

# HUNTSMAN

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A L U M N I M A G A Z I N E

## Finding Balance

The Leadership Challenge:  
Six Top Leaders Weigh In

ALSO:

STEPHEN R. COVEY'S  
NEW BOOK

HOW DISNEY AND HONEYWELL  
DEVELOP LEADERS

GLOBAL ENTREPRENEUR SCOTT  
WALKER HONORED



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## fyi

- When Jon M. Huntsman went away to college for the first time, he took with him a polyester suit that cost him \$25.95. To accent that suit, he wore a bright red tie with a big yellow sun on it that his father bought for him for \$1.
- The Huntsman School is the oldest continuously operating business college in the Western United States

Send comments to Christine Arrington: [huntsman.editor@usu.edu](mailto:huntsman.editor@usu.edu).

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## ON THE WEB

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## Better!

By any measure, progress at the Jon M. Huntsman School of Business during the last five years has been extraordinary—thanks to the generous support and diligent efforts of our many friends, faculty, students, and staff. Notwithstanding the severe economic downturn of the last three years and the corresponding reduction of legislative funding, our financial picture has never been better.

Our somewhat tired and inadequate business building has undergone a sparkling \$3 million renovation, and the planned \$30 million addition of the new Huntsman Hall will give us a wonderful new, state-of-the-art facility. Our administrative infrastructure is vastly improved and focused on student success. The mixed motives and lack of integration in the Economics Department that were the result of a decades-long dual reporting structure have been eliminated by a structural change that has given us a charged up, highly energetic, and much improved Department of Economics and Finance. Faculty quality and productivity have improved in each of our four departments. Student engagement and quality are up. The change is real. It is noticeable, and it is significant.

Yet we can, and we must improve. We must be driven by a relentless and restless desire to raise our standards. We must banish any sense of self-satisfaction. Rather, a new culture of diligence and excellence that has characterized our efforts during the last five years needs to become even more deeply embedded and “hard wired” into every aspect of our School.

Fundamental to that effort is our commitment to recruit the very best faculty we can find to teach our students. This year we are indeed fortunate to welcome five stellar new faculty members: James H. Davis, William F. Shughart, Mike Glauser, Christine Rigby Arrington, and Eric Schulz. Each one of these individuals is an outstanding leader in his or her respective discipline, and you will meet them in this issue.

Recently I read Atul Gawande’s excellent book, *Better: A Surgeon’s Notes on Performance*. Dr. Gawande writes, “People underestimate the importance of diligence as a virtue. . . It is the constant and earnest effort to accomplish what is undertaken. . . [It is] the prerequisite of great accomplishment.”

The diligent pursuit of excellence in ethical and entrepreneurial leadership characterizes many of our school’s most accomplished alumni: Jim Quigley, CEO of Deloitte Touche Tohmatsu and co-author of this issue’s “Required Reading” *As One*; Young-Chul Hong, CEO of the very international Kiswire Trading, Inc.; Jonathan Bullen, successful real estate investor and president/CEO of Eagle Gate College; Ron Labrum, CEO of Fenwal, supplier of blood transfusion products and technologies; Ron Jibson, CEO of Questar Corporation, the natural gas giant; and Elder Steven E. Snow, general authority of The Church of Jesus Christ of Latter-day Saints.

These alumni leaders, along with Crystal Maggelet, Jeff Clark, and Scott Walker, who are also featured in this issue, have faced tough strategic decisions and complex ethical issues as they have sought to grow and sustain their organizations. There is much we can learn from them. I think you will enjoy reading about how their diligent commitment to excellence and balance in leadership has made our world a better place.

As Dr. Gawande has written: “Better is possible. It does not take genius. It takes diligence. It takes moral clarity. It takes ingenuity. And above all it takes a willingness to try.”

With your continued support, we will be “Better!”

“Better is possible. It does not take genius. It takes diligence. It takes moral clarity. It takes ingenuity. And above all it takes a willingness to try.”

— Atul Gawande



## Former Posse Leader: Leadership Requires Vision, Belief, and Influence

BY SCOT MARSDEN, BUSINESS SENATOR

As a boy, I was the leader of our neighborhood posse. We did all those crazy fun things that young hooligans do growing up. However, as we started to mature, I realized it was my responsibility to help lead my friends into paths of diligence and character. I came to understand that this was the essence of leadership, influencing others for good.

Some believe leadership is a gift you either have or don't have. Others believe leadership is determined by wealth and prominence. I believe leadership is a characteristic and skill that is honed and developed. We live in a time where this skill is being squelched. Sound leadership is needed now more than ever. It must be obtained in order to be successful in family life, work, the community, the state, the nation, and the world.

Leadership is not reserved for an elect few. This skill ought to be sought after by all people from all walks of life. Everyone has the opportunity to be a leader. John Quincy Adams said, "If your actions inspire others to dream more, learn more, do more, and become more, you are a leader." As we each interact with people on a daily basis, we have the opportunity to be able to inspire and influence them for good.

Leadership is like a stool. It requires three legs in order to be balanced, stable and functional. The legs of leadership are vision, belief, and influence.

A leader is one who possesses vision. In other words, this is the ability to formulate and articulate the best possible outcome or end-all goal that will benefit the most people. A good vision is one that motivates others to specific actions. An excellent exemplar of possessing vision is Martin Luther King,



*"If your actions inspire others to dream more, learn more, do more, and become more, you are a leader."*


*— John Quincy Adams*

Junior. He envisioned equality for all mankind. This vision empowered the Civil Rights Movement and other important events that paved the way for progress in obtaining equality among all men and women. Although we may never play a role as big as Martin Luther King, Junior, we can develop and demonstrate this skill in our own spheres of influence.

A leader is one who inspires belief. Belief in one's own potential is the biggest determinant to individual success. Seeing and believing in your own potential, however, is not a task you can accomplish by yourself. A leader is that someone who helps you see who you can become and how to get there. Your wishful hope is transformed into an obtainable action plan. In this sense, the leader has inspired you to believe that you can actually achieve your dreams.

A leader is one who brings people together and influences them for good. One of the greatest experiences to be had is being united in a common cause. The ability to bridge cultural, political, economic, and religious differences and unite people in pursuing one goal is the influence for good that I am speaking of. These united

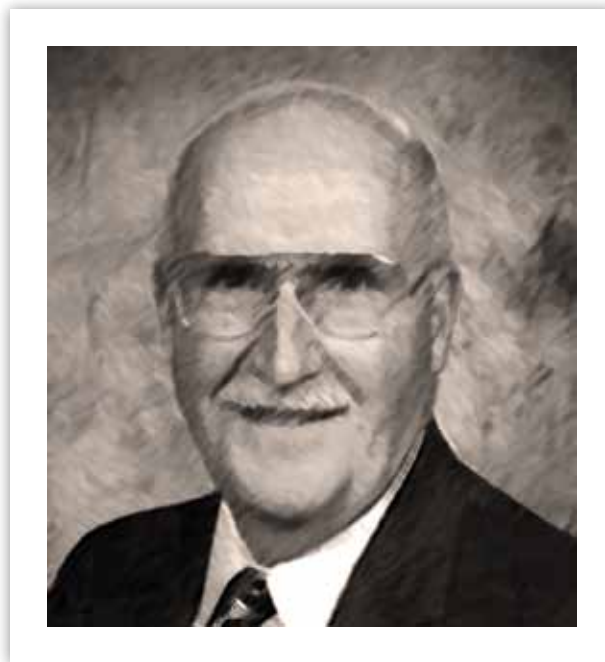
relationships will change people's lives. The ability to facilitate that connection and that unity is known as leadership.

Remember that leadership is not a gift given to a select group, nor is it determined by wealth and prominence. Leadership is a core characteristic trait to be developed through diligence. As you become a leader, you will come to understand what Tom Peters meant when he stated, "Leaders don't create followers, they create more leaders." 

# Professor Emeritus Lloyd Bartholome Remembered For His Teaching, Research, and Service

BY DENNIS LABONTY AND JIM ELWOOD

*Editor's note: When we decided to do a story about an emeritus professor from the Management Information Systems Department, several insisted that the late Lloyd W. Bartholome needed to be recognized because of the tremendous impact he had on the department. In this profile Dennis Labonty, who taught at USU from 1990 to 2005, and Jim Elwood, who has been at USU since 1983, and is now the Jon M. Huntsman School's manager of information technology, share their memories of Dr. Bartholome.*



It doesn't seem possible that one man could do so much to affect the lives of so many in just a single life, but Lloyd W. Bartholome has done just that, leaving a group of people throughout the United States grateful to have known him.

In 1979 he was appointed head of the Business Information Systems and Education Department at the Jon M. Huntsman School of Business. He was a significant player, providing foresight in preserving business education by changing the department's name, academic emphasis, and focus to business information systems. Through his skillful direction, the department offered bachelor's, master's, and doctoral degrees in business teacher education as well as information systems. Numerous Ph.D. graduates went on to advance their careers at other colleges and universities around the country. As a result of Dr. B's vision and model for business teacher education, many deans and department heads accepted and adopted his successful model at their colleges and universities.

Dr. Bartholome believed in teaching first—period! He said, however, that teaching needed to be grounded in sound research. As a department head, he wholeheartedly supported faculty members who revised their curriculum and updated their courses. He himself maintained this practice by attending other universities during his sabbaticals. He did this into his late sixties.


He was recognized with numerous awards including the prestigious John Gregg Award, the highest national award for distinguished service in business education. He was also one of two people inducted into the Business Education National Hall of Fame in 2010.

"He had a profound impact on the MIS department from its beginning."

— Jim Elwood

Service was important to Dr. B. He believed that teachers at all levels have important skills to share. He thought that it was important for business education to survive through its members at local, state, and national organizations. He encouraged colleagues and teachers to be active members in professional organizations.

He believed in God, the importance of family, work, and play. In his heart he truly cared about people and believed in giving everyone an opportunity to advance his or her career in any discipline.

He was a faculty member at Utah State University when he died at age 73 in 2003. 

