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## The Huntsman Post, December 2013

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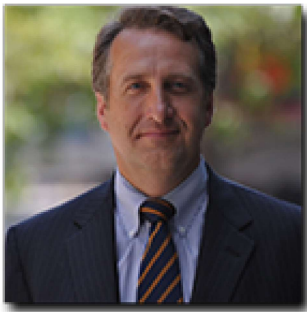




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# Huntsman Post

## Former Deloitte Touche & Tohmatsu CEO Says a Culture of Respect Leads to Success

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By Steve Eaton

Those who are serious about being effective leaders should ask themselves some tough questions about how they can best do their job and one of those questions is: "Is it better for those you lead to fear you or love you?"

That is one of several things leaders should think about according to James Quigley, who served as the CEO of Deloitte Touche & Tohmatsu Limited from 2007 to 2011. For Mr. Quigley, who has coauthored a book on leadership called, "As One," the answer to that question centers on respect.

"In order for you to influence their behavior you've got to find a way to connect with them first and then after you've connected with them you have to be respectful, you have to show empathy," he said. "You have to show that you care."

Mr. Quigley retired as a senior partner from Deloitte U.S. in June 2012. He graduated from the Huntsman School of Business with a bachelor's degree in accounting in 1974. He was named by "Accounting Today" as one of the "Top 100 Most Influential People in Accounting" for three consecutive years. Utah State University recognized Mr. Quigley with an honorary doctor of business degree in 2008 and the Huntsman School honored him with a Professional Achievement award in 1989.

Mr. Quigley spoke at the Partners In Business Accounting Conference recently and said that he thinks the hardest part of leadership is putting in place the right culture.

"I think a leader has a huge responsibility for creating an environment for their team to be successful and I think that is having the right culture in the organization for them to be able to perform and perform well," he said.

In addition to having the right culture in place, or a "good climate" as he also called it, there must be clarity about goals and the organization must have people who are capable of successfully achieving them.

"Establishing clarity on what the team is trying to accomplish is fundamental, and the most important condition, I think, that has to be put in place," he said.

He said being able to consistently deliver what is expected is crucial to career success and gave some advice on how major projects should be approached.

"Whenever you are asked by someone in your organization to take on a hard project give yourself permission to push back from your desk to reflect and to ask yourself the question: 'Are the conditions in place for us to be able to successfully deliver this project?'"

He said that if a team is unified and believes in the organization's goals, it will fare better.

"Our team has to feel and own the strategy that we are asking them to execute," he said.

"They have to believe in what we are asking them to do. And if we can get them to feel a



James Quigley said goal clarity is key to success.

sense of belonging and to believe in what we are asking them to do, then we can influence how we are asking them to behave.”

He said he sees leadership as a matter of finding out how he can get the best from people and get them to do “that little extra” or tap what he called “their discretionary effort.”

“Whenever I am competing for a project or competing for a client and I don’t win, I torture myself because I believe one of my competitors did this better than I was able to do it,” he said.

He said basic leadership challenges are the same regardless of the number of people one is leading.

“I think the leader of a team of five is a leader,” he said. “I don’t care if the team is five, 50, 500, 5,000, 50,000, it doesn’t matter. The challenge is still the same. Can you bring a group of diverse individuals together and have them work together effectively toward a common shared goal?”

# Huntsman Post

## USU "Sales Jedi" Enter State-Wide Competition and Leave With Top Prizes

By Steve Eaton

When the Utah State University students walked into the room for the competition, the judges had no idea they were dealing with Aggie "Sales Jedi."

All they knew is that Utah Valley University had invited the best sales students from colleges around the state to a competition where they would be tested in high-pressure, role-play situations that one student said were like doing sales pitches "on steroids" because they were expected to close a sale in under 10 minutes.

When the First Annual Utah Valley University American Marketing Association Intercollegiate Sales Idol Competition was over, USU students had taken first and second place, and won an honorable mention, claiming three out of the top six spots.

The students were all "Sales Jedi" because Sterling Bone, assistant professor of marketing, had dubbed them so for successfully completing his strategic sales management course. He says they are "Sales Jedi" because they have "used the truths of selling to eliminate the dark side, and restore trust and order to the universe." Dr. Bone teaches the students about integrity in sales and urges them to hold themselves to high standards while genuinely trying to meet the needs of their customers.

The competition was the idea of some UVU professors who used to work at Brigham Young University with Dr. Bone where he had set up a similar competition before coming to USU. This first competition drew students from UVU, USU, and Brigham Young University.

