleled educational experience by being exposed to those business plans,” Mr. Clark said. “And they add value to the people who have developed those business plans by reviewing them and giving them feedback.”

This fall the center plans to launch the New Venture Development Group that will actually generate new ideas and launch businesses. Creating these kinds of opportunities for students, however, requires additional funding. Enter the Entrepreneur Founders Board, a group of 13 active entrepreneurs who share a vision of what a top-tier institution can do to prepare students for the business world.

Members of the Founders Board not only give of their time but they each donate thousands of dollars to fund things like the annual e-Week festivities, which include an elevator pitch contest, imported expert speakers and a 72-hour business competition.

“When you start talking about experiences and programs that are structured outside of a classroom setting at a university, then, you need resources that go beyond what would typically be made available to students through the university itself,” Mr. Clark said. “The way we’re attempting to accomplish that is with the support of the Founders Board.”

Board members have weathered the storms all businesses face, and they are willing to share what they’ve learned with students.” — Dave Clark

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by Steve Eaton

TIPS FROM FOUNDERS BOARD ENTREPRENEURS:

Do the work you love and unleash your passion

BY STEVE EATON

• Love what you’re doing
• Have a vision
• Ask for help
• Have a passion for excellence
• Be humble
• Surround yourself with talent

Passion, a plan and help from friends are key ingredients to a successful entrepreneurial effort, according to Entrepreneur Founders Board members.

Several of them recently shared some tips for those launching entrepreneurial ventures or for anyone seeking to inject some innovative thinking into their work. They all seemed to agree that entrepreneurs are passionate about their work and that drive can lead to success.

“You have to love what you’re doing,” said board member Paul Woodland, former CFO of Dryers Grand Ice Cream and president and CFO of Hooked On Phonics.

“You have to have a vision of what you want to accomplish; and if you don’t have that, you can’t ever succeed. If you really understand what is exciting to you and you have a vision of where you want to end up, then you just follow that and you follow it right to the end — you never stop.”

Brad Oldroyd, ’82, marketing, is the CEO of Pinnacle Management Group. He emphasized that students should have a passion for excellence in whatever they are doing.

“Don’t be afraid to ask for help,” he said. “No matter how hard you try, you can’t do it by yourself.”

He said while students are in school they should work with people in other fields and disciplines so they can learn from those who have strengths and skills they may not have.

“If you look at really successful entrepreneurs, in almost every case, they’re going to be people who have enough humility to surround themselves with talent,” said Dave Clark, the executive director of entrepreneurial programs.

“If you really understand what is exciting to you and you have a vision of where you want to end up, then you just follow that and you follow it right to the end — you never stop.”

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— Paul Woodland
Huntsman student internships create opportunity and connections

A challenging academic experience provides a foundation for critical thinking, deeper understanding and a broad skill set necessary for a student’s career. An internship provides the practical application of these skills and the networking opportunities that can propel a student’s career forward. A strong focus on student preparation, mentoring and placement at the Huntsman School has resulted in successful student internships at companies and locations around the nation and the globe. With 100 percent internship placement in the Huntsman Masters of Human Resources program and a large number of students in other programs successfully completing internships this summer, Huntsman students are excelling in their fields. Here’s a snapshot of where our students were working just this past summer.

Some companies and organizations where our students are contributing:

- Bureau of Land Management
- Disney Interactive
- EDUCON
- Ernst and Young
- FranklinCovey
- Help International
- Hill Air Force Base
- Honeywell Corporate
- Hudson Bagel Co.
- Intel
- Intermountain Health Care
- Kohl's
- Ministry of Higher Education for Science and Technology
- Monava
- NAAS
- Obelis
- Overstock.com
- Praxair
- Presto Products
- Renaissance Insurance
- Rio Tinto
- SEED program
- Smuckers
- Target
- Thermofisher
- Trend Micro
- Viascom
- The Walt Disney Studios
- Weir Services
- Wells Fargo
- YMCA Camp Roger
- Zions Bank
- ABC Sports
- Aeromet Technologies Inc.
- APS (Arizona Public Service)
- APX Alarm
- BD Medical
- Boeing
- Bosch
- Charles G. Koch Foundation
- The Church of Jesus Christ of Latter-Day Saints
- OCG Engineering
- Department of the Interior,
Tyrell Gray, '07, Finance
Co-founder, Junk House Riches

Tyrell Gray is the co-founder of Junk House Riches, a real-estate company that sells refurbished homes. To Tyrell, entrepreneurial spirit is “the desire for something better. The desire to get and achieve more than what the world offers you, to see what you can really accomplish.”

Diligence and hard work are the main factors in Tyrell’s success.

“As entrepreneurs we often make the mistake of jumping before we look. The old axiom ‘act now and talk later’ has been the downfall of many entrepreneurs. I take all of my ideas and share them with a close inner circle of passatists. I list them point out all the reasons my idea will not work, then I solve those problems.”

Tyrell also believes in staying motivated and doing what his first priority. “I am motivated by a desire to provide for my family. I am motivated by others I see succeed. I am motivated by my faith. I am motivated by my belief that the world is mine, and I want to see what I can make of it.”

Tyrell’s favorite quote:

“Up to a point a person’s life is shaped by environment, heredity and changes in the world about them. Then there comes a time when it lies within their grasp to shape the clay of that fate into the sort of thing they wish it to be. Only the weak blame parents, their race, their times, lack of good fortune or the quirks of fate. Everyone has the power to say, ‘This is my today. That is my tomorrow.’”

— Louis L’Amour

Laird Washburn, ‘08, Marketing

Laird Washburn, CEO of nuvoH2O, is helping to make the planet a little greener. Laird has created a salt-free water softener, which alleviates strain on the environment and costs 50-88 percent less than other water softeners. nuvoH2O serves some of the nation’s largest businesses, including Disney, Walgreens, MSNBC and the New York Yankees.

Laird is most inspired by his family and believes in treating everyone equally. His favorite quote, from Sir Winston Churchill, reads: “I like pigs. Cats look down on human beings, dogs look up at them, but pigs just treat us as their equals.”

Laird believes educated risks, not gambles, can lead to success. “Most people use ‘entrepreneurial spirit’ as the justification to take unnecessary gambles in business,” Laird said. “It is true that someone with an entrepreneurial spirit is comfortable taking risk, but someone with true entrepreneurial spirit is not gambling but understands intelligent risk taking.”

Too True!

In his spare time, look for Laird on the golf course, enjoying his favorite pastime.

Ajit Nair, ‘06, MBA
CEO, Prov International

A balance of dreams and hard work are key to any success, says Ajit Nair. “A successful entrepreneur will have his head in the clouds and his foot on the ground,” he said. “We must never give up on our life goals while at the same time ensuring to stay grounded.”

Ajit’s willingness to be involved and lead by example began in college. While at USU he was involved as a member of the International Student Council, MBA Student Association and Graduate Student Services, in addition to writing a weekly column for the Utah Stateman titled “Country at a Glance.”

Today, Ajit is founder, chairman and CEO of Prov International, a premier information technology services provider. Ajit advises budding entrepreneurs to strive to gain confidence.

“The most important piece of advice I can give to anyone is to always believe in yourself no matter what the odds,” he said. “If you believe you can do something and you have the drive and perseverance to back it up, no one can stop you.”