## MY FAVORITE PROFESSOR

# Professor Mixes Baseball, Rock Music, and Databases

BY STERLING MORRIS

Think of yourself at a packed Blue Öyster Cult concert listening to the famous introduction to Blue Öyster Cult's hit song, "Don't Fear The Reaper." Can you hear the main guitar riff in your head? Can you feel the growing excitement added by the drums and energized crowd?

Now picture yourself sitting in a business school classroom learning the theory and applications for designing, developing and maintaining database systems from a clean-cut, polite professor who always wears a white shirt and a tie.

Which of these two scenarios sounds more fun and rewarding to you?

Before I experienced my first database class taught by Professor David Olsen, I would have selected the concert as the more rewarding of the two options. Since taking his database course, my opinion has changed.

Dr. Olsen comes to every class 15 minutes early. He starts his daily routine by taking a baseball and a few baseball gloves outside and playing catch with any students who want to join him. He also selects a daily classic rock song such as "Don't Fear The Reaper" which he plays just before class begins. This made every day of his class almost feel like I was walking into a rock concert.

The type of database skills firms expect IT employees to have cannot be faked. These skills come only through the repetitive use of database software applications backed by an understanding of database theory. Dr. Olsen understands this need and has designed his curriculum to get database students up to a level where they can immediately contribute upon graduating.

Each database topic is first taught, then its skills are practiced in class, and homework is assigned to allow students to internalize what they learned. Finally, rigorous tests are spread throughout the semester to test students' abilities on the content covered in class. All of this is done in an environment where students are free to ask questions at any point in the learning process.

I have always been impressed by the high level of academic quality I have seen Huntsman School professors bring to their classes. Dr. Olsen is no exception to this observation. He took a subject some might find dry and helped students learn it on a deep level, all because he made learning fun and rewarding. I now have tangible database skills I previously didn't have. [E](#)



"He made every day of his class almost feel like I was walking into a rock concert."

— Sterling Morris





# Research Highlights

{ MANAGEMENT INFORMATION SYSTEMS }

## Students Dig Up “Implicit Stories” Buried in Data

BY CONNOR CHILD

Everything has a story — people, buildings, artwork, etc. Even databases filled with business statistics have stories to tell.

The Business Intelligence (BI) Group is a student club in the Huntsman School that focuses on the possible stories a database might tell. The group is made up of students who are interested in business intelligence — the process of searching through large quantities of business data and identifying trends, patterns, and forecasts. The ultimate goal of business intelligence is to use the relevant information to make better business decisions.

“Business intelligence is defined as determining the story that large quantities of data have to tell,” said Dave Olsen, a professor in the Management Information Systems department and creator of the group. “The importance of understanding business intelligence will continue to grow as companies accumulate more data. With the BI Group, my perfect scenario would be that companies would recognize Utah State as a perfect place to find employees who understand business intelligence.”

The Western Decision Sciences Conference invited three members of the BI Group — Ben Snow, Michael Black, and Cam Peterson — to present at its annual meeting in spring 2011 in Portland, Ore. All three students were pursuing master’s degrees in MIS at the time. Dr. Olsen said it was



Business Intelligence

a rarity for the conference to allow pre-master’s students to present, and estimated that 90 percent of the presenters were professors.

“Presenting at a conference was a great experience,” said Mr. Snow, who will complete a master’s degree in December. “In addition to learning more about business intelligence, I was able to sharpen my writing and communication skills as we wrote the paper and prepared for our presentation.”

Mr. Black, who completed his master’s degree in May, said that the BI Group helped him become more ambitious as a student and with his professional career.

“You work a lot harder and learn a lot of new things when there’s more than just a letter grade involved,” Mr. Black said. “You’re dealing with the knowledge you know you will need to succeed later in life.”

Mr. Peterson said that companies are increasingly moving towards data-driven decisions because of the processing and storage capabilities of their computers. Understanding the vast quantities of data stored by these computers is a prerequisite to making data-driven decisions.

“The BI Group gives students opportunities to refine their skills when it comes to digging up the implicit stories told by the data,” Mr. Peterson said. “They can then develop their critical thinking skills by coming up with logical business decisions.” ■



# Build-A-Bear Stuffs Its Web Pages With Heart

BY STERLING MORRIS

Tweets Favorites Following Followers Lists

Imagine what would happen if Build-A-Bear Workshop, a stuffed animal retailer, ignored its target market by exclusively advertising through *The Wall Street Journal*.

Dave Finnegan, who graduated in 1997 in business information systems, is the CIO at Build-A-Bear. What if his company did not recognize the value customers place in sharing photos of their custom-made teddy bears online with other Build-A-Bear enthusiasts?

There is certainly significant value in a business' ability to recognize its customers' preferences and adjust its communications accordingly. When it comes to meeting the needs of its customers, Build-A-Bear sets a high standard, and it does this particularly well with its social media efforts.

We noticed the following four components have played an important role in making Build-A-Bear's social media campaign successful:



**Consistency** – Build-A-Bear has established a steady pace of content sharing through its social media outlets including Facebook, Twitter, and YouTube. Each day it typically makes one to two Facebook posts on its wall and sends out a handful of tweets. It also uploads a video every few days to its YouTube channel. Over time, this consistency builds loyalty and attracts new audience members.



**Engagement** – Nearly all Build-A-Bear's social media dialogue encourages conversation. When social media users respond to Build-A-Bear's prompts, this activity typically shows up on users' walls where potential new customers are exposed to Build-A-Bear's brand. As more individuals engage in conversation with a business's social media outlets, the business's brand receives greater visibility.



**Responsiveness** – Within the past few years, it has become more common for customers to turn toward social media outlets to resolve their concerns and find answers to questions. When customers feel they have a place to provide feedback and interact with other members, the credibility of the business increases. Build-A-Bear provides value as it quickly responds to feedback and questions with helpful answers.



**Establishment** – Although numbers don't tell the whole story, Build-A-Bear's 1.3-million-person Facebook community and its 3.1 million views on YouTube communicate that it has developed a large, sustained audience that wants to hear its message. It has reached a threshold where growth occurs rapidly and naturally. We believe this development has occurred, in part, due to Build-A-Bear's consistent, engaging, and responsive social media presence.

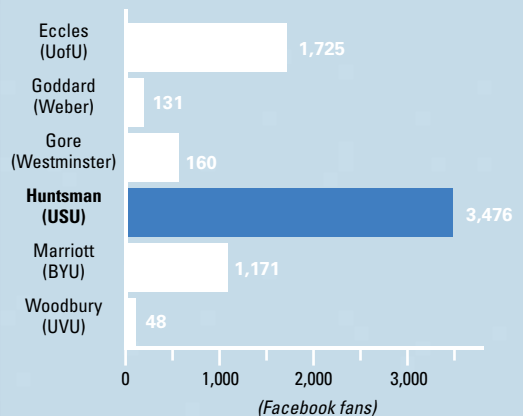
## About @Huntsman\_School

1,996 Tweets | 10,377 Following | 9,766 Followers | 112 Listed

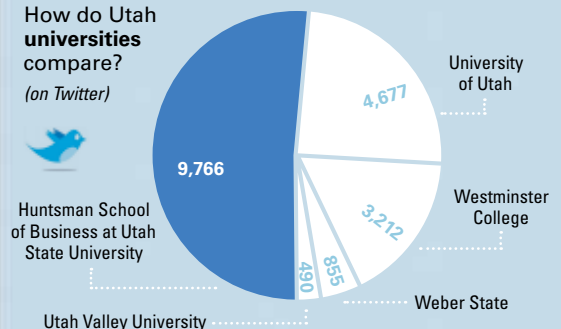
### More about the Huntsman School online:\*

- Some 16 percent of MSMIS applicants heard about the program through social media.
- The Jon M. Huntsman School of Business' Facebook page has 3,476 fans. That's more fans than all other Utah business schools' fans, combined. (Weber State, Westminster, UofU, UVU, BYU, SUU, Dixie State).
- The Huntsman School's Twitter account has 9,766 followers. That's more followers than all other Utah Universities' combined. (WSU, UofU, UVU, BYU, and SUU — BYU and SUU do not have official Twitter accounts).
- Huntsman Facebook posts have been viewed 545,861 times since the first post was made on April 21, 2009.

### How do other Utah business schools compare?



### How do Utah universities compare? (on Twitter)



\* Numbers as of September 7, 2011



JAMES H. DAVIS

# new faces

## Award-Winning Notre Dame Professor Becomes An Aggie

An award-winning Notre Dame researcher, recognized for his research on trust, has come to the Huntsman School of Business to become the new head of the Department of Management.

James H. Davis, who will also be a professor, is known for launching the Gigot Center for Entrepreneurial Studies at the University of Notre Dame in 1998, which he called “an entrepreneurship ecosystem.” In the 10 years he served as its director, it was consistently ranked among the top 20 programs in the country.

“I don’t want to be second to anybody,” Dr. Davis said. “I would not have come to the Huntsman School if we could not be the number one undergraduate school of business in the country. We have that potential with many of our programs.”

In 2006, Academy of Management, the leading professional association for professors of management, honored Dr. Davis for his research on trust, calling it the best theoretical, groundbreaking research of the 1990s.

With research interests and publications in the areas of trust, stewardship theory, strategic decision-making, corporate governance, and social capital, Dr. Davis’ articles have appeared in many leading publications.

At Notre Dame, Dr. Davis was the John F. O’Shaughnessy Chair of Family Enterprises in 2006 and the Milan Siegfried Director of Entrepreneurial Studies in 2004. While there, Dr. Davis was also presented with the President’s Award, recognizing him for his contributions to the university. He was also named as the MBA Outstanding Professor of the Year at Notre Dame three times.

He wanted to be a part of the Huntsman School of Business after he visited.

“I came here to speak last January and was very impressed to see the progress going on at the Huntsman School,” Dr. Davis said. “I could not pass up the opportunity to be a part of this school’s efforts at this crucial time. I think I can learn from the impressive leadership team it has in place and contribute to its focused efforts to better serve the students here at USU.”