"We wanted to create an intercollegiate competition where each school could pick its best, brightest, and finest sales professionals, and give them the opportunity to compete with other schools across Utah," he said.

Half of the students took on the role as sales professionals for Property Solutions, a company that is a leader in cloud-based property management software, and the other students represented Qualtrics, a firm that helps its clients gather "real time insights" through its cloud-based survey software. Their job was to sell that company's product to someone who was pretending to be an interested customer.

Bluffing and making up information about the companies they were representing, however, would have been a bad strategy because the people pretending to be interested buyers were employees of Property Solutions or Qualtrics. They were there, in part, in hopes of discovering new talent they could hire, Dr. Bone said. Each buyer was accompanied by another person who was to observe and judge the presentations.

After the first round of sales calls, where students were expected to introduce the company, discover the buyer's needs, present a compelling product demonstration, handle an objection, and close the sale in under 10 minutes, six people were selected to go on to the



Tom Goldhardt, left, makes his pitch to Troy Jennings of Qualtrics



finals. For the final round of the competition they had to again make a sales presentation, only this time it was before twelve judges and in front of a crowd of their competitors.

Tom Goldhardt, a senior majoring in marketing, took first place and earned a \$1,000 cash prize. Second place went to Cache Mckinley, a senior majoring in business administration, who earned \$500. An honorable mention and a \$50 prize went to Jason Porter, a junior majoring in business administration. The students were selected from a larger pool of USU students who had hoped to participate. The final team also included Bree Arnold, a junior majoring in marketing, Daryn Frischknecht, a senior majoring in marketing, Michael Gallacher, a senior majoring in marketing, Amy Nelson, a senior majoring in public relations, and David Whitaker, a senior majoring in marketing.



Members of the USU team: From left to right, Daryn Frischknecht, Sterling Bone, Bree Arnold, Michael Gallacher, Tom Goldhardt, Jason Porter, Cache Mckinley, and Amy Nelson. (Not pictured, David Whitaker)

what they've learned in class, what they've learned in their internships, what they've learned in their experiences here at Utah State, and they demonstrated that knowledge in a very competitive, real-world format," he said.

He said a sales manager from a global pharmaceutical company flew in to see the competition and spoke with Dr. Bone about how impressed he was with the USU talent. A primary goal of the competition was to give the students a chance to network and showcase their abilities with potential employers.

Mike said that he benefited from hearing the feedback from the judges on his presentation. They told him that once he identified a need he should have dug deeper to find ways he could fulfill that need.

"That was really useful to have that feedback because otherwise you'd almost be wasting your time if you didn't find out what you could have done better," he said.

While the students had all had opportunities to role-play sales scenarios in Dr. Bone's class, they said that to make a pitch in such an intense, competitive environment offered them experience they had not before had.

"Our goal was to be the most winning team of all schools represented at the competition," Dr. Bone said, "and we by far surpassed that."

All the competitors were given more than a month to research and prepare for the competition. Jason said he researched the name of one of the company's real clients and made up a business card with her name on it and passed that card to the buyer as someone he could contact to hear from a happy Property Solution's customer. It was an extra-mile preparation move that seemed to surprise and impress the judges, he said.

Tom made his presentation as a Qualtrics sales professional but had the added advantage of having used Qualtrics software at USU and as an intern on two different jobs.

Dr. Bone, who was able to hear the judges deliberate, said they were impressed the students had gone to such great lengths to understand the products and services they would be selling.

"I was proud to be the faculty coach and advisor to this team and to see them succeed and thrive," he said. "They took

"I think what makes an Aggie Sales Jedi, distinct from other Sales Jedi that I have worked with is their work ethic, their commitment, and the drive they have to be the best that they can be," Dr. Bone said.



# Huntsman Post

## Buehler Leadership Scholars Challenge Ideas, Apply What Resonates

By Steve Eaton

Vern Buehler has stirred up a group of thoughtful, restless students, who are tactful yet very direct, and opinionated but open-minded. It's a group that says it regularly challenges its preconceived notions of what real leadership is all about. They insist that correct principles that are not tested and practiced are of little worth.

They are called the Buehler Leadership Scholars and Chris Fawson, the faculty advisor to the group, said they are committed to extending what he calls the "legacy of Dr. Buehler," a man who has a long history of finding ways to help Huntsman students explore new ideas.

After graduating from Utah State University with a bachelor's degree in accounting in 1941, Dr. Buehler earned his MBA from Harvard in 1948, and his doctorate in economics from George Washington University in 1964. After a 27-year career in the Army where he eventually ended up serving in a senior administrative role in the Pentagon, he started a 21-year career as a business professor at the Jon M. Huntsman School of Business.