It was the total package. I was in a foreign country on my own attending school and everything was new. I was getting a great education with wonderful professors and making new friends. It was a great experience.

Jonathan Bullen, ’06
Business Administration
CEO & President, and Eagle Gate College Group

Jonathan W. Bullen has seen success in the involvement of many different things; he is one of the largest stockholders of portfolio real estate assets managed by Wasatch Property Management, he is owner and president of Eagle Gate College Group and Evolution Fitness, and he is owner and manager of Bullen and Harris LLC, a management and investment company.

For Jonathan, entrepreneurial spirit is not simply about success in business endeavors. “I believe that ‘entrepreneurial spirit’ applies more broadly to anyone who chooses to conceive and create what they dream about,” Jonathan said. “Thinking, conceiving, dreaming and then taking the risk it is come about — you won’t be bored!”

Jonathan is motivated by accomplishing great things and by making an impact for those he works with and his family. Success, he says, begins internally. “It all starts with our thoughts, especially the ones we have about ourselves,” he said.

A lot to learn from history:

Jonathan is most inspired by Abraham Lincoln

Jonathan’s favorite color is ‘74, Finance, ’80, Accounting
President & CEO, TTM Technologies

For Kent Alder, entrepreneurial spirit begins with a clear and inspirational vision of what a company can become, and how to get there. “The achievement of that vision must energize your team,” Kent said. “You must be totally dedicated and make sacrifices in other aspects of life in order to overcome obstacles and achieve success. You must be willing to learn, grow, adjust and adapt but never lose sight of your goal. Finally, you have to take risks and put your personal reputation on the line.”

Kent’s company TTM Technologies makes printed circuit boards for commercial aircraft systems, high-speed routers for corporate networks, medical diagnostic imaging systems and more. His entrepreneurial endeavors have taught him that success cannot be achieved alone.

He appreciates Harry Truman’s words: “It is amazing what you can accomplish if you do not care who gets the credit.” Similarly, Kent believes that an entrepreneur shows ambition, total dedication and the willingness to sacrifice and share in success.

Kent Alder, ’07, Economics

Kent Alder is founder, chairman and CEO of nuvoH2O, a real-estate company that sells refurbished homes. To Kent, entrepreneurial spirit is “the desire for something better. The desire to get and achieve more than what the world offers you, to see what you can really accomplish.”

Diligence and hard work are the main factors in Kent’s success.

“As an entrepreneur you often make the mistake of jumping before we look. The old axiom ‘act now and talk later’ has been the downfall of many entrepreneurs. I take all of my ideas and share them with a close inner circle of passatists. I list them point out all the reasons my idea will not work, then I solve those problems.”

Kent also believes in staying motivated and doing what his first priority. “I am motivated by a desire to provide for my family. I am motivated by others I see succeed. I am motivated by my faith. I am motivated by my belief that the world is mine, and I want to see what I can make of it.”

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— Benjamin Franklin

Patsy Nodilo, ’06, Economics
Senior VP, Investment Manager, USB Financial Services

Patsy Nodilo was recognized by “On Wall Street” magazine as one of the outstanding brokers of the year in 1996. She was also named as one of the top 100 female money managers in the country.

As someone who started her own investment firm, Patsy believes you must often create your own success.

“To me entrepreneurial spirit is taking, or perhaps making, the opportunity to establish an endeavor on your own terms,” she said. “It is applying your passion, creativity, knowledge and skills in a positive way to something of your own design.”

Patsy enjoys helping others find success. “I know I have been able to make a positive difference in the lives of many of our clients,” she said. “I am inspired by people who have faced lots of challenges in life and have done so with a positive attitude, faith and courage and by those who use their time, talents and resources wisely to benefit others.”

Patsy’s favorite color is Aggie Blue

Jonathan’s favorite quote:

“Watch the little things; a small leak will sink a great ship.”

— Benjamin Franklin

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A Tribute and a Welcome

This fall the Jon M. Huntsman School of Business welcomes new administration. The role of senior associate dean, previously held by Dr. Chris Fawson, will be split into two deanships: an associate dean for academic affairs and an associate dean for international and entrepreneurial programs. Dr. Jeffrey Doyle, George S. Eccles Chair in Capital Markets Research, will serve as associate dean for academic affairs. In addition, Dr. Fawson will continue to serve as associate dean for international and entrepreneurial programs until a permanent replacement is found. The leadership and respect of both these individuals is felt widely — among students, faculty, colleagues and alumni — as they each are integral in the school.

Dr. Chris Fawson exemplifies the spirit, the drive and the passion of the Huntsman School. Dr. Fawson is well respected as a teacher, a researcher, a critical thinker, an administrator and a colleague. He has served for nine years in university administration, including service as vice provost, department head of economics, and for the last four years as senior associate dean at the Huntsman School. During his tenure as senior associate dean, Dr. Fawson has been a friend, teacher, counselor and supporter to many.

Dean Douglas D. Anderson said Dr. Fawson’s influence extends literally to each and every corner of the school. “His has been an essential voice as we have examined, debated and developed alignment around our sense of purpose, mission, values and strategy. His commitment to excellence has been unwavering. He leaves a great mark and an enduring legacy.”

A passionate researcher with a broad understanding of economics and business, Chris brings a unique level of expertise, passion and energy, and we look forward to having his direct involvement with the Department of Economics and Finance.

— Tyler Bowles, head, Economics and Finance Department

“Chris has been a critical part of the great progress we have made in the Huntsman School. He has a wonderful vision of what the school can be. He loves the students, and he brings leadership and passion to our academic programs.”

— Ken Zdyrka, executive dean and chief administrative officer

“We are thrilled to have Chris more deeply involved with our economics and finance students as well as our faculty, Chris brings a unique level of expertise, passion and energy, and we look forward to having his direct involvement with the Department of Economics and Finance.”

— Chris Fawson, associate dean for international and entrepreneurial programs

“The unique focus the Huntsman School has to put students first is accentuated by the recent appointment of Dr. Jeffery Doyle to associate dean for academic affairs. Dr. Doyle exemplifies the standard of excellence in teaching and research the Huntsman School represents. In 2009, he received the Eldon J. Gardner Award, the university’s highest teaching honor, which carries with it the designation of ‘professor of the Year.’

A native of Utah and graduate of USU with a bachelor’s degree in economics in 1994, (MS ’96 Virginia, PhD ’99 Michigan), Dr. Doyle brings a strong combination of academic and professional experience to his new role. Dr. Doyle’s academic pursuits include financial valuation and the predictive ability of accounting information. His students appreciate his enthusiasm for teaching and his ability to help students see the relevance of accounting in all areas of business. One of his accounting students said that although Dr. Doyle’s classes were difficult and demanding, there were no surprises and the challenge was rewarding.

When asked about his new role, Dr. Doyle said, “There is a lot of momentum here at the Huntsman School. It seems everywhere you turn there are new and exciting initiatives for academic and professional interaction. I look forward to serving in the new capacity.”

“I am deeply grateful for Dr. Doyle’s willingness to accept my invitation to serve as associate dean for academic affairs. Jef exemplifies the standard of excellence in teaching and research that we aspire to at the Huntsman School, and I am confident that Jef will provide extraordinary leadership in our efforts to raise the bar in both teaching and research excellence.”