Dr. Davis earned his undergraduate and M.Ed. degree from Brigham Young University, his MBA from Idaho State University, and his doctorate in corporate strategy from the University of Iowa.

# Professor known for his economic analysis of public policy decisions comes to USU

William F. Shughart, II, an economist from the University of Mississippi, who is a syndicated columnist, respected editor and researcher, is now a professor at the Jon M. Huntsman School of Business.

He is a micro-economist with a strong interest in public policy and the application of economic theories to decision making in non-market settings. Dr. Shughart, who is particularly well known for his research related to antitrust legislation, has been named the first J. Fish Smith Professor in Public Choice.

And he is the editor of *Public Choice*, a publication that looks at how economic theories may be used to influence or analyze public policy decision making. *Public Choice*, founded in 1966, is listed among the top 35 economic journals by RePEc (Research Papers in Economics), and ranks even higher among political science journals. The publication, which will now be based at USU, has featured research on numerous public policy issues, including the economic impact of school vouchers and the causes and consequences of transnational terrorism.

Dean Douglas D. Anderson said that the addition of Dr. Shughart to the faculty is good news for the students and it focuses national attention on the progress underway at the Huntsman School.

"It is unprecedented in the history of economics education at USU for the university to be the home of such a distinguished journal," Dean Anderson said.

Dr. Shughart said he was impressed in 2009 when he came to visit USU. "I was struck immediately by the intellectual energy evident throughout the Huntsman School," he said. "The students, faculty, and staff there are first-rate, and Dean Anderson has set goals for excellence in teaching, scholarly research, and service to the state and nation that match my own."

Dr. Shughart is listed among the top five percent of authors by IDEAS, the largest bibliographic database dedicated to economics. He has published more than 200 scholarly articles, book chapters, and reviews.

Dr. Shughart authored *Antitrust Policy and Interest-Group Politics*, a book that showed how antitrust public policy sometimes is influenced by special interest groups that are often the competitors of the companies being challenged. He also wrote *The Organization of Industry*.

He has published two widely quoted scholarly articles: "Adam Smith in the Customs House" and "Batter-up: The Impact of the Designated Hitter Rule on Hit Batsmen." After Adam Smith had written *The Wealth of Nations*, he was appointed by King George III in 1798 to be on a commission tasked with stopping smugglers.

"Adam Smith was one of the greatest defenders of free trade, but when he became a customs commissioner, he acted like a law enforcer, and was very active in trying to stop smugglers and collect fees," Dr. Shughart said.

The second paper looked at the impact of the designated hitter rule on the number of batters who get hit by a pitch during the game. He discovered in the American League, where pitchers may have a designated hitter stand in for them, those pitchers were more likely to hit batters than those in the National League.

Dr. Shughart earned his doctorate in economics from Texas A&M University in 1978.

WILLIAM F. SHUGHART



## New entrepreneurial programs head taps years of innovation experience

A professor and author who led the entrepreneurial programs at Westminster College has agreed to head up a similar charge at the Jon M. Huntsman School of Business.

Michael J. Glauser, the founder and former CEO of Golden Swirl Management Company and Northern Lights, started as the new executive director of entrepreneurial programs at the Huntsman School of Business at Utah State University July 1. Dr. Glauser returns to the USU campus where, as a graduate student at the University of Utah, he founded Golden Swirl Management Company in a dairy lab on campus.

He most recently served as founder and director of the Institute of New Enterprise at Westminster College. Linda Muir was his assistant and is now the institute director. "It was phenomenal what he accomplished in four years here," Ms. Muir said. "I've worked with a lot of bosses who weren't leaders, but with Michael, he never once ceased to be a leader."

Dr. Glauser said his interest in the Huntsman School of Business grew when he learned about the school's emphasis on fueling the students' entrepreneurial instincts. He was a featured speaker in the spring of 2011 during e-Week, a time when a number of on-campus activities are held and aimed at sparking more innovative thinking.

"I am impressed with the development of the Huntsman School of Business during the past few years, and I really enjoyed the time I spent with the students," he said. "The prospect of building on the momentum the school already has and fueling the entrepreneurial fires at USU intrigued me."

Dr. Glauser has published two books on entrepreneurship: *Glorious Accidents: How Everyday Americans Create Thriving Companies*, a book focused at for-profit organizations, and *The Business of Heart: How Everyday Americans are Changing the World*, along with numerous articles in magazines and professional journals. His clients have included Associated Food Stores, The Boeing Company, Department of Workforce Services, Esso of Inter-America, Harmon Music Group, Saudi Consolidated Service, and USANA Health Sciences. He has also held faculty positions at the University of North Carolina and King Fahd University of Petroleum & Minerals in Dhahran, Saudi Arabia. Dr. Glauser earned his doctorate at Purdue University. He got master's and bachelor's degrees from the University of Utah.

David Clark, the previous executive director of entrepreneurial programs, left the Huntsman School of Business to become the director of business development for the new Commercial Enterprises group with the Utah State University Research Foundation.



PHOTO BY STERLING MORRIS

MICHAEL GLAUSER

## Former Jazz marketing exec joins Huntsman School

A former Utah Jazz executive has joined the Jon M. Huntsman School of Business team as a lecturer and a co-director of strategic marketing and brand management.

For the last five years Eric Schulz has been the marketing head of the Larry H. Miller Sports & Entertainment Group, overseeing the Utah Jazz, Salt Lake Bees, KJZZ-14 TV, and other Miller properties. In his new position, he will draw from his experience in marketing and brand management with international companies such as Disney, Coca-Cola, and Procter & Gamble. He also has experience in sports marketing, having worked on the Olympics, in the XFL Football League and in minor league baseball.

Mr. Schulz is the author of *The Marketing Game, How The World's Best Companies Play to Win*. Since 2002, he has taught product marketing and brand management to MBA students at the University of Utah and Brigham Young University. Mr. Schulz earned an MBA from the Marriott School of Management at BYU.



ERIC SCHULZ

PHOTO BY STERLING MORRIS

## International media and marketing expert to co-direct strategic marketing

A media professional who has worked with top international firms in London, Hamburg, and New York for more than 20 years is bringing her experience home to the Huntsman School.

Christine Rigby Arrington graduated summa cum laude in 1974 from USU with a bachelor's in English, then earning a master's in writing from Columbia University, and an MBA from Stanford Business School. She has joined the Huntsman School as senior lecturer and co-director of strategic marketing and brand management, where she will work with Eric Schulz to help build the school's marketing programs.

Ms. Arrington headed corporate communications for Bristol-Myers and wrote for *TIME Magazine* before business school. She was recruited from Stanford into the prestigious "International Management Trainee" program of Gruner+Jahr, the largest magazine publisher in Europe. Posted in London and Hamburg, then New York, she led launches, strategic planning, and custom marketing for seven years; she created a \$28 million custom marketing program with Target Stores and completed the market study that resulted in G+J's \$350 million purchase of the *New York Times Magazine* Group.

She was a co-founder of consulting group Quantum Media in 1998, now with 10 Principals in New York and Paris. Her clients have included Meredith, *Reader's Digest*, *Scientific American*, *Consumer Reports*, PPV Medien in Munich, and more.

Ms. Arrington has been an adjunct professor at NYU for five years, teaching marketing for the master's in publishing.



PHOTO BY RUSS DIXON

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# FREE DOWNLOAD

# Legacy

## In 1890 Utah State Opened the First Business School West of the Mississippi

BY CHRISTINE ARRINGTON



Above: The faculty and first freshman class of Utah State University. April, 1891.  
Below: Students working in the College Bank, a mock bank at the School of Commerce, located on the third floor of Old Main, 1900-1909.



On July 2, 1862, President Abraham Lincoln signed the first Morrill Act, authorizing the creation of at least one land-grant college in each state, to make a democratic education “accessible to all, but especially to the sons of toil.” Utah, however, was not a state at the time and wouldn’t win that hard-fought distinction until 1896, after several attempts.

Antho H. Lund of the Utah Territorial Legislature had traveled to his native Denmark, where he visited a few rural agricultural schools. Upon his return, he heard about the Morrill Act, and proposed that such a college was needed in the Utah Territory. The Lund Act, authorizing formation of a land-grant college, was signed in March 1888.

On the question of location, historian Joel Ricks wrote (in 1938), “Provo had received the Insane Asylum, Salt Lake City had the University and Capitol, and the majority of the legislature felt that the new institutions should be given to Weber and Cache Counties.” The citizens of Logan and Cache County worked together and lobbied the legislature successfully for the honor.

After that, J.E. Shepherd, the cashier of the Cache Valley Banking Company, approached Jeremiah Sanborn, the president of what would become Utah State University, and proposed to him that a School of Commerce and Business Administration be established at the university.

That’s how it happened that, on the first day of classes at USU in 1890—121 years ago this fall—students could begin study toward a two-year degree in commerce and business. At the time, the only four-year business school that existed in the United States was the Wharton School of Commerce and Finance at the University of Pennsylvania, which had opened its doors nine years earlier, in 1881.

The business major proved very popular at Utah State, and the first graduating class of 15 students included eight business majors—more than the other majors combined. The “entrance fee” for the university was \$5 per year.

In 1898 the University of California launched a four-year business program. Utah State actually had started a four-year curriculum in business in 1893, but it wasn’t organized as an independent school of business culminating in a Bachelor of Science degree until 1903, just six years after the University of California.

The business training offered at Utah State was highly regarded, very early on. *Student Life* reported in 1911 that Professor L.C. Marshall of the University of Chicago had spent several months collecting information on the quality of education at several degree-conferring institutions. He concluded that the training in economics courses at USU was “comparable to that given in the best institutions in the country.”

## USU grad creates and sells iFrogz business

BY STEVE EATON

When he started college he paid his bills by launching a window-washing company.

Scott Huskinson, '01, marketing, doesn't appear to have changed much since then but his life sure has. In June, he and his partner, Clay Broadbent, sold iFrogz, the company they founded in 2006, for \$105 million to a Salt Lake City company, ZAGG.

iFrogz sells accessories for mobile devices online and ZAGG sells mobile device accessories that protect personal electronic devices such as iPods and laptops. The two companies make complimentary products, so the merger means they can expand their offerings, said Robert G. Pederson II, co-founder and CEO of Zagg.

