

# MARRIOTT

ALUMNI MAGAZINE



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# MARRIOTT

ALUMNI MAGAZINE

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◀ MARKING FIFTEEN YEARS SINCE THE 11 SEPTEMBER 2001 TERRORIST ATTACKS, BYU ROTC CADETS KEPT VIGIL ALONGSIDE THE CAMPUS US FLAG. CADETS, STUDENTS, AND ONLOOKERS PLACED SMALL AMERICAN FLAGS NEARBY IN A SHOW OF REMEMBRANCE AND REDEDICATION TO FREEDOM. PHOTO BY JAREN WILKEY.

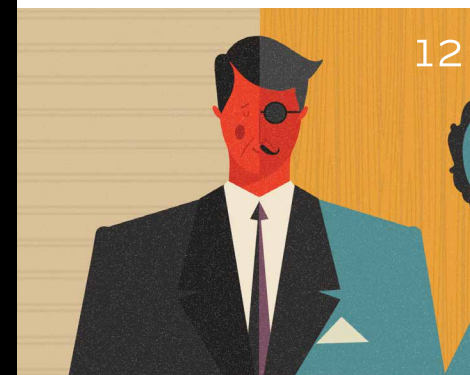


I don't want your socks from **your giant monster feet**. • It's still doable on a calculator. But don't. • Oh, hi. I tried to call you, **but now I will not**. • We should start a business. I literally have, like, lots of ideas. • You should go to room 110 right now. **It's full of accountants stressed out of their minds**. • At the same time, I was kind of like: "Oh yeah, I'm falling in love with you." • There are more options right now than ever before just by the **nature of the beast**. • I already know how to do all of that right now. • Let's write a research paper on dating in Provo. That'd be sick. • I don't want to go to heaven; **none of my friends will be there**. • Want to hear a sad story? This morning **I shaved my left leg two times** instead of both legs once. • That's why I keep a Diet Coke by my bed: to keep from being translated. • **Italy is the least worst**. • When are you getting engaged? I don't know. Hopefully in five days. • What human being doesn't love **all-natural peanut butter**? • **I get my eyebrows done** when I need to motivate myself. • Does it surprise you how many people are here on Friday? Poor unfortunate souls. • After this week **I think I'm going to get an ulcer**. • Now we have to pretend to be candid. How do we be candid? • **Do you have an annoying voice?** No, I just talk, and people make fun of me later. • I'm trying to find the appropriate time to sic my family on him. • I'm such a fool. Why? **I ordered a salad at Wendy's**. • I don't need to be needed nor do I want to be needed. • You aren't even listening to me, are you? I was listening until I started reading **this thing about cheese**. • **I just got lost inside a JCPenney**. • I get really super tan in the summer. **I look good**. • Can I spend all your money? • One time this black dog was chasing me, and I was really scared, **but he turned out to be completely blind**. • I have to write two four-page papers, and we had two auditions. I had all of these things. I didn't finish half of it. • **I do my laundry at her mom's house**. Her mom even offered to let my roommates do their laundry at her house. • **Dating is about quality, not quantity**. • We should have a bonfire. • I can't tell if she's a nice person or not. • Just tell her: **"It's not you, it's me."** • How do you get out of this building? • I always hold my breath in that elevator **because it stinks**. • That's why they took away my phone. • **She's hatching an egg!** • She's excited to change her name to something shorter. I was, like: "Hey, if you have the opportunity, why don't you **make it something cool, like Spider**."

#### OVERHEARD IN THE TANNER



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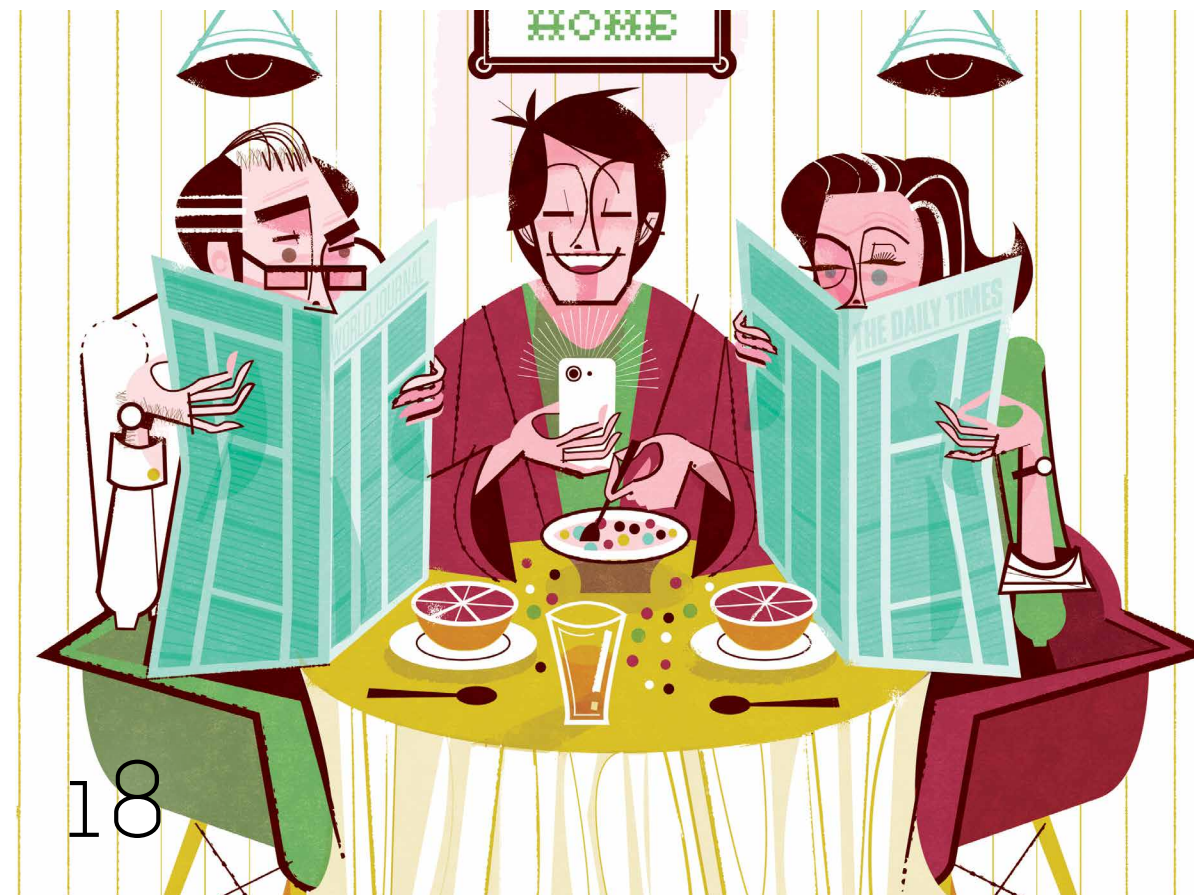
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Cover photos by Bradley Slade