— Douglas D. Anderson, dean

“Professor Doyle has all of the professional and personal attributes necessary to be a phenomenal leader in his new administrative assignment. Jef is a consummate professional, a world-class teacher who inspires greatness in his students and a committed researcher. I am very excited about Professor Doyle’s appointment and look forward to working with him in realizing our shared commitment to excellence in pursuit of the Huntsman School mission, vision and purpose.”

— Chris Fawson, associate dean for international and entrepreneurial programs

“Working with Jef is inspirational. He is a great thinker, a great teacher and a great guy. Although I am sorry the School of Accountancy students will not have as many opportunities to study under Dr. Doyle, I am excited that he will be providing leadership to the Huntsman School of Business.”

— Larry Walker, ITeD, School of Accountancy
From campus in Logan and distance education campuses across Utah to international programs in locations that literally span the globe, Huntsman School students around the world are enriching their academic and career experiences through internships, research and innovative groups and programs. You don’t have to look hard to see powerful examples of the Huntsman Student Experience. This special section explores our talented students, dedicated faculty and staff, passionate alumni and the connections among them that contribute to a rewarding business school experience.
A ‘Great Career’ is found at the intersection of passion, talent, conscience and need

By Benjamin Wood

For most university students, the summer months represent a coveted escape from campus and the responsibilities of academia. The oasis between spring and fall semester generally conjures visions of relaxing on the beach, camping in the mountains, late nights and late mornings. For a group of ambitious students from the Jon M. Huntsman School of Business at Utah State University, however, this past summer was much more meaningful. The students spent the summer preparing to enter the business world armed with tools and skills necessary to land a job that would blossom into a satisfying career.

“You learn how to be a solution and to make a great contribution in your career.” — Bo Nemelka

Each Tuesday evening, 38 students met in the George S. Eccles Business Building to take part in the Great Work, Great Career Learning Group, a pilot program offered this summer at USU and a collaboration of the Jon M. Huntsman School of Business, FranklinCovey and USU Career Services. The eight-week course was structured around the book Great Work, Great Career, co-authored by Huntsman Professor Stephen R. Covey and Jennifer Colosimo. It offered students a chance to learn from Huntsman faculty and career professionals.

Making a great career, say the authors of the book, is about much more than accumulating wealth and position. Instead, according to the book, “A person with a great career makes a distinctive contribution and generates a strong feeling of loyalty and trust in others. Anyone, regardless of title or position or profession, can do these things.”

For students coordinating the learning group, the experience was about discovering an opportunity to align themselves with the principles in the book and discover the beginning of their own paths to their own great careers. “It’s for people who want to learn how to land a good job, one that fits them,” said Blake Nemelka, a student in the Huntsman School. Blake, his twin brother, Bo, and Darcy Stewart, also students at the school, helped organize the program and structure it into a classroom format.

“You learn how to be a solution and to make a great contribution in your career,” Bo said.

Making the Class

The course provided an opportunity for students to learn experientially and from each other. The class included weekly reading, an online community and in-class discussion groups and workshops. Hands-on work on things such as building resumes and cover letters created compelling takeaways for students involved. Weekly guest speakers, including Huntsman School faculty, USU career specialists and co-author Jennifer Colosimo of the Covey organization, created opportunities for students to learn from others with exemplary careers.

“That was cool to have a Covey executive up campus,” Bo said.

Unlike other summer courses at USU, participants in Great Work, Great Career did not receive university credit. Students accepted into the program exhibited initiative and personal dedication to advancing their careers through the experience.

“The ultimate goal is to tell employers that you went through Covey training,” Blake said. “You’re doing it because of the outcome and not the credit.”

The three student organizers were referred by faculty and selected as interns by the Covey organization. After their selection, they worked with faculty to design the program and launch it. More than 70 USU students applied to the program, from which the final 38 were selected, with about half being majors in the Huntsman School.

“We were looking for students who would come to class with a smile on their face, looking to learn,” Blake said.

Learning in Action: From Class to the Court

Bo and Blake Nemelka (pictured on the cover) are, admittedly, hard to tell apart.

Both are marketing majors in the Huntsman School, with minors in international business. Both are entering their senior years at USU, are Huntsman Scholars and played for the USU tennis team for one year before serving two-year LDS missions; one in Peru, the other in Mexico.

Until recently, Bo was the married one. Blake, however, was married in August, removing yet another distinction between the identical twins who quarterback the Great Work, Great Career program at USU.

Though they no longer play for the USU team, Bo said he and his brother are still very involved with tennis. In addition to their work for the Covey Group and the Huntsman School, Bo and Blake host high school tennis clinics and work at Nike summer tennis camps.

Blake said the Great Work, Great Career course helped him look at different ways to make their tennis work more engaging for the athletes they coach.

“My favorite part of Great Work, Great Career was the creativity section,” Blake said. “You’ve got to keep it creative so you don’t fall into a rut.”

Blake said the need for creativity carries into almost every aspect of his life, from teaching tennis to high school students, to his studies at USU, to being a better husband and in time to applying to great schools and to looking into careers. Looking toward the future, Bo said that Great Work, Great Career has changed his thinking about the application process.

“I used to go into interviews thinking ‘what could this do for me?’” Bo said. “You should flip it, and that’s what Great Work, Great Career did. What can I do for them?”

“When we’re looking for students who exemplify the values embedded in Covey’s work. They’re well-rounded, they’re energetic, they’re fun and they’re also really smart. They represent the best we have to offer.” — Lynne Pettit

“Those aren’t just jobs,” Blake said. “These are careers they could stay in for a while.”

“We’re looking for students who exemplify the values embedded in Covey’s work. They’re well-rounded, they’re energetic, they’re fun and they’re also really smart. They represent the best we have to offer.” — Dr. Fawson

Moving Forward

Response from the course has been extremely positive, and all of the organizers were confident that the program would continue at USU beyond the summer term or even expand to other campuses.

“The program will not be stopping at USU.” Bo said. “Ultimately, these kinds of concepts are ideal for any university.”

Dr. Fawson agreed.

“We hope to provide Great Work, Great Career ongoing from now on,” Dr. Fawson said.

The course is also intended to benefit students beyond the business school. Janita Andersen, a project manager for FranklinCovey, said the lessons learned through the program are for anyone seeking employment or job advancement.

“We’re exploring ways to take this broader throughout the business school and the university through career services,” Ms. Andersen said. “We saw this as an online program. As we started working with USU, we decided that we really wanted to have a hands-on experience. It really turned out to be a fabulous idea.”

Dr. Fawson said the class will continue for students who demonstrate the desire to achieve their potential.

“We’re looking for students who exemplify the values embedded in Covey’s work,” Dr. Fawson said. “They’re well-rounded, they’re energetic, they’re fun and they’re also really smart. They represent the best we have to offer.”
Students from the Caine College learned to apply business principles and students from the Huntsman School were challenged to let the “artist within” emerge.

In his book, Change By Design, Tim Brown, CEO of the consulting firm IDEO, identifies innovation as “nothing less than a survival strategy.” He goes on to describe the inextricable connection between innovation and “design thinking” where “technical, commercial and human considerations” are brought into focus to create new “products, processes, services, interactions, entertainment forms and ways of communicating and collaborating.”

This summer, I began a journey with a group of students from Utah State University to explore these concepts in the cities, villages, streets, mountains, castles, businesses, factories and sanctuaries of Switzerland.