From left to right, Barney Casino, Dallin Maxfield, Rachel Rawlins, Andrea Barlow, Sierra Hoffer, Adam Stewart, and Chris Fawson pose for a picture with Vern Buehler, center.

During his career at USU, Dr. Buehler was an academic entrepreneur who had a vision for exposing students to the leading business scholars of the day. He started the Partners In Business program that drew high-profile speakers such as Milton Friedman, Allan Greenspan, Peter Drucker, and others. He also founded, along with Norm Bodek, the Shingo Institute, which was originally called the Shingo Prize for Manufacturing Excellence.

Dr. Fawson, who is the Vernon Maughan Buehler and MaRee C. Buehler Professor, started the Buehler Leadership Scholars in the spring of 2013. Each semester he selects a small group of students to who are designated as Buehler Leadership Scholars and together they select a set of readings that could challenge their understanding of leadership principles. The books and a \$500 stipend are funded through the endowment that supports the Vernon Maughan Buehler and MaRee C. Buehler Professorship.

Buehler Scholars meet every other week during the semester to share a meal and discuss the book selected for that week. After completing the reading, each scholar is expected to jump into an online forum where they exchange their thoughts on the book they are analyzing prior to meeting over dinner to continue their discussion in person. A review of past online discussions shows the students don't seem the least bit shy about critiquing flawed logic or mundane prose, even while they consistently search to highlight any significant insight they have found in the books.

There are no grades, so there's no motivation to please the professor, and even if there were such an inclination to impress Dr. Fawson, it appears that it would be difficult to do so. They aren't always sure of his real opinions. Dr. Fawson admits the scholars sometimes see him as a "contrarian, whose primary function is to challenge their critical engagement with the readings."

Sierra Hoffer, a junior majoring in marketing, said she remembers a time that the group found itself united against Dr. Fawson, disagreeing with his critique of a book.

"He wrote a pretty solid opinion and for some reason we all sort of ganged up on him and I'm going to say that we won, not that it was a competition, but he does definitely play the devil's advocate," Sierra said.

She said the Buehler Scholars are all intellectually curious but come from different backgrounds and majors. She finds the differences of opinions that are expressed to be helpful.

"You expect to be challenged but you expect to be challenged respectfully," she said.

Some of the books the students read last semester include: "How Will You Measure Your Life?" by Clayton Christensen, "Leadership and Self Deception," by the Arbinger Institute, "Steve Jobs," by Walter Isaacson, and "The Art of Significance," by Dan Clark. They will finish up the semester by reading "Endurance," by Alfred Lansing.

"When we talk about leadership and share our experience with the selected readings we are trying to mine those deeper meanings and understandings of leaders within the context of their time and within the context of the organizations that they are affiliated with," Dr. Fawson said. "It's trying to get at those core principles of the practice of leadership, not just a broad theoretical academic knowledge of leadership."

Dallin Maxfield, a senior majoring in economics, with a minor in music, said he has been trying to apply the principles and insights he has read about and discussed into his own life.

"I feel this year we've really chosen some powerful books that resonated with me on a deep level," Dallin said. "They sent the right kind of messages for me in my life right now. They helped me to really think about leadership at a more principled and fundamental level than I had normally thought about it before."

The discussion posts show that the students wrestle with their own biases and contextual framing for leadership practice and principles as they seek to glean personal insight from what they read. For example, with the book "Steve Jobs" Dallin wrote:

"The first few hundred pages of this book, I consistently said to myself: 'Jobs is NOT a leader. He may be a genius and a visionary, but he is no leader.' I said this because of the way he treated others around him. By the middle of the book, I questioned myself asking many of the similar things already posted, such as 'Is Jobs justified in his actions if it means considerable success and following? Is leadership about creating incredible products and having followers?' To be brief, I was perplexed with Jobs and his character, always wondering if his story and success could be duplicated elsewhere in another company, for example."

Dr. Fawson said he took the scholars to meet Dr. Buehler recently where he now lives at Sunshine Terrace, an assisted-care facility in Logan. He said Dr. Buehler spoke to the students individually, offering each of them advice.

"He'll take your hand like he's going to shake it and then he will raise your hand to his mouth and give it a tender kiss," Dr. Fawson said. "It's a sign of deep humility. He is showing you that you are someone who has blessed his life by coming and spending a few precious moments with him."

The students interviewed said they appreciated the chance to meet Dr. Buehler.