Mr. Huskinson, the CEO and president of iFrogz, said ZAGG did not purchase iFrogz because it was a struggling company in need of rescue. A press release issued by ZAGG last June said that in 2010 iFrogz generated \$40.9 million and is expected to bring in more than \$60 million in 2011.

Mr. Huskinson and Mr. Broadbent, who is the senior vice president of iFrogz, continue to run the company as a subsidiary of ZAGG. They shared millions from the sale with employees at all levels of the company.

"That's just the philosophy that Clay and I had," Mr. Huskinson said. "They helped us build it and they are going to share in it."

Joshua Barnes is an order fulfillment specialist and student at the Huntsman School of Business.

"Scott is a great example of what (author) Jim Collins calls a 'Level 5 Leader,'" Mr. Barnes said. "He has a vision and works harder than anyone I know. It is mind-boggling to hear the amazing ideas Scott has for just about everything. At the same time he demonstrates an incredible form of humility you would be hard-pressed to find with people in his position anywhere else... He loves to work hard and play hard, to pay people what they earn and he puts integrity above everything else."

Huntsman School recognized Mr. Huskinson's exemplary leadership style by awarding him with the Professional Achievement Award in 2008.

Lori Kindred, a quality inventory auditor, called him "the maverick of the headphone world."

"Most corporate executives are about numbers, statistics, and ratings," she said. "I am sure Scott pays attention to that also, but he makes us feel important and first on the list. That is rare in this cut-throat corporate world we all live in."

Mr. Huskinson said ZAGG has a similar culture to iFrogz and he calls the merger a "perfect fit" that will allow both companies to grow. iFrogz will continue to approach the business the same way it has over the years, Mr. Huskinson said. There would be no reason to tinker with a philosophy that has served iFrogz so well and made it such a successful company.

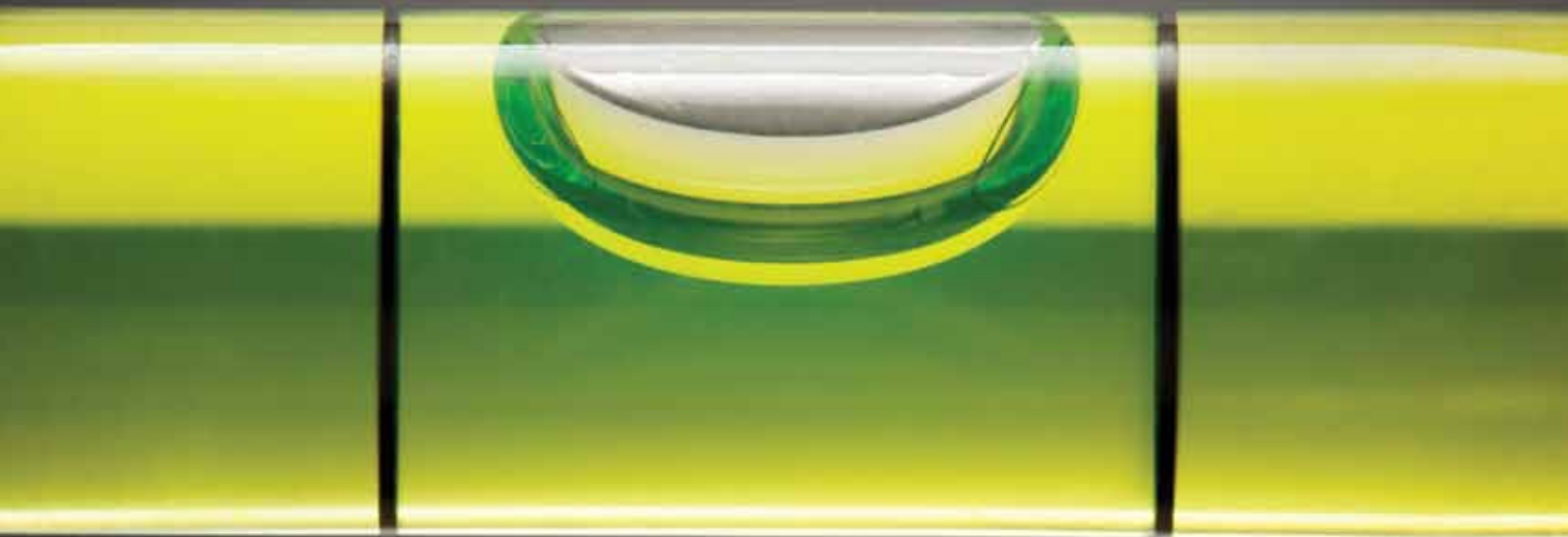
"Our financials are very sound," Mr. Huskinson said. "If we can be profitable doing things the way that we do them, why change?"



THE LEADERSHIP CHALLENGE:

# Six Leaders on Finding a Balance AND Creating Value

BY CHRISTINE ARRINGTON



The Jon M. Huntsman School trains leaders to be ethical, effective, and entrepreneurial. People in top leadership positions face many challenges, a number of which can be considered under the rubric of “balance.” How much to invest, for example, balanced against how much to harvest. Aggressively seeking short-term growth, balanced against the long-term needs of customers and employees.

We spoke to six outstanding leaders, who all have degrees from Utah State—five in business and one in engineering—to find out how they have balanced their leadership challenges and pressures, while creating value.





### Jim Quigley

1974 B.S. in Business from USU,  
2008 Honorary Doctorate in  
Business from USU, Global CEO  
from 2007 until June 2011 of  
Deloitte Touche Tohmatsu, Ltd.

## The Scope of His Position

Jim Quigley has been with Deloitte for 37 years and has moved his family six times. He was U.S. Managing Partner from 2003 to 2007 and then was elected Global CEO for a four-year term from 2007 to June 2011. Under his direction, in 2010 Deloitte became the largest professional services firm in the world, with 170,000 employees (now 182,000), in 150 countries, and with revenue of \$26.6 billion.

## Critical Strategic Decisions

Looking back over his years in top leadership positions, Jim commented, “I would say three defining moments in the history of Deloitte were: 1. The implosion of Arthur-Andersen in 2001,” (in the wake of the Enron collapse), “2. Adoption of the Sarbanes-Oxley legislation in 2002, and the implications of that, and 3. The decision and actuality of the reunion of the two parts of Deloitte.”

That “reunion” refers to the critical decision to keep the consulting division and the accounting/audit division together in one private firm--at a time when the three other members of the remaining “Big Four” firms chose to split their companies, partly in response to the strictures of regulatory legislation. Ernst & Young sold its consulting services division to Capgemini in 2000. KPMG divested its U.S. consulting division, KPMG Consulting Inc., through an initial public offering in 2001, and PricewaterhouseCoopers sold its consultancy business to IBM in 2002. Those decisions to split the firms, in retrospect, were viewed by many in the industry as having been very problematic.

When Jim became U.S. Managing Partner of Deloitte in March, 2003, the firm had spent 18 months preparing to separate its consulting and audit divisions into two companies. The team at Deloitte continued to observe the extensive organizational integration taking place among its clients. Then Deloitte and its top leaders began to reconsider their options.

“We are a partnership,” Jim said emphatically, “and our values and attitudes are shared.”

The Deloitte team decided together to walk away from dividing the firm and “to pursue the road less traveled,” Jim said. At that point he repeated from memory several lines of the Robert Frost poem: “Two roads diverged in a yellow wood, And sorry I could not travel both And be one traveler, long I stood And looked down one as far as I could To where it bent in the undergrowth; . . . Two roads diverged in a wood, and

I—I took the one less traveled by, and that has made all the difference.”

The big decision “was taken by the Board,” Jim said, “as it should be.” He supported the decision. Shortly thereafter he stepped into the role of Global CEO.

That fateful decision ended up creating a concrete competitive advantage for Deloitte.

So how did Deloitte reconfigure its firm to meet the new challenges, after the decision was made? Jim said, “We chose to segment the market and not segment the firm.” The next task was his to lead over 18 months--“integrating the firm and segmenting the market.”

Deloitte divided its clients into two groups—one for which the firm provided audit and other services, and one for which the firm provided a range of services, but not audit. He said, “If you don’t audit, say, 80% of the world, then you can provide those clients with a full range of services. With an audit client, nine kinds of services are expressly prohibited by Sarbanes-Oxley, so you must exclude those services.”

“We needed to demonstrate to our clients that we could deliver superior results,” Jim said. “The tactic we adopted was to have one multidisciplinary team that approached each firm, with a full array of the services we could provide them.”

The strategy worked beautifully, and Deloitte moved ahead of its competitors. Jim Quigley is viewed by experts in the field as having done a masterful job of leading the process--carefully and skillfully reintegrating the two halves of the company, including realigning the technology tools, for a winning customer-centric approach.

“Our goal was clear, undisputed leadership in professional services,” he said, and Deloitte achieved that. “We became an integrated, multidisciplinary firm . . . and that has made all the difference.”

## Ethical Issues and Strengths

Deloitte spends a lot of time training its 182,000 employees in ethics. It has a Chief Ethics Officer and a Hotline to monitor ethics issues.

In addition, Deloitte is regarded as having created a culture that effectively recruits, fosters, promotes, and retains women. Its “Women’s Initiative” program, WIN, was started in 1993 and really was championed “by Mike Cook, one of my predecessors,” Jim said. For women on the partner track, the program includes personal coaching, mentoring, individualized development, and a degree of flexibility for family needs—for taking time off when a child is born, for example.

## Acquiring Values

Mr. Quigley’s first job, at age 10, was rolling hay bales toward the hay stack, in Kanosh, Utah. He moved a lot of sprinkler pipe, too. “Let’s just say, I know a lot about irrigation,” he commented wryly. “I acquired a strong set of values and a strong work ethic through my upbringing. That kind of foundation built in rural America can stand anyone in good stead,” he concluded.



### Young-Chul Hong

1971 BA from Yonsei University (the oldest private university in Korea, based in Seoul), 1973 MBA from USU, CEO from 1988 to the present of Kiswire Trading, Inc., a global leader in the specialty steel industry.