Under the direction of Dr. Robert Winward of the Caine College of the Arts and Dr. Chris Fawson of the Huntsman School of Business, we traveled, visited, observed, discussed, worked and played in settings where analytical and creative tasks. Students from the Caine College learned to apply business principles and students from the Huntsman School were challenged to let the “artist within” emerge.

The significance of the combination of art and business students was illustrated through a project where teams were formed and assigned to create new ideas for school lockers. At the end of a long day of work, the seven teams presented an impressive array of innovative designs for lockers that incorporated bold shapes, colors, materials, technologies and human-centered features.

Design thinking is now forever etched in our minds as more than a strategy to survive. To our Design Thinking in Switzerland group, it is a strategy to thrive.
Ready, Set, Go!

Huntsman students discover culture and themselves around the globe

In summer 2010, The Huntsman international programs took students around the world to join a variety of businesses, international organizations, government offices and important cultural sites.

SOUTH AMERICA: 21 students
Chile, Brazil, Peru

ASIA: 22 students
Vietnam, China, South Korea

TURKEY/EASTERN EUROPE: 8 students
Russia, Armenia, Turkey

SWITZERLAND DESIGN THINKING: 39 students (interdisciplinary program with business and graphic arts students)

Making Connections In South America

21 students journey to understand culture, international business and each other

BY PAUL JELLOSTED

I was thrilled to see the students’ willingness to do things they may have never imagined themselves doing and giving themselves a preview of their limitless potential.

I was terrified in August 2009 when Chris Fawson asked me to lead a group of students to South America the following summer. I had traveled there frequently as my financial services career, but leading 21 students on a month-long adventure through Chile, Brazil and Peru was well outside my comfort zone. Now, having just returned from the adventure, I am not only relieved that we returned with all 10 fingers and toes but amazed at what I had traveled there for.

Our final group consisted of 13 women and eight men, with seven native Spanish speakers, one student from Armenia, majoring in journalism, a member of the University of Utah men’s basketball team, a 34-year-old human resources manager, a 21-year-old son who left home. Others majored in economics, accounting, and marketing. The group was extremely diverse but had in common open minds and a desire to push themselves into new experiences. During our time in Peru, the students were divided into small teams to assess proposals for small business loans under the SEED program (sponsored by the Jon M. Huntsman School of Business and DanPer, a large Peruvian agribusiness company). A total of 11 Peruvian entrepreneurs pitched their business ideas to these student teams, who then had one week to perform due diligence on the projects and make an up or down recommendation. One student, a woman from Kemmerer, Wyoming, sat next to a public bus driver in Trujillo, Peru, for an hour as he ran his route and peppered him with questions about fares, number of passengers, working hours and wages. Other students visited banks and insurance companies inquiring about the availability and cost of taxi cab insurance. Another group visited a small dairy operation assessing a proposal for expansion (buying another cow!). Throughout, I was thrilled to see the students’ willingness to do things they may have never imagined themselves doing and giving themselves a preview of their limitless potential. These students who didn’t know each other before we left became a tight, cohesive group with shared experiences that would last a lifetime. They are going places in life and now have a support group — each other — to get them there.

From Toyota to Tchaikovsky

Students gain global insight in Eastern Europe

BY VIJAY R. KANNAN

There is much to be said for traveling with students and helping them to see the opportunities that come from having a global mindset. In one month, our ‘RAT pack’ traveled through Russia, Armenia and Turkey. We visited internationally recognizable firms, such as Toyota and Coca Cola, as well as small entrepreneurial furniture and chocolate-making businesses. We learned about the realities of doing business in Russia, the challenges Armenia faces as a small land-locked country with challenging neighbors and the opportunities Turkey has embraced in it. We sought to strengthen ties with the children and helping with repair projects was moving. We enjoyed a diversity of cultural experiences. Traveling by train into the heart of Russia, visiting the birthplace of Tchaikovsky and the lake that inspired the Swan Lake, and seeing the ballet performed by the Russian Ballet Company in St. Petersburg were memorable and unique experiences. We experienced Russia’s “fourth of July” in a city that was once closed to foreigners. Despite temperatures in the 80s, walking through the Armenian Genocide Memorial in Yerevan was enough to bring chills to the bones. Feeling the pain of an entire nation was a sobering experience. In contrast, experiencing Sunday morning at a fourth century church in the world’s oldest Christian country (Armenia), and the splendor of the magnificent Blue Mosque and Hagia Sophia Mosque in Istanbul, was moving in very different ways.

Most people do not experience in a lifetime what we did. To help our students do so in one month was a privilege, to see their commitment and enthusiasm, a source of pride.
Students at the Jon M. Huntsman School of Business are gaining premier research experience, working with faculty and presenting to academic communities through a program that puts real-world questions front and center.

A group of faculty is working with students to develop a program that goes above and beyond any normal student project. The Research Group, soon changing names to the Consortium for Applied and Scholarship Research, offers students a chance to work collaboratively with faculty on projects that offer realistic and applicable solutions to contemporary business problems.

“We recognized there was an opportunity to develop a niche of excellence,” said Ken Bartkus, a professor of marketing at the Huntsman School and director of The Research Group.

The group’s research offers a unique and applied and scholarly Research, offers students to develop a program that goes into a corporation with students filling faculty members function like partners opposed to an academic model, meaning students are given latitudes on projects to answer practical research questions to identify research questions that are relevant outside academia. “Our program reflects the role of an entrepreneur or intern. Students and faculty work side by side and publish their results as co-authors. The results have been impressive. The group has produced award-winning research that has been published in scholarly journals and presented at professional and state research symposiums.

“We thought that knowledge transfer would be stronger if the students and professors worked collaboratively,” Dr. Bartkus said.

RELEVANCE AND RIGOR
Dr. Bartkus said the program strives to identify research questions that are applicable in the business world. Insights from the business community, as well as literature on marketplace problems, are cultivated to create findings that are relevant outside academia.

“Our program reflects engaged scholarship,” Dr. Bartkus said. “We don’t like to do research in the absence of what the market values.”

The primary question for all the group’s projects is “how can we use this?”

Dr. Bartkus said. As the group grows, so is the involvement of the private sector, helping to formulate questions that can drive the research.

“We’re trying to help companies,” Dr. Bartkus said. “It’s not just an academic exercise. We liken what we do to a professional development program.”

For example, the group has completed projects dealing with things such as nutritional labeling, consumer environmental awareness and student evaluations of teaching. For one project an audit was done on customer comment cards in major U.S. hotel chains. Cards were collected and examined for design errors such as category bias, double questions, anonymity assurances, closed-in questioning and sufficient comment space. The results of the study were published in the Journal of Travel Research and were presented at Research on Capitol Hill in Salt Lake City, Utah.

Stacey Hills, a clinical associate professor of marketing in the Huntsman School, worked with then-student Janette Blackham for the comment card study, collecting and analyzing cards from more than 50 major hotel chains.

Dr. Hills said the comment card study was featured in the media and was adapted into a credible journal article, making it one of the pioneering projects for The Research Group.

The group’s research offers a unique experience to students, Dr. Hills said. Business research requires “managerial import” and a way to improve the bottom line of a business entity. Also, the students are given latitudes on projects in the co-author structure that often don’t manifest in professor-managed assignments.

“From a student perspective they have to rise to that challenge of having to figure things out,” Dr. Hills said. “I think it teaches students to be creative, to look for problems and solutions and not always be told what to do.”