"He's got a really incredible, uplifting story," Sierra said. "He didn't come from a rich family but he worked hard and he applied himself and he's always been a giving person. You can tell that he loves what he has done for the school and he is proud that he could help students."

At the beginning of each new cohort of Buehler Scholars Dr. Fawson talks about the importance of the names people attach to themselves.

"These names we take upon ourselves extend the legacy of that honored name—and also serve to raise our own expectations for the choices we make each and every day," he said. "The scholars come to know why it is an honor to have their names connected with Dr. Buehler, a man who in his own humble way has found a way to change the world for the better—one life at a time."

Dr. Fawson describes Dr. Buehler as "a very accomplished--yet humble man."

"In meeting him, you wouldn't know him to be a man of great means and yet he has employed his endowment of time, talent and financial resources, in living a life that reflects purposefulness in helping others to discover happiness and cultivate success," Dr. Fawson said. "I think that kind of legacy is an extraordinary example for our students—and especially our Buehler Leadership Scholars. Those selected as Buehler Scholars will have the Buehler name attached to them the rest of their lives—I hope it will be one of the defining moments in their lives where they affirm a personal commitment to living a life of service and significance. They will be able to carry the great legacy that Vernon Buehler left in his name as part of their own academic legacy."

# Huntsman Post

## Huntsman Professor's Research Sparks Discussions About "Organizational Virtue"

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By Steve Eaton

A presidential candidate in the last election cycle took flack when he said: "Corporations are people, my friend." And yet, a Huntsman professor is arguing that corporations can, in fact, behave just like people and his research is generating discussion in the academic management community.

When a strong organizational culture consistently demonstrates "virtuous" behavior, regardless of who comes into the company or leaves it, Brad Winn calls this "organizational virtuousness." His research put him front and center on a panel recently at the annual Academy of Management conference – the largest gathering of management faculty worldwide.



Brad Winn has done research on "organizational virtuousness."

Dr. Winn, a management faculty member specializing in organizational leadership and strategy, maintains that if a leader thinks that a corporation is nothing more than the sum total of the integrity of each individual, then the strategy for change could be different than it would be if someone believed an organization could weave attributes like compassion into its very fabric.."

Dr. Winn proposed to three Academy of Management divisions that they consider doing a panel discussion on this topic at the conference in hopes that one of them would accept the idea. All three divisions liked the 10-page proposal so much, however, they suggested that the discussion be recognized as an "All-Academy Theme" presentation.

James Davis, the head of the Management Department at the Jon M. Huntsman School of Business, said that for Dr. Winn's proposal to become an All-Academy feature is an honor.

"When the work of one of our faculty members sparks the interests of professors from business schools across the nation, it's something we can be proud of," said Dr. Davis. "We are a school that emphasizes the importance of ethical leadership. Dr. Winn's research has shown that organizations that have high levels of integrity fare better in the marketplace and other people are taking notice of this."

Dr. Winn said that virtues like integrity, courage, justice, forgiveness, and compassion can be measured by asking employees survey questions about workplace practices. Based on those survey results, a score can quantify how an organization is doing.

"You can then look at different bottom-line measures such as profits, employee turnover, and customer satisfaction, and find out if organizations that score high for virtuousness also do well with the kind of things corporations routinely measure," Dr. Winn said. "Studies show that, in fact, they do."

When leaders see that correlation they want to find out how they can make their organizations more positive and virtuous, he said.

"There's a synergistic piece that the organization phenomena brings that can actually accelerate the virtues of individuals when they are in an organization together," Dr. Winn said. "I believe organizational virtue is a phenomenon that tends to exist regardless of the individual players who come and go and it sustains itself as a part of the organizational culture."

Dr. Winn said those on the panel were selected to represent a diversity of viewpoints, and that one professor even argued that most organizations are inherently evil. That kind of exchange is important to scholars as they seek to refine their research, Dr. Winn said.

Recently the *Journal of Business Ethics* accepted a paper Dr. Winn wrote with David S. Bright of Wright State University, and Jason Kanov of Western Washington University on organizational virtue.

"The *Journal of Business Ethics* is a leading management journal," Dr. Davis said. "To have research published there is to be considered an academic thought leader. Dr. Winn's research is having an impact."

Dr. Winn has done some of his research with Kim Cameron who is a cofounder of the Center for Positive Organizational Scholarship at the University of Michigan and the author of the book "Positive Leadership: Strategies for Extraordinary Performance." Dr. Cameron visited the Huntsman School and facilitated a faculty retreat in August 2010.