## The Scope of His Position

Young-Chul Hong's father, Suk-Cheon Hong, founded a company in 1945 that became Kiswire Trading in 1960. After Young-Chul earned an MBA at Utah State in 1973, he returned to Korea to work with his father, rising to President and CEO in 1988. The firm had revenue of about \$200 million then, and this year revenue will be about \$2 billion.

In somewhat characteristic Asian fashion, the company describes itself in almost poetic terms: "As a child's piano melody floats through your home, As cars weave through the morning traffic, As a bridge sparkles in the early morning sunlight, And as an elevator takes you up to the office, Much more than you realize, Kiswire is near, Making our world a better place."

## Critical Strategic Decisions

Young-Chul said, "The first thing I did in 1988 was 'globalization.' I established manufacturing facilities in Malaysia in 1989, then China, and the U.S., and now I am building factories in Vietnam and India." The company started with sales in Korea only, and today 70% of revenue comes from outside of Korea.

He made the decision in 1990 to create the only high carbon steel wire manufacturing technology R&D center in Korea. A number of significant advances have come from that, including the development in 1993 of "cable stayed bridge" wire and "suspension cable bridge" wire; then in 1997, the center developed oil-tempered wire.

## Ethical Issues and Strengths

Young-Chul championed the idea that "the only way to prosper in this highly competitive market is to form a coalition between the labor union and management." In 1995, the entire staff, including management and the labor union, issued an amazing joint resolution of "No Strikes Ever."

"We became an integrated, multidisciplinary firm ... and that has made all the difference."

— Jim Quigley

Young-Chul said his first principle of leadership is, "I need respect from the people surrounding me, especially from my employees, and the biggest part of respect comes from the ethical aspects of myself."



### Jonathan Bullen

1978 B.S. Degree in Business from Utah State, 1978 graduate of the NAB Management Seminar at Harvard, successful real estate investor, President and CEO of Eagle Gate College Group

## The Scope of His Position

Jonathan is one of the largest stockholders in the giant Wasatch Real Estate. He is a General Partner in Woodbury Strategic Partners, a private equity fund that has five assets and plans to grow to 20 to 30 assets, ultimately with some \$400-\$600 million of real estate, including retail, office, multi-family, and even student housing.

In 1993 he became the majority owner, President and CEO of Eagle Gate College Group, a for-profit education business that today has 250 employees and 1,800 students in five locations. Over the next three-to-five years, he plans to double its size.

## Acquiring Values

In 1938, Jonathan's father and grandfather, Reed Bullen and Herschel Bullen, Jr., joined together with Jim Laub's grandfather to start the seventh radio station in Utah, KVNU. Eventually Reed Bullen bought out the other partners. Years later, Jonathan started working as a janitor at the radio station, for \$1.65 an hour. He hauled hay in the summer and then worked as a disc jockey, sales manager, and general manager of the station. He says that these early experiences instilled a strong work ethic in him.

When he graduated from college, he worked at the radio station on 14th North in Logan, for \$1,000 per month. The radio station became a real community center, and because of it, "We kind of knew everybody," he said. As a result, "a real sense of community got embedded in all of us."

## Critical Strategic Decisions

On a parallel track, in 1965 when Jonathan was 12 years old he said, "My father had the foresight to acquire the cable franchise for Cache Valley, together with his two brothers and sister. They owned half, and Bonneville owned the other half. The first customer was hooked up in 1971."

Jonathan worked hard selling the franchise to each municipality in Cache Valley, starting with Hyrum. He found the work stimulating. Eventually the LDS Church decided to sell its Bonneville holdings in cable, and Jonathan wanted to bor-

row \$5 million to buy Bonneville's half. At the time, no Utah banks would even bid on the loan without the usual assets, "land and cattle," to secure it.

Finally he approached the Philadelphia National Bank. "They had been educated about the cash flow and profitability of cable TV by Ralph and Bryan Roberts, who owned and ran Comcast," he said. The Philadelphia bank was more than willing to make the loan. Jonathan bought Bonneville's half and was able to buy his relatives' shares about four years later.

Then the big cable players such as TCI, Cox, and Comcast began buying up the smaller companies. "TCI would say to the cable operators, 'We can own you now or we can own you later,'" Jonathan said. While he hadn't intended to sell, "I could see that we were a middle-sized fish in a business that was becoming populated with whales." Ultimately he sold to cable operator Chris Cohan, who owned Sonic Cable of California. The transaction was completed in 1990, and today, 21 years later, the cable business in Cache Valley is owned by Comcast.

## Ethical Issues and Strengths

After Jonathan and his family moved to Salt Lake in 1992, they became majority owners of Eagle Gate College. He said, "We could see that the school was really making a difference in people's lives. The typical student is age 25, female, member of a minority group, with children, a blue-collar job, and wants a part of the American dream."

He is proud of the innovative public-private relationship Eagle Gate has with USU. "Utah State teaches the general education courses for us, in math and physiology and so on," he said, via satellite, in Provo, Salt Lake, and Layton.

Running Eagle Gate "is one of the hardest things I've ever done," he said. "At graduation we have our students speak, and it's so inspiring. They become more self-reliant, and they have dignity and confidence."



### Ron Jibson

*1978 B.S. Degree in Civil Engineering from Utah State, MBA from Westminster, CEO of Questar Corporation since 2010, prior to that President and CEO of Questar Gas, the distribution business within Questar, from 2008 to 2010.*

## Critical Strategic Decisions

In April of 2010, the company announced the spinoff of its high-growth exploration and production subsidiary, Questar Market Resources, which was renamed QEP Resources. Ron wrote in the Letter to Shareholders that the decision created "almost \$1 billion in shareholder value between the announcement and spinoff date. QEP began trading separately on July 1 [2010] and was immediately included in the S&P 500 stock index, while Questar joined the S&P Mid-cap 400 Index."

He continued, "With the spinoff, we have rebalanced and refocused on our roots as a Rockies-based integrated natural gas company."

## Leadership Learning

In his position as CEO, Ron said, "I have realized the importance of balance and the need to always stay focused on employees, customers, and shareholders. I believe that in my position, it is critical to do all I can to establish and cultivate a culture of trust."

## Leadership Challenges

"My most challenging and difficult leadership experience involved an unfortunate accident that resulted in the death of an employee and one of our customers," Ron said. "We hadn't had a business-related fatality for over 50 years, and literally in one night, my career and leadership perspectives changed forever."

He continued, "I needed to provide the leadership to help our employees and customers through that most difficult time. I made commitments to our people and our customers that have driven my decision making ever since. Although you can never do anything to make up for the loss of a life, we have created an environment that potentially could save lives in the future, as a result of this experience."



### Ron Labrum

*Bachelor's Degree in Business Administration from Utah State, President and CEO since 2007, of Fenwal, a global leader in blood transfusion medicine for more than 50 years; previously Ron was Chairman and CEO of Cardinal Health's \$70 billion Healthcare Supply Chain Services segment.*

## The Scope of His Position

Ron has been with Questar for more than 30 years. Its three business units are Questar Gas natural gas utility, Questar Pipeline, and Wexpro, a unique natural gas development subsidiary. 2010 revenue was \$1.1 billion. The company has 1,705 employees and serves about 900,000 customers in Utah.

## The Scope of His Position

After 28 years in healthcare and moving his family ten times, Ron Labrum joined with some other investors and the private equity group TPG to buy the Fenwal division of Baxter in 2007. Fenwal now has close to \$700 million in annual revenue, and operates in more than 100 countries on six continents, with 5,000 employees.

## Critical Strategic Decisions

When Baxter decided that Fenwal wasn't core to its strategy, the division was put up for sale and auction. During that two-year process, Ron said, "the business lost 50 share points." His group's research revealed, though, that the Fenwal name had real value in the marketplace, particularly if they could rejuvenate the business. So they bought it.

## Leadership Challenges

Some acquisitions are "lift and shift," Ron said, but they had to disentangle Fenwal from Baxter, a very integrated business with a number of shared support services. Ron's team consolidated the number of manufacturing facilities from 16 to five, and the number of offices abroad from 16 down to one in Europe--Brussels, and one in Asia--Beijing.

Then they established a common vision, including putting in place several metrics, such as key promoter scores—how does the customer feel about us? They aligned compensation with those metrics.

The top management group had to tackle some cultural issues; people from different European countries didn't necessarily get along well. They established a focused communications process to reinforce the necessity and benefits of working together.

He and his team identified the promising projects in research that had been abandoned or starved of resources along the way. "We went through a rigorous process to ensure the current market viability of each potential product," he said. This resulted in the number of new products in the pipeline tripling.

## Leadership Learning

Ron acknowledged some mistakes that were made in the process of revitalizing Fenwal. "We did two things that were popular but turned out not to be right—outsourcing customer service and financials, both payables and receivables," he said. The outsourcing became "an absolute disaster," he said, and those functions were brought back in-house.

He believes that one of the best decisions he ever made was to accept the lowest paying job offer he got when he was about to graduate from Utah State, an offer from American Hospital Supply. He knew they had a strong leadership training program and that if he did well, he would be given a part of a business to run after the training. He got the job, and that's exactly what happened.

"I have realized the importance of balance and the need to always stay focused on employees, customers, and shareholders."

— Ron Jibson



### Elder Steven E. Snow

1974 Bachelor of Science Degree in Accounting from USU, law degree from BYU, practicing attorney until 2001, member of the Presidency of the Seventy in the L.D.S. Church since 2001

## The Scope of His Position

Elder Steven E. Snow has a job where his bottom line is measured not in dollars but rather in spiritual leadership terms. A former attorney, Elder Snow is now a member of the Presidency of the Seventy in The L.D.S. Church, and his responsibilities include shepherding nearly two million members of his church in Utah. In this role, he recently led a successful, but logistically challenging, change in the way congregations of young single adults, ages 18 – 30, are organized.

## Critical Strategic Decisions

Before he left his private practice as an attorney in 2001 to serve his church full time, the firm he founded along with David Nuffer included 25 attorneys located in St. George and Salt Lake City.