Dr. Hills said students see notable improvement in their writing and presentation skills after participating in the program. The Research Group has taken students to symposiums in Utah, California, Illinois and Washington and at every turn the students are expected to present their research.

“One thing to come out of this changed,” Dr. Hills said.

LOOKING FORWARD
Darcy Stewart, a 2010 entrepreneur-ship graduate of the Huntsman School, has been on campus this summer finishing an internship for The Covey Group. As a student, she participated in a research project looking at how culture affects entrepreneurial activity.

The idea for the project came out of Ms. Stewart’s interest in entrepreneurship and involved Ms. Stewart traveling to South America for research, something to which she felt personally connected.

The research of her group found that cultural characteristics such as power, distance and uncertainty avoidance correlate with entrepreneurial rates — information, she said, that is valuable for businesses making investment decisions.

Ms. Stewart was able to present her research at Research on Capitol Hill, the Utah Conference on Undergraduate Research in Cedar City, Utah, the National Conference for Undergraduate Research and at the Western Decisions Science Institute.

“Any time you have a group together you can build something really special,” Ms. Stewart said. “We worked together so closely on it that we built this wonderful relationship.”

This experience, Ms. Stewart said, broadened her perspective as to what she could do and where she could go.

“It enhanced my education and refined me as a student,” Ms. Stewart said. “It was really special.”

Dr. Bartkus said a significant objective of the group is to prepare students for their careers. The business model of The Research Group offers students resume-building work experience and publication is heavily encouraged.

“We’ve found our students have been very, very successful when they go out for jobs,” Dr. Bartkus said.

Dr. Bartkus said the goal is to expand the breadth and depth of the group. In the fall, the group will become the consortium, and already professors from The University of Utah, Texas A&M and Michigan State have become involved, as well as growing involvement from the private sector.

“We’re adding new things all the time,” Dr. Bartkus said.

An online journal, The Research Group Quarterly, is also in development to showcase the work of the group as well as similar higher-level business research.
Research Highlights

**MANAGEMENT DEPARTMENT**

Everyday at the Jon M. Huntsman School of Business, faculty are engaged in meaningful research that is contributing to the world of knowledge. In addition to contributing thoughtful and innovative research to academic journals and presenting at prestigious conferences in their fields or expertise, our faculty are also collaborating with students, alumni and practitioners to provide research that adds insight to industry and information to aid in decision making. This fall, we focus on just a few highlights from our Management Department and the impact faculty members are making through rigorous and relevance of their scholarly contributions. Watch for highlights from our other departments in upcoming issues of the Huntsman Alumni Magazine.

**MUCH OF THE RESEARCH IN WHICH THE MANAGEMENT FACULTY IS ENGAGED IS DONE IN COLLABORATION WITH OUR STUDENTS.**

— Clifford Stukenos, Interim Department Head of Management

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**KEVIN MCBETH**

Kevin McBeth recently joined the School of Accountancy faculty and will teach as an associate professor at USU’s regional campus in Tooele, Utah. Dr. McBeth has also held faculty positions in accounting at Brigham Young University – Hawaii and at Weber State University. Dr. McBeth earned his Ph.D. from the University of Utah in business administration.

What is the strongest or most unusual thing that you experienced as an under-graduate or graduate student?

I once had a professor who suffered from narcolepsy. Occasionally, he would have a sleep attack in class or in his office. He could feel the onset of the attack and would warn whoever he was with at the time. Then he would suddenly and completely fall into a state of sleep for five or ten minutes. When he woke up, he would simply apologize and take up where he had left off. He had a very warm and engaging personality that made it easier for his students to deal with the awkwardness of the attacks.

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**TAIRA KOYBAEVA**

Taira Koybaeva is a visiting professor of management where she will teach an international business class and conduct joint international business research with her colleagues.

Why did you choose to come to the Jon M. Huntsman School of Business?

The Huntsman School of Business is in a very unique position to develop a superb first-rate, cutting-edge international business program and has a critical mass of students with significant international experience. I just can’t help but want to be of assistance in developing this new international agenda for our students and assist them in finding their own place in a new rapidly changing world.

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**NICK GUO**

Incoming economics assistant professor Lei (Nick) Guo holds a B.S. degree in mathematics from Wuhan University in China. Dr. Guo also earned B.A. and M.A. degrees in economics from Wuhan University before coming to U.S. to study. Dr. Guo came to the Huntsman School after recently earning his Ph.D. from the University of Minnesota.

Many individuals who study economics choose to build their careers outside of academia. What attracted you to academics?

The freedom to think and study by myself attracted me to economics. I have also been attracted to the ability to interact with other intellectual souls, with my college and with students. In addition, the opportunity to get great economic ideas across to people is exciting to me.
There aren’t many millionaire philanthropists who still live in the basement of their mother’s house.

But there aren’t many millionaire philanthropists like Greg Carr.

It’s not that Mr. Carr, who graduated from USU in 1982, with a degree in history, doesn’t have anywhere else to go. He’s got a nice place in Manhattan and another in Sun Valley. And he spends much of his time in Mozambique, although one wouldn’t call his minimal accommodations there ritz.

It’s just that when he’s in his hometown of Idaho Falls, where he says he spends 51 percent of his time, he likes to be with his mother.

“Those two are buddies,” said Jeff Carr, a nephew. “They go to Taco Bell together. They go to movies together. He’s fantastic at getting her out of the house and making sure she has fun.”

Greg made millions in the 1980’s and ‘90s when the company he co-founded, Boston Technology, developed a way to make digital voicemail available through the public telephone network.

One of Greg’s first employees at Boston Technology was Katherine Raphaelson. She has since worked with him on many projects and became a good friend. She says the money Greg made millions in the 1980’s and ’90s when the company he co-founded, Boston Technology, developed a way to make digital voicemail available through the public telephone network.

Greg said he’s learned from mistakes and financed through its own activities.”

In 2006, Greg has been working with park officials to reintroduce animals such as cape buffalo and wildebeests to Gorongosa. His efforts have been featured on “60 Minutes” and in many major publications. Greg is public-ity-shy but agrees to do such interviews in hopes the press will encourage more support for his efforts and fuel ecotourism that will help sustain the economy.

One might expect someone playing such a key role to have a lofty title that would command respect, but Greg’s title is only about trees and animals. “In the beginning, I did not understand enough history of Mozambique and what they had gone through,” he said. “I didn’t understand enough about the local politics,” he said. “I didn’t understand enough history of Mozambique and what they had gone through,” he said. “I didn’t understand enough about the local politics,” he said.

Greg says sometimes the various groups can be fixed on what appear to be differing goals, and historically they haven’t gotten along well. He said the focus can’t just be on saving plants, animals or even biodiversity in general.

“Gorongosa is a national park in someone else’s country,” he said. “And let’s face it, the best of all possible scenarios is that they have a successful national park, managed by Mozambicans and financed through its own activities.”

That vision may take a few years to realize, Greg said. However, the park now has more than 400 employees, and 99 percent of them are Mozambicans.

“Right now they don’t have the financial or management capability to do everything they might want to do with a national park,” he said. “And to add to that, this is a particularly complicated national park because it needs a restoration, so it’s not even a business-as-usual national park.”

LEADING WITH MORAL AUTHORITY

Huntsman Professor Stephen R. Covey says there are leaders who have moral authority and leaders who must borrow from their formal authority to get things done. Greg appears to have made leading by moral authority a fine art.