In the 1980s Salt Lake firms wanted to establish branch offices in St. George with and through his firm. Instead, he and his partners decided to tap their own entrepreneurial instincts and see how their business model would play in Salt Lake. By 2001, their Salt Lake office successfully employed 14 attorneys.

## Ethical Issues and Strengths

Elder Snow said attorneys receive extensive training in ethics that make the ethical path forward clear when it comes to legal matters. He said sometimes people don't understand why attorneys defend people who are guilty.

"We know, from our training and from the Constitution, that everyone is entitled to representation, so I have no problem with a vigorous defense of criminal defendants," he said. "That makes the system work. If you or I were ever caught up in that system, we would want it to work for our benefit as well."

## Leadership Learning

He has served as the chair of the Board of Regents in Utah, the chair of the Western States Commission of Higher Education, and the chair of the Grand Canyon Trust, an environmental organization--all positions that required him to build consensus and make strategic decisions about where to invest limited resources. He said that building consensus and developing a shared vision delivers the best long-term results. [E](#)



## Stephen R. Covey's latest book opens the door to "Third Alternative" solutions

BY STEVE EATON

It would be easy to argue that the world could use a little dose of Stephen R. Covey, the Jon M. Huntsman Presidential Chair in Leadership.

One need not search the news too deeply to find evidence of clashing ideologies, frustrated activists, and unsatisfying compromises. When so many issues are resolved by debates and poll numbers, and are tracked as wins and losses, many people are interested in finding a better way.

Help may still be a few weeks away, when Dr. Covey's latest book, *The Third Alternative: Solving Life's Most Difficult Problems*, hits the shelves. And while it's unlikely that the world will immediately shift gears because of a new book, one could argue that the principles in Dr. Covey's book, if applied, could change the game. In the book, which explores the benefits of Dr. Covey's version of synergy, he offers some ideas that could benefit anyone who feels they have been locked in a no-win situation where conflicting views seemed destined to clash forever.

*The Huntsman Alumni Magazine* was offered an early look at the book. On the surface, it may seem to be simply about how to compromise more effectively, but there's much more there. Rather than advising people to find common ground, Dr. Covey suggests people can find new territory—a place where a third alternative can be discovered. He says true synergy is not about compromise that creates lose-lose agreements, but it is about finding ways to create new solutions that are far better than either side's proposal alone.

Professor Covey says that very few people understand true synergy, and yet he describes this concept as "the highest and most important insight I have learned from studying those people who lead truly effective lives."

In the book, Dr. Covey gives an example of a leader who helped an employee find a third-alternative solution. The worker took a job at a lower salary than he had hoped for just to get in the door. He soon discovered his new wages were not

enough, and his family was struggling to make ends meet. He decided to approach his boss, and found her open and willing to listen to his concerns.

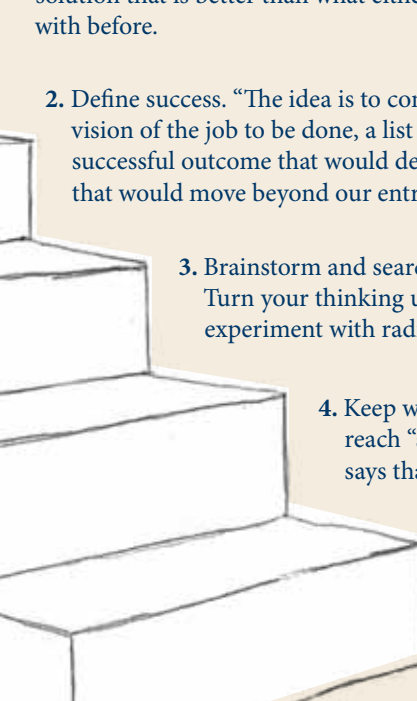
“She just listened, and I talked quite a lot about what I’d been doing for the firm. She asked me what I thought about the company, its customers, its products. It was odd. We had this long conversation that I thought was going to be about my pay, but instead it was about me — how I was doing, what I thought, what I’d learned in my few months at the company.

“Then she asked me about a certain customer I’d been working with. She wanted to know my ideas for expanding our business with that client, and I actually did have some thoughts that I shared.

“A couple days later, she invited me back into her office. Three or four other people joined us, and she had put up on a whiteboard my ideas for this client. We had quite the discussion, and a lot more discussions after that. I was excited. Finally, they offered me an expanded job with higher pay and responsibility for a new level of service to this important client.”

Dr. Covey cites a number of other examples where third alternative thinking helped people solve vexing problems. He said in 1992 a new type of cholera raged through India. Politicians and health workers fought over the expense and difficulty of purifying water in the hardest-hit areas of the country. An Indian scientist, Ashok Gadgil, however, looked at the problem in a new way and developed a process to use ultraviolet radiation to destroy bacteria in the water. He invented an ultraviolet water purifier that can run off a car battery and decontaminate a ton of water for about half a cent.

Covey suggests a four-step process to finding synergistic solutions.

- 
1. Ask the people involved if they are willing to go for a solution that is better than what either side has come up with before.
  2. Define success. “The idea is to come up with a clear vision of the job to be done, a list of criteria for a successful outcome that would delight us both — criteria that would move beyond our entrenched demands.”
  3. Brainstorm and search for new solutions. Turn your thinking upside down and experiment with radical possibilities.
  4. Keep working at it until you reach “synergy.” Dr. Covey says that you can tell when that happens because there is a “burst of creative dynamism” and excitement in the room. At that point hesitation and conflict are gone.



Stephen R. Covey addresses faculty and students during Business Week 2010.

Dr. Covey wrote the internationally best-selling book *The 7 Habits of Highly Effective People* that was recently named as one of the 25 “most influential business management books” by *TIME Magazine*. In his new book he is offering additional insight aimed at helping people better understand the basic principles he taught in his first book, especially those directly relating to finding synergistic solutions.

Dr. Covey has never been one to propose shortcuts to better character or manipulative management techniques. In his book he warns that it takes patience and persistence to harness the benefits of true synergy.

“In *The 7 Habits*, I was able to deal with this principle in only a general way, but in this book, I invite you to explore it with me much more broadly and deeply,” he writes. “If you pay the price to truly understand it, you’ll never think the same way again. You’ll find yourself approaching your most difficult challenges in life in an entirely new, exponentially more effective way.” ■

*In February 2010, Stephen R. Covey became the first Jon M. Huntsman Presidential Chair in Leadership. In his role as a research professor he continues to write and influence leaders around the world who want to center their lives on timeless principles and synergistic practices.*



## Growing strong leaders at Disney & Honeywell

BY STEVEN H. HANKS, PH.D.

According to leadership expert Noel Tichy, “Winning companies win because they have good leaders who nurture the development of other leaders at all levels of the organization.”

Nurturing leadership across the organization doesn’t happen by chance — it requires focused attention, starting at the top of the organization. To gain greater insight into key processes for growing leaders, we interviewed two graduates of the Jon M. Huntsman School of Business, Mark James, senior vice president of human resources and communications at Honeywell, and Steve Milovich, senior vice president of human resources, Disney/ABC Television.

Both men said they see leadership development as core to their strategy and operations.

“I think the best gift we can give every employee in our company is a great leader to work with,” Mr. Milovich said. “Leadership is one of the top determinants of why people join and stay with a company. That makes all the difference in the world.”

At Honeywell, developing leaders is strategic and systematic.

“It’s not that we’re doing it because we want people to self-actualize and that sort of thing,” Mr. James said. “We

have a business and shareholder purpose behind why leadership development is so core to what we do. We have a strong belief that we would rather grow our own leaders internally, no matter what country they’re in, rather than hiring someone from the outside.”

Consistent with this belief, in recent years Honeywell has filled 85 percent of its senior management openings internally. In Mr. James’s mind, leadership development is central to achieving Honeywell’s commitment to customer and shareholder performance.

Growing leaders requires multiple elements, including identifying potential leaders and developing their skills through stretch assignments, developmental experiences, and mentorship, according to both Mr. James and Mr. Milovich.

“We have to hone the capability of our leaders to excel in every facet of their role: the technical and creative as well as the

“Leadership is one of the top determinants of why people join and stay with a company.”

— Steve Milovich

people-focused element,” Mr. Milovich said.

Central to Honeywell’s strategy for leadership development is identification and rigorous assessment of leadership talent.

“There are the usual ways to identify people, either by observing strong performance or business results, or someone who demonstrates they are capable of driving a lot of change, or someone who comes up with a remarkable marketing or business development strategy, or excels in operations or invents something in our engineering group,” Mr. James said. “These are the normal ways, but I think what distinguishes Honeywell is the emphasis that we put on what we call the MRR, the Management Resource Review. It’s a mix of assessment and succession planning and development.”

Mr. James talked about the process.

“Not only do you as a manager assess your own talent, but you explain it your boss who explains it to their boss and it goes all the way up to the top where Dave Cote (Honeywell’s chairman and CEO) and I sit down with every business president, every functional leader, and the people below them a level and we talk about all the people who work for them,” James said.

“A commitment to leadership development really starts at the top of the organization,” said Mr. Milovich.

Mr. James agrees. And while HR, Learning and Organizational Development can play a facilitative role, leadership development is driven by line executives in both organizations, starting with the CEO.