In addition to winning over government, community and tribal leaders, he has had to help other people with varying interests and goals work together. There are ecologists, wildlife biologists, veterinarians, economists, agricultural specialists, health care professionals and educators all in the successful mix.

Greg sometimes the various groups can be fixed on what appear to be differing goals, and historically they haven’t gotten along well. He said the focus can’t just be on saving plants, animals or even biodiversity in general.

“In a really poor country, you can’t ignore hundreds of thousands of poor people who live right next to your national park;” he said. “You can’t say that this is only about trees and animals.”

Greg said he’s learned from mistakes as he sought the best ways to bring people together.

“In the beginning, I did not understand enough about the local politics,” he said. “I didn’t understand enough history of Mozambique and what they had gone through,” he said.
Our MBA field studies team had the opportunity to work with the Carr Foundation in Spring 2010 on a project that focused on the development of an interpretive center at Gorongosa National Park. This interpretive center will share the story of Gorongosa, highlight Africa’s biodiversity and leave a lasting impression that inspires people to act and do more to aid in wildlife protection and conservation efforts. The scope of our team’s project was to conduct in-depth analyses of various interpretive centers in order to provide the Carr Foundation with a better understanding of how successful interpretive centers are developed and maintained. Our research focused on identifying key factors that affect the quality of visitors’ experiences at the interpretive centers, including design, layout, storyline, appeal, maintenance, materials and technology.

We focused our research on specific interpretive centers throughout the world that have proven to be successful, and had the opportunity to travel to some of these sites to conduct interviews with center directors and see the exhibits firsthand. Two team members traveled to California, where they visited Yosemite National Park, the San Diego Zoo and the San Diego, Vieques, the Wicklanniash Interpretive Center in the Pacific Rim National Park Reserve, the Shaw Ocean Discovery Center, the Environmental Education Center and the British Columbia Canada Pavilion at the Vancouver Art Gallery.

Those site visits helped our team develop an understanding of the designs, features and content that help make an interpretive center successful and provide guests with a meaningful experience. This also allowed us to present a first-hand account of the visitor experience at each location and formulate several recommendations for the Carr Foundation to use as their interpretive center project at Gorongosa moves forward. Working with the Carr Foundation was a unique and valuable experience for our team. This was an excellent way to blend our academic experience at the Huntsman School with a practical application from the Carr Foundation. We appreciated the opportunity to contribute to the overall mission of Gorongosa National Park while completing our MBA degrees and feel this experience will help us in our own careers moving forward.

MBA team members included Carin Allen, Shawn Anderson, Allie Scott, Erik Svendsen, Kassie Walkenhurst.

Greg Carr offers tips for entrepreneurs

by Steve Eaton

Greg Carr visited the Jon M. Huntsman School of Business last spring to speak with students and hear a report a Field Studies team had prepared for him. (See story below) Later we asked him what tips he would offer an entrepreneur just starting out.

Have a plan and a way to measure your success. Don’t be afraid to revise your plan.

“Chasing plans based on some feedback and some data is different than flying by the seat of your pants and not having any plan at all,” he said.

You can overcome setbacks if your goals are really important to you.

“I think it is important to remember the deep, deep goals that you have and those should be inspiring enough that you’ll always get going again even if you have a setback,” he said.

It’s important to do your research. Before he even started tackling the Gorongosa project, he took some classes on conservation at Harvard.

“Learn what’s already happened,” he said. “Read a lot of books about it. Talk to people. You don’t have to reinvent the wheel. At least start by knowing what else has been done in that world.”

Picking the right team is crucial to the success of a new venture.

“I would say to go slowly picking your team, especially in the beginning when your first few choices are going to be so critical,” he said. “Do a lot of interviews. Spend a lot of time with people. Consider different candidates. Get advice from others about the candidates you are considering.”

Be passionate.

“There has to be a motivation for what we do and it should be driven by some genuine passion,” he said. “There has got to be a set of principles we believe in and work for.”

Don’t give up.

“I failed a hundred times for every time something went right,” he said. “It’s not like the idea for voicemail just kind of flopped on my desk one day. We had spent years talking about nutty ideas.”

Make sure your goal is a meaningful one.

“By protecting a national park, by protecting a forest, we are contributing to the goal of saving species on our planet,” he said. “That’s a pretty meaningful goal. That’s something I can think about that will have an effect for centuries to come and beyond that.”

For one reporter, a dangerous day in the life of Greg Carr

One journalist, Bob Shacochis, writing for Outside Online got to see first-hand some of the potential dangers of Gorongosa Park when he was stranded, out of cell phone range, in a remote part of the park.

They were on the wrong bank of a crocodile-infested river and had to reach cell phone range before sun-down, a time Shacochis described as the “predator commencement of people-eating time.”

Read more online to find out how Greg saved the day and to link to a story in Utah State today in 2009 about Greg’s brother, Ken Carr, ’79, and work he was doing in Africa.
“My job is what I do, it’s not who I am,” he said. Referring to his four sons and one daughter, he added, “If they look at what I do, and still like their dad, I’ve done a good job.”

With the career and influence Mr. Labrum has had since graduating from USU in business administration in ’83, it’s no wonder he is in good standing with his children. He is certainly well respected and admired among those he has worked closely with in his 25-year career in the medical device and distribution industry.

“Ron is well known in the healthcare community,” said Brik Eyre, ’88, finance, who has known Mr. Labrum as a colleague and employee for 20 years. “He’s very well respected and he’s very knowledgeable. Besides that, he’s just a great individual to work with.”

Mr. Labrum attributes both his personal achievement and the success of the organizations he has led to the relationships he has built during his career, first with mentors who helped him early in his career, and now with his employees, customers, suppliers and colleagues.

“You have to create an environment where people feel they are trusted and wanted,” he said. “That’s a motivator for them to do bigger and better things. This comes down to relationships and communication.”

Mr. Eyre, currently the general manager of BioPharma Solutions, a business unit of Baxter Healthcare, said he remembers a time early in his career when he challenged Mr. Labrum regarding a business decision during a meeting. He later worried about what the response would be to his passionate expression of disagreement, wondering if he had damaged his career. Instead, Mr. Labrum told him “the day you stop challenging me is the day I don’t need you anymore.”

“Ron sets very high expectations, but he is always very, very fair,” Mr. Eyre said. “He hires people that he trusts, communicates well, makes sure you understand what’s expected and then allows you to be successful while giving you enough leeway to grow and develop.”

Mr. Labrum helps the people he works with focus on who they are serving, not just the product they are creating. He said this gives greater meaning to everyone’s work.

“I make sure people understand where we’re headed and make sure they understand how they can contribute to that success. You’re working for somebody other than yourself,” he said. “That motivates people.”

Mr. Labrum is now president and chief executive officer of
ultimately, the patient is you, or your

Mr. labrum enjoys mentoring

The one thing i’m always amazed

There is a vibrancy in the market

you know, it’s all about focus, “ he

Mr. labrum’s career is an example of

Mr. labrum encourages students to fully engage with their academic experience and get involved outside the classroom.

“it’s not about what you’re learning, it’s about how you interact with individuals and how you fill a need in the market,” he said. “What are you doing as an individual or an organization to stay in the game longer than any of your competitors?”

Mr. labrum’s career is an example of his own sentiment. His interaction with individuals has helped him fill a need in the market, beginning with his first job while still in college for American Hopsital Supply Company, taking him through leadership positions with Allegiance Corporation, and Integrated Provider Solutions and Cardinal Health. In addition to his position at Fenwal, Mr. labrum currently serves on the board of trustees for the National Blood Foundation, is a director of BCU, an Illinois-based national credit union, and serves on the executive board of the Northeast Illinois Council of the Boy Scouts of America.

“Ron is an excellent choice for this honor, as he exemplifies a leader who lives and works with a sense of purpose,” Dean Douglas D. Anderson said. “Ron has an extraordinary career in which he has enriched lives, mentored many people and created value in every sense of the word. His unwavering dedication to family, deeply rooted principles, service and hard work has been a foundation for his professional life. He is an excellent model for Huntsman students.”

Mr. labrum said he is honored to receive the Distinguished Executive Alumnus Award and is humbled by the recognition.

“there’s nothing magic about what i’ve done,” he said. “i’ve had a great opportunity to have some wonderful mentors. They were all great individuals and this gave me a great opportunity to grow. As i’ve been given greater responsibility throughout my career, all these opportuni-ties stretched me. throw in a little luck, and here i am.”

contributions

LEADERSHIP GIFTS

In recognition of individuals and organizations whose cumulative giving exceeds $100,000.

Society of 1888
$10,000,000 or more
The Huntsman Foundation

Juniper Society
$1,000,000 - $10,000,000
George W. & Dolores Dort Eccles Foundation
Woodley S. & Vanneta S. Seacle Trust
DuLloy, Ltd. & Cynthia Hanson,
’73 & Robert Seaver, ’73
Vermon L. Buschele, ’41

Dean’s Circle
$500,000 - $1,000,000
Rational Software Corporation
Joseph E. L. & Dana Keller

Wadsworth Coors Foundation of Utah
Donald B. & Elizabeth H. Stewart Education Foundation
Fenwal, Inc. ~ DC $48.6 & Grace Seale, 94
Jack D. & Betty Langenmark
Mark K., ’96 & Wende Holland

Benefactors
$50,000 - $1,000,000
IBCP Foundation
Oracle Corporation

Young Chul, ’77 & Mia Wye Hong
Vadim Perlmutter, ’61 & ’67

Eduardo Southworth
Martin H., ’70 & Louie McGee
Weight, 37
First Security Foundation
Banking Company
O.C. Tanner Company
Gary, ’78 & Marjorie Anderson,
’78
Philip Kloster, ’68 & Genna Yang Chang, 88
Gary R., ’83 & Karen W. Walken
Black, 85
Estate of Jack D. Wight, 27
Great Plains Software
Jay E. Price, ’79
Ford Motor Company
Charles G. Koch Charitable Foundation
Hefner/W., ’84 & Bath R. Dance,
’89

Jon & Karen Huntsman
$100,000 - $499,999
Charles G. Koch Charitable Foundation
James H. & Barbara B. Quigley
Jim & Karen Severson

$50,000 - $99,999
Grace M. & Richard C. Steed
The Beth G. Kidd Revocable Trust

$10,000 - $49,999
Eduard Southworth
Brian & Natalie Broadbent
William H. & Patricia Child
Dufteds & Yost, LLP
Child Family Foundation
Electrical Wholesale Supply
Rog W. Gardner
Bill & Rike Murray
Goldman, Sachs, and Company
David D. & Lynetta S. Hicken
Buck & Cascade
Jay H. Price, Jr

James F. & Molly Despain
Roger R. & Rebecca McDermot
C. William & Margaret Bellan
Scott C. & Cathleen R. Davis
Mountain West Small Business
C. Mark & Mary Alice Bold
Academy Mortgage Corp
C. William & Margaret Bellan
Co. & Cathleen R. Davis

Market & Wende Holland
Intermountain Healthcare
John L. Lofthus
Diane W. & Susanne Pace Moore
Donnie A. & Julie Ann Parker
Steven & Betty Skelton

Edgerton Capital, LLC
John D. & Julie W. Trimble

$2,500 - $4,999
Galen N. & Karen Larkin
Clark & Jennifer Whitworth
William S. Graves
William & Hunt
Emilie Bartholomew
Mark V. & Jennifer Erickson
Jake Shipman, LLP
Eldon L. Tom Perry
William & Carol Rhub
Gail Jones
Extron Technologies, Inc.
F.E. Zazzy
Douglas M. & Tom H. Hansen

Audisol II Solutions
Kent E. Bradner
George H. ‘Thos’ & Helen E.
Champ
Mark K. & Wende Holland
Intermountain Healthcare
John L. Lofthus
Diane W. & Susanne Pace-Moore
Donnie A. & Julie Ann Parker
Steven & Betty Skelton

$1,000 - $2,499
K. Boyd & Donna Baugh
Charity Anywhere Foundation
Gary R. & Karen W. Walken
Romantic International Corporation
Kim, ’89 & Kelvin Wells

$500 - $999
Earl L. & Diane L. Perry
William & Carol Rhub
Gail Jones
Extron Technologies, Inc.

$250 - $499
Galen N. & Karen Larkin
Clark & Jennifer Whitworth
William & Hunt
Emilie Bartholomew
Mark V. & Jennifer Erickson
Corinna Shipman, LLP
Eldon L. Tom Perry
William & Carol Rhub
Gail Jones
Extron Technologies, Inc.

$100 - $249
K. Boyd & Donna Baugh
Charity Anywhere Foundation
Gary R. & Karen W. Walken

$50 - $99
K. Boyd & Donna Baugh
Charity Anywhere Foundation

Leaders in health, education, technology, and the arts have helped build Huntsman’s legacy. In recognition of Huntsman’s growth and success, these leaders have generously contributed to the university, helping to support its extraordinary academic environment and its mission to improve the human condition.

Together, these leaders have established a strong foundation for Huntsman’s future, and their generosity will continue to have a significant impact on the university.

The Huntsman Foundation welcomes the continued support of these leaders and encourages others to join in building Huntsman’s future through the Huntsman Legacy Society.

Huntsman Foundation - 2009-2010
In spring 2010, a group of MBA students conducted a survey of business executives and owners to better understand the current level of leadership and the quality of an effective leader. The online survey was sent to members of various Huntsman School advisory boards as well as through channels of commerce, primarily in Utah, Arizona and Texas.

Survey respondents: 163 total

- MBA team members: 48
- Business executives: 40
- Owners: 38
- Educators: 29
- Professionals: 28
- Students: 14
- Alumni: 14
- Community: 12
- Retirees: 6
- Other: 6

35% Business more than 40 years
30% 46 or older
29% More than 1000 employees
27% Bachelor's degree or higher
22% 74%
19% 13%
15% 15%
15% 12%
15% 11%
15% 10%
15% 9%
15% 8%
15% 7%
15% 6%
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15% 4%
15% 3%
15% 2%
15% 1%
15% 0%

74% 46% 36% 26% 17% 15% 13% 11% 10% 9% 8% 7% 6% 5% 4% 3% 2% 1% 0%

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30% Are business owners
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VisioN

Scott B. Walker
Chairman, ProCore Labs 2020 Professional Achievement Award

When asked to contribute to the Vision section of the Huntsman Alumni Magazine, I seriously pondered the importance and meaning of the word vision. Vision is a vitally important principle for business people and entrepreneurs to understand and embody as they answer the question, “Where are we going and how will we get there?” I define vision as the ability to see what others do not, or to create value in new ways that have not yet been discovered. It’s about anticipating what will come to be. It is the definition of how an entrepreneur thinks about the world. It means seeing rough outlines and shapes and then defining and translating them into actionable items.