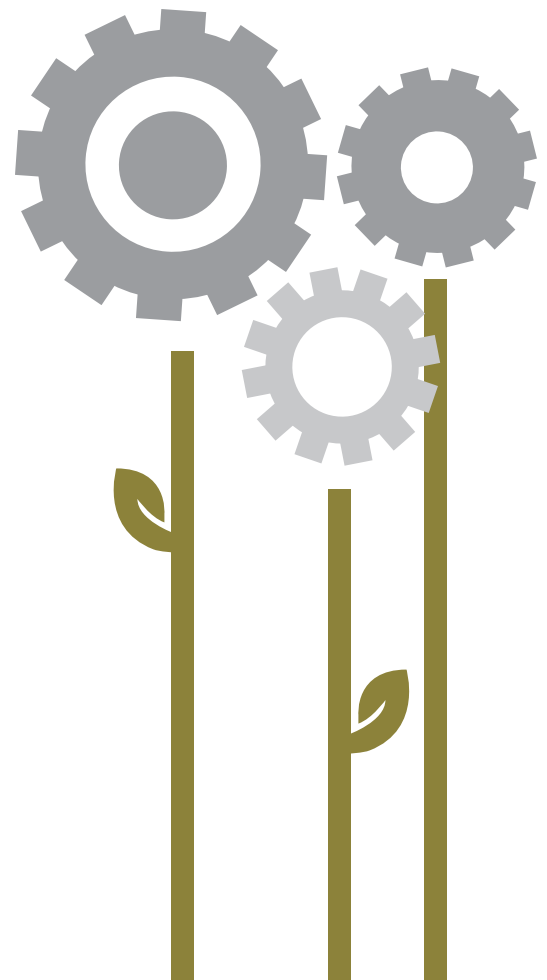
The person who owns the MRR is line management, and that’s driven by Dave Cote. He schedules all the meetings, he asks the business leaders to talk before the HR person talks. And when your CEO expects the business president to know all the people working for him a couple layers down and details about what makes those people tick and what their weaknesses are, that’s what makes all the difference in the world.

A key focus at Disney in recent years has been the development of bench strength, said Mr. Milovich. Each manager holds responsibility for developing leadership talent below them, with increasing accountability for having a “viable slate of succession candidates” for key positions.



“A commitment to leadership development really starts at the top of the organization.”

— Steve Milovich



“We have a strong belief that we would rather grow our own leaders internally, no matter what country they’re in, rather than hiring someone from the outside.”

— Mark James



Mr. James reports that Honeywell executives are responsible for assessing not only the performance of subordinates, but their promotability as well. In the review process, subordinates are sorted into the following categories:

- **High Potential** - capable of two moves up in the next five years
- **Promotable** - capable of one move in the next five years
- **Valued Contributor** - good fit at present level
- **Placement Issue** - not performing well; either in wrong job, or needs to be let go

Both organizations have a mix of formal and informal programs for developing leadership talent. These include leadership, and executive development programs. At Honeywell, Mr. James reports that senior executives have formal mentorship assignments.

Dave Cote and everybody on his staff each mentor three or four high potential leaders.


“They might be a couple of moves away from our job, or they might be just one move away from our job and we mentor them in whatever their key development areas are, in order to make them ready to become one of us at some point,” he said. “Then, that same thing happens in each of the businesses and the functions.”

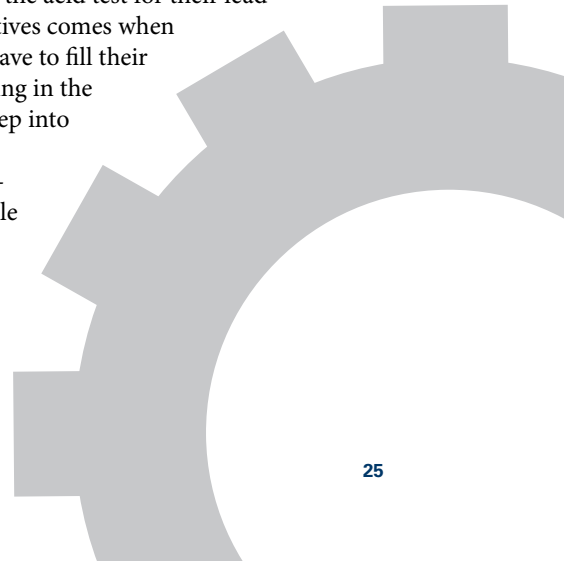
While the process is “more organic” and “less process driven” at Disney, Mr. Milovich reports that the responsibility for identifying, developing, and mentoring talent is core to the leader’s role.

Central in all of this is the integration of leadership and talent planning with the strategic planning processes of the firm. At Honeywell, the MRR process is tied integrally to the organization’s five-year strategic forecast as well as the annual operating plan. Mr. James explains that when Mr. Cote conducts reviews with individual businesses, they spend the morning reviewing the MRR and then the afternoon and evening reviewing the strategic, or annual operating plan of the business.

“It’s not just about managing headcount and cost. It’s really key for us to build organizational capability, and so there’s much more rigor put on that in our planning process,” Mr. Milovich said. “The strategic framework around organization and people is embedded in the long range and annual operating plans, and leaders are held accountable.”

At both organizations, the acid test for their leadership development initiatives comes when someone leaves and you have to fill their position. Is someone waiting in the wings, fully prepared to step into the job?

“Our MRR process ensures we have strong people ready,” Mr. James said. “We don’t use interim roles while we’re searching for a successor. You just don’t see that happening here.” 



# Scott Walker (BA '77)

## MORE ABOUT SCOTT:

EPIC Aviation, Scott's current company, is one of the largest aviation fuel distribution companies in the US and Canada. Epic is involved in the construction, management, and operations of more than 200 commercial and general aviation fueling centers at airports in China to be developed over the next decade. Other services such as aircraft maintenance, flight support, aircraft management, aircraft charter, and concierge will be part of the overall operations.

Scott's BillMatrix Corporation started in 1999 to experience a ten-year period of explosive growth, averaging more than 60 percent per year. The company was acquired in 2005 by Fiserv, Inc., for \$350 million.

Scott owns ProCore Laboratories, a manufacturing contract fill company that opened its doors in March of 2007 and achieved positive cash flow in eight months. The company enjoys substantial growth in revenues and is expected to reach more than \$50 million in revenue.

Scott is on the Board of Trustees for the Thunderbird School of Global Management, the number one ranked international graduate school. The Walker Center for Global Entrepreneurship at Thunderbird, which Scott helped underwrite in 2005, carries his name.

Scott Walker received a BA from Utah State University (1977) and an MBA from Thunderbird School of Global Management (1981).

In 2006, Scott was awarded the prestigious Ernst & Young Entrepreneur of the Year® award for Service in the Southwest Region of the United States.



# 2011 Distinguished Executive Alumnus Award

## Global Entrepreneur Earns Top Huntsman School Honor

BY TROY OLDHAM

FOR SCOTT WALKER (BA '77), RECIPIENT OF THE JON M. HUNTSMAN SCHOOL OF BUSINESS 2011 DISTINGUISHED EXECUTIVE ALUMNUS AWARD, THE ULTIMATE MEASURING STICK OF HIS LIFE IS HELPING THE NEXT GENERATION OF GLOBAL ENTREPRENEURS REALIZE THEIR POTENTIAL.

A conversation with Scott Walker about his vision for business success in a global economy is a lot like riding a new super roller coaster at a theme park. The discussion starts on a positive climb, followed by a quick decent into the realities of the current business environment, followed by a series of climbs, rolls, and dives as he explains the highs and lows of life as a creator of value and wealth.

Scott Walker has a history of building successful new companies in multiple industries. He is a well-known entrepreneur, philanthropist, and leader in the financial technology industry. Through the creation of Billmatrix, Scott is largely credited for creating the electronic direct billing industry in bill payment. After selling Billmatrix in 2006 for \$350 million, Scott was given the 2006 Ernst & Young Entrepreneur of the Year® award for the Southwest Region. The same year, Scott received the Pinnacle Award from the Sales & Marketing Executives International Academy of Achievement.

Today Scott devotes much of his time to leading EPIC Aviation, one of the largest aviation fuel distribution companies delivering Avgas and Jet A fuel to both general aviation enthusiasts and large commercial carriers in the United States and Canada. EPIC has also been working with the Chinese company responsible for all jet fuel delivery throughout the country, and is entering a joint venture in which it would undertake the development of general aviation throughout China.

The most intriguing component of Scott's story is its humble beginning. His story could easily be our own story of success if we were equally prepared to sacrifice, apply a focused commitment to succeed, and have a healthy dose of stubbornness. It is a story laden with disappointment, false starts, and significant paradigm shifts in the economy. The difference for Scott has been the relentless pursuit of what he believes about life: "Capital, and eventually success, will flow where it is treated best. Success seeks you out if you have a strong vision, a recognizable

opportunity, and the will to make the vision a reality." Scott pulls no punches. He believes it takes true grit to be an entrepreneur and suggests the following attributes of a successful entrepreneur: enthusiasm, courage, perseverance, knowledge, clarity, and flexibility.

Today, Scott continues to create and drive successful businesses in the packaging, energy, wine, and global aviation industries. While these areas pique his business interests, he also passionately pursues opportunities to share his experience and life lessons in an academic setting. In 2005 he established the Walker Center for Global Entrepreneurship at the Thunderbird School of Global Management. He is also a member of the Executive Board of Directors of the Cox School of Business at Southern Methodist University and an advisory board member of the Institute for Innovation and Entrepreneurism at the University of Texas at Dallas.

Scott's passion about education is reflected in his commitment to helping young entrepreneurs discover their own purpose and potential. "I am concerned about a generation that expects the government to give them something. We must find and encourage leaders who want to add value and make a difference in the world."

Ask Scott what fulfills him the most and he will tell you, "making sure the next generation 'gets it' and has the skills and abilities to be successful." He continues, "I see a trend towards more divergence, I think fewer people are willing to do what it takes to change the world. I want to be a change agent, through education, to help the next generation see that they can create real value and make a difference in the world."

Douglas D. Anderson, Dean of the Huntsman School, noted that "Scott represents the four pillars of our school, global vision, entrepreneurial spirit, analytical rigor, and most of all ethical leadership, throughout his life. He is a tremendous model for the entire USU community."

Scott said he was very honored by this recognition, and quoting Winston Churchill, he shared a thought that continues to drive his actions, "Earning a living is not counting what you get out of life, but what you give." ■

# LEADERSHIP GIFTS

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## why we give ★

When our children finished college it was easy to switch that portion of our budget from our children's education to the creation of several scholarships at Utah State. We have now found great pleasure in making these gifts. As we learn about the difference that these contributions have made in the lives of students, particularly several single mothers, it confirms that this was a great decision.