ACTION. Ideas can be worthless unless you create a viable operating entity around that vision. The genius of vision is execution. A successful vision requires an incredible amount of sheer energy, focus and time to see it through. Many are tempted to reach for instant gratification, however, vision is on the opposite end of the spectrum. There are no shortcuts. I believe entrepreneurs should forget about creating exit strategies in their business plans and understand that it’s more important to focus on building sustainable value. Once you stand that it’s more important to focus on building sustainable value.

1) Have the vision, courage, resourcefulness and persistence to see the solution through.
2) Study and understand its full context.
3) Set your goals high, and don’t accept immediate pay or praise for initial effort. Build a strong team of fellow visionaries who will work hard, and when they help accomplish the vision, be grateful and share in the reward. The day we sold BillMatrix to Fiserv, Inc., I wrote over $75 million in checks to our team members. It was one of the most rewarding days of my life.

More About Scott: CEO, Epic Aviation LLC; President, Downstream Capital LLC; Benefactor, the Walker Center for Global Entrepreneurship at Thunderbird Board of Trustees Thunderbird Entrepreneur of the Year Award

Giving Back. Include in your plans the principle of giving back. I recognize the contributions of others in my own journey, and I want to create a legacy of creating value in a way that resolves a problem or fills a void. I have a passion for entrepreneurship and education that is reflected in how I invest time and resources. I see great promise in the next generation of principled business leaders, and I challenge the USU Alumni community to help our incredible students become innovative entrepreneurs who will likewise create value for their community, nation and the world.

Huntsman Alumni Magazine • Fall 2010

37
Design Thinking, from page 19

human-centered design will be integral to the course. An openness to rapid prototyping, and the Stanford Design School philosophy of “fail early and fail often” will help students foster an attitude of collaboration and innovation in their academic experience and their careers.

“When first encountering a mystery, design thinkers have to look at every-thing, because they don’t yet know what to leave out!” Dean Martin says in The Design of Business.

This fall’s class employs this logic in its very design. An interdisciplinary team of faculty members representing each Huntsman School academic department and Professor Bob Winward from the Caine College of the Arts worked together for over eight months to ideate and prototype concepts and activities that would merge many varied themes into a transformational learning experience. The course design process included visits to Stanford’s Design School and the California College of the Arts, a Design Principles in Practice conference and a design thinking seminar hosted by IDEO, a product innovation firm. Students will also interact with professionals from the FranklinCovey Group to better understand principle-centered leadership based on the 7 Habits of Highly Effective People.

The class itself is a prototype, with instructors encouraging open feedback from students on a daily basis about what works and what doesn’t. Although the class uses design thinking as a foundational framework, it is not a class about design thinking. The course concepts focus on understanding the broad context of business. The class will also discuss analytical rigor, entrepreneurial spirit, ethical leadership and global vision — the four pillars of the Huntsman School — as students foster a greater sense of purpose in designing their own path of discovery that will serve to animate their dreams and aspirations.

Join The Alumni Network

Be part of the great discussion happening on the web. Stay connected with the Jon M. Huntsman School of Business on Facebook, LinkedIn, YouTube and Twitter!

We’d love to hear from you!

Please let us know how we’re doing by sending a note to huntsmaneditor@usu.edu.

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WORD SEARCH

ENTREPRENEUR
INTERNATIONAL
UNDERGRADUATE
PROFESSOR
AFRICA
TRAVEL
INVESTMENT
CONTRIBUTION

“Far better it is to dare mighty things, to win glorious triumphs even though checked by failure, than to rank with those poor spirits who neither enjoy nor suffer much because they live in the gray twilight that knows neither victory nor defeat.”

— Theodore Roosevelt

Gary Anderson’s involvement at USU is deep and it follows his passion for business, entrepreneurship and athletics. His efforts have raised both awareness and funding for the Jon M. Huntsman School of Business and USU athletics. Programs like Entrepreneur Week and the DeLone Anderson Memorial Golf Tournament are the result of Mr. Anderson’s vision and dedicated service to bring alumni back to USU in a spirit of service and contribution.

YOU HAVE SEEN A LOT OF SUCCESS OVER THE YEARS, WHAT PRINCIPLES DRIVE YOUR EFFORTS?

A willingness to stand back and look at an issue or opportunity from multiple angles, involve smart and energetic people and then really go to work.

WHY ARE YOU INVOLVED WITH THE HUNSTMAN SCHOOL OF BUSINESS?

There are so many opportunities for alumni to get involved, and the atmosphere is very pro-innovation. I wanted to give more than just a financial donation. I wanted to help build something sustainable, a legacy that could help multiple people and would pay back year-after-year. When I approached the school about establishing Entrepreneur Day, the idea was embraced, supported and implemented almost immediately. From its inception in 2006, Entrepreneur Day has grown every year, and we have some exciting plans for 3-week in spring 2011. Today, the New Venture Development Group works with students and professionals to identify innovative ideas with commercial potential, form business plans around the ideas and build management teams to take the ideas forward.

WHERE DO YOU SEE THE GREATEST OPPORTUNITY?

Engagement with our alumni. Be involved and share your intellectual capital and experience. For alumni who have fond recollection of being a student at USU, being involved as an alumnus brings back so many great memories. We have a lot of successful alumni out there who, when they take the time to interact with the students, express that they love the experience. Come back to campus. Volunteer to speak at an event. Judge a competition or sponsor a new program. Establish a scholar-

WHAT DOES ‘DARE MIGHTY THINGS’ MEAN TO YOU?

It means thinking outside of the box, looking at a problem or an opportunity from a different angle. It also means doing your homework and then having the courage to try it out and to bring others in quickly. Entrepreneurship is like life in much the same way, which is why this theme seems to really embody the entrepreneurial spirit at the Huntsman School. To our young alumni, a large fi-
cancial contribution may not be feasible, but you can be involved by helping a student find a job or even help a student find a job or internship. At a minimum, get involved and spend a day with the students and experience the connection for yourself.
building a great career is largely about creating a legacy as you focus on your own unique talents and passion for opportunities. this is one of the key messages of this year’s required reading, *great work, great career*, by stephen r. covey, professor at the jon m. huntsman school of business and jennifer colosimo, chief operating officer at franklin covey.

the book teaches that when people begin to stop asking themselves questions like “how do i get a job?” or “how can i get promoted?” and instead ask themselves questions like “what is the difference i want to make?” or “what is the legacy i want to leave?,” they are able to focus on doing something extraordinary and on building a great career. focusing on the intersection of your talents, your passion, your conscience and a compelling market need is the authors’ suggested first step in discovering your unique contribution.

“a great career comes down to making a great contribution, to making a difference that matters to you and to the people you serve,” dr. covey and ms. colosimo said.

the book offers a series of activities, worksheets, introspective assignments and anecdotes to help the reader envision the possibilities of their own contribution and build the skills needed to create their own great career.

building and maintaining relationships, expanding your circle of influence and “building your own village” of people who support you are examples of the suggestions the book gives for people striving to create a great career that will leave a legacy and not simply one that pays the bills.