**William G. (BS, political science, '72) & Billie Murray**

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## why we give ★

I give to the Huntsman School because I believe in our students. I also give because supporting higher education is the right thing to do if you believe that education is the key to economic development and prosperity. Since most of our students work in Utah after graduation, my support helps them and helps the place I call home.

**Katherine M. Chudoba (BA, education, '77,  
College of William and Mary)**

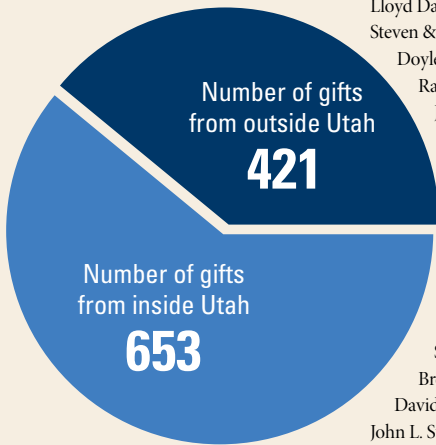
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why we give ★

We both have very fond memories of our time at USU. We also remember how much it meant to us to be on the receiving end of financial assistance. That is why we try to give back. USU has hardworking students and we are happy to help make attending college a little easier for some.

**Brian (BS, finance, '93) & Natalie (BS, elementary education, '94) Broadbent**

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## why we give ★

It is an honor to be able to support an outstanding institution of higher education such as Utah State University. Coming from the east coast and spending four years in Logan opened my eyes to the beauty of the intermountain west, the rugged athleticism and pioneering spirit of the state's native population, and the importance that is attached to the value of education in shaping the lives of young people.

**Ken Rodgers (BS, accounting, '79)**

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My wife and I are both educators; we've witnessed firsthand the impact of scholarships in our students' lives. We ourselves have benefited from others who were willing to invest in us. We give because we believe the greatest ROI comes when we invest in people.

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# VISION

**Crystal Maggelet** President & Chief Executive Officer, FJ Management, Inc.

## It Can Take a Bit of Bravery to Succeed

In December of 2008, when I learned that my family business, Flying J, was going to enter bankruptcy I was shocked. We had been on an amazing path of growth for the past five years and there had been no real warning signs.

An army of attorneys and consultants advised us to bring a restructuring executive to lead the company. My gut instinct was that we needed a family member calling the shots if we wanted to pay creditors back. I consulted with my husband, family, and employees and we decided that I would become CEO. I had four kids at home age 8-13. I had not been working full-time for eight years and suddenly I was the leader of a very large company.

My two goals were to pay everyone back completely and to keep as many jobs for our employees as I could. With these two goals in mind, I began looking for the right path. One day, I met Jimmy Haslam, the CEO of Pilot, our toughest competitor. From my first meeting, I could tell Jimmy was an amazing leader. We decided to merge our companies. The decision was difficult because it meant we would no longer be the operator of the Flying J retail plazas. But in the end, the merger became the cornerstone of our restructure plan, and we paid our creditors 100 percent with minimal job loss. We now have ownership in Pilot Flying J and have kept several of our other businesses intact and headquartered in Utah with a solid future ahead.

I asked my daughters what leadership meant to them. I agreed completely when they said a leader believes in themselves and is brave. My father founded Flying J, and as the leader of the company he trusted his employees and gave them authority to be leaders themselves. He was an amazing listener and mentor to many. He died tragically in a plane crash several years ago and in my position as CEO of FJ Management, formerly Flying J, there are very few days that go by that someone doesn't remark to me about what a great leader my father was as he built Flying J. My mother Teddy Lou Chamberlain was a leader too. She became involved with the diet business and quickly became one of the largest franchisees in that company. She is confident, smart, and very approachable. She always inspires me by her example that you can do anything you set your mind to do.

My vision of leadership is having the confidence to rise to the occasion. Whether it is as a part of a school club committee, a sports team, or a large company, a leader will usually rise to that position because they see a need and are willing to take the responsibility to make an impact. A leader knows how to build a strong team, listen to their team, and takes responsibility for decisions. My biggest heartache about the merger of our company was that 200 long-term corporate employees lost their jobs. As a leader you do not always have as many options as you would like to satisfy every situation, but in order to make progress sometimes you have to make the best choice you can and move forward. ■



# VOICE

Jeff Clark

Chairman and CEO, J.D. Clark and Company and Praesideo Funds; Member of the Jon M. Huntsman School of Business National Advisory Board

## Two-Ears, One-Mouth Principle Makes Good Rule

WHAT ARE SOME OF THE GUIDING PRINCIPLES THAT ANCHOR YOUR LEADERSHIP PHILOSOPHY?


Some years ago I identified some guiding principles present in my life that had been very useful up to that point and served to be extremely useful from that point forward. I call them the “Rules I Live By.” They are:

- Honesty and integrity provide the framework for all decisions.
- There is not a job, client, or business worth the price of moral sacrifice or the compromise of personal values.
- Be a listener. Remember the two ears, one mouth principle. Listen twice as much as you talk.
- Gain perspective by wearing another’s shoes and walking another’s path.
- Good men learn from their own mistakes, wise men learn from others’ mistakes.
- There are few, if any, plateaus but many wonderful vistas along the way which is usually a steep difficult trail.
- There is always someone smarter and better. Someone will always build a better mousetrap.
- There are few, if any, get rich quick schemes or overnight successes. If it sounds too good to be true, it usually is.
- Manage by goals and objectives. Empower and incentivize others to succeed.
- Measure your success by how you feel about others and how they feel about you. At the end of the day, all you take with you is what is in your heart and all you leave behind is how people feel about you.

WHAT ADVICE DO YOU HAVE FOR OUR STUDENTS AS THEY SET OUT TO BECOME LEADERS IN THEIR COMMUNITIES AND THEIR COMPANIES?

While there are many, two principles have served me well in my career. As I began my career, I worked hard to ensure I understood what was required of me and how these “puzzle pieces” fit together not just for my part but what the entire “big picture” was to look like. This yielded great autonomy for me because my work became objective and strategically oriented as I built technical expertise in my area and continued to understand how it fit into the “big picture”. As I built and ran my own companies and began to interface with clients and investment managers, a second principle became very, very important to me. Dr. Covey states it as “Seek first to understand, and then to be understood” and in my simple rules I denote it as the two ears, one mouth rule. I found I didn’t need to really invent any new wheels but just learn from others’ experience and wisdom.

WHAT DOES “DARE MIGHTY THINGS” MEAN TO YOU?

Two things: First, make a positive difference in others’ lives whether with your family, internal or external clients, or your peers by always being part of the solution rather than part of the problem. Second, dare to walk an extremely high ethical road and then all the rest will work out. It won’t be easy at times and there may be economic consequences but, by doing so, you never have to manage anything but truth and reality and will live with internal peace and tranquility. 

“Far better it is to dare mighty things, to win glorious triumphs even though checkered 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

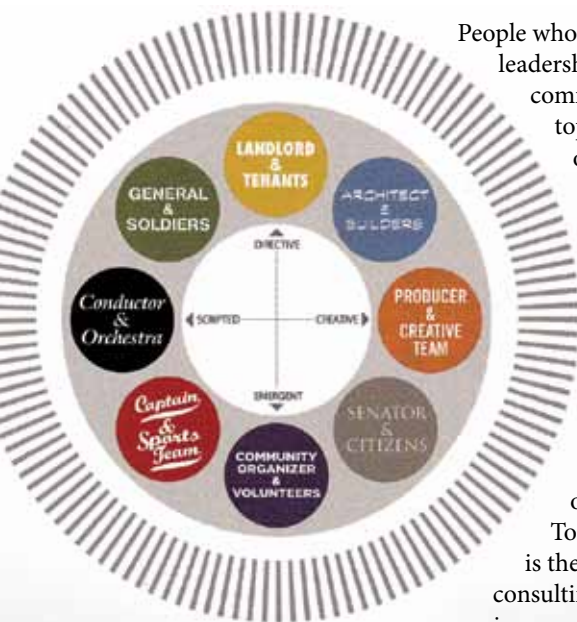
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THINGS**

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## REQUIRED READING

# As One by Mehrdad Baghai & James Quigley



People who study business leadership like to say, “The command and control, top-down model is over, and the collaborative model is in.”

As it turns out, there’s a lot more to the story than that—as we now know from an ambitious two-year research project carried out under the CEO of Deloitte Touche Tohmatsu Ltd., which is the world’s largest consulting and professional services organization.

That CEO is James H. Quigley, a graduate of Utah State University with both a Bachelor of Science degree in accounting and an honorary Doctor of Business degree. He led the research project and co-authored a book about it with Mehrdad Baghai, an accomplished executive and strategist, and three others, Ainar Aijala, Sabri Challan, and Gerhard Vorster.

*AS ONE: Individual Action-Collective Power* is the book. It grew out of an ambitious project to delve deeply into the underpinnings of “collective leadership,” to understand the different leadership models that work best in disparate kinds of organizations—from the public sector to the non-profit world. The authors set out to shift “the discourse from loosely-defined, theoretically appealing concepts to a much more analytically rigorous and pragmatic footing.”

The question they have answered is profound: how best to turn individual action into collective power.

Using a statistical approach called “cluster analysis,” they have defined eight illuminating archetypes, organized around two axes. One axis describes how power is exercised, and the other how individuals’ tasks are carried out.

Each archetype is accompanied with a fascinating case study on businesses such as the Apple App Store, Linux, Marriott, and Cirque du Soleil. Short profiles describe leaders who personify each archetype, such as Gandhi; Omar Bradley, the last five-star general; and the Roman Cicero, “Father of the Free State.”

The archetypes are: Landlord & Tenants, Community Organizer & Volunteers, Conductor & Orchestra, Producer & Creative Team, General & Soldiers, Architect & Builders, Captain & Sports Team, Senator & Citizens.

This book advances our collective understanding of leadership significantly and is well worth reading.

*AS ONE: Individual Action — Collective Power*  
By Mehrdad Baghai & James Quigley, with Ainar Aijala, Sabri Challan, and Gerhard Vorster  
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