# PRESIDENTIAL ELECTION GUIDE

By Megan  
Hendrickson

After a divisive campaign that brought us the #AnyoneButTrump movement and Hillary Clinton's literal Woman Card, you might know where you stand when it comes to the presidential candidates—or maybe you're not so sure, even as the polls ready to open this November. But that's not what this guide's about.

Here we present an alumni-tailored look at the American political process: what's working and how we, as Marriott School grads, can fix the things that aren't. Read words from elected alumni leaders, find out what issues matter most to voters like you, and learn how BYU research is shedding new light on America's polarized rhetoric.



If Not Us, Who?

by Tagg Romney

In this time of political upheaval, I am sorely tempted to throw my hands in the air in disgust and walk away from the political process. We are encouraged to vote our conscience, but my conscience is ill at ease with the current rhetoric of both major political parties. And yet, our nation’s founders paid such a dear price for our liberty and system of self-governance that my conscience also won’t allow me to sit idly by.

I’ve spoken with many who feel so let down by today’s political landscape that they are choosing to ignore politics altogether. There is so much water running over the riverbanks at this point, they argue, that adding one small bag of sand to the breached strand won’t make enough of a difference to be worth the effort. Plus, their lives are so busy with so many other good activities—work, church, family, recreation—that it is easier to leave the bother of governance to those few still willing to enter the arena. I admit that I’ve felt the same way at times.

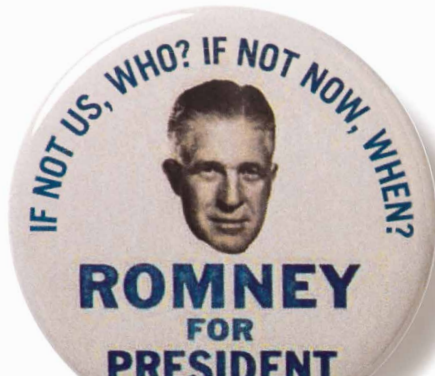
It is tempting to feel secure in the belief that our government is stable, that the checks and balances put in place long ago by George Washington, James Madison, and Alexander Hamilton are strong enough to protect against the decline and collapse that have befallen other experiments in democracy. However, these checks and balances are only as stable as the leaders we elect to uphold them.

Upon leaving the Constitutional Convention in 1787, Benjamin Franklin was asked what system of government had been established, and he famously quipped: “A republic, if you can keep it.” He was not alone in worrying about the permanency of our constitutional republic; Hamilton, Madison, and others fretted that past democracies had all eventually crumbled from within. John Adams predicted in a manner that now seems clairvoyant: “Democracy will soon degenerate into an anarchy, such an anarchy that every man will do what is right in his own eyes and no man’s life or property or reputation or liberty will be secure, and . . . will soon mould itself into a system of subordination . . . to the wanton pleasures, the capricious will, and the execrable cruelty of one or a very few.”

I fear we may now stand upon such a precipice as Adams and his compatriots foresaw. As tempting as it may be, now is not the time for us to shirk our civic duties. Now is the time to make our voices heard in whatever capacity we can. We must educate ourselves on the issues of the day; select good men and women of high moral character to represent us at every level of local, state, and federal government; and vote for the candidates we believe will best uphold our values. I encourage all of us to find a way to become further involved: volunteer for a campaign, run for office, or write to your representatives.

In 1963 my grandfather and former presidential candidate George Romney popularized an ancient mantra that is as true today as it was then: “If not us, who? If not now, when?”

I echo his statement. For truly, if not us, who?



**TAGG ROMNEY**, the son and grandson of two presidential candidates, graduated from BYU with a degree in economics in 1994 and earned an MBA from Harvard Business School in 1998. A management consultant and venture capitalist, Romney is a member of the Marriott School’s National Advisory Committee.

FOUNDING FATHER

George Washington was the only American president to be elected unanimously.



LEANING LEFT

Six of the last twelve presidents have been left-handed despite lefties making up only 10 percent of the world’s population.



BELLWETHER

Vigo County, Indiana, has voted for the winning candidate in every presidential election since 1956.



TRICKY TREAT

Ever since Ronald Reagan’s rubber likeness outsold Jimmy Carter’s, the sale of Halloween masks has been tied to electoral outcomes.



Meeting in the Middle

Republicans are red. Democrats are blue.

BYU public management professor Eva Witesman advocates a more prismatic approach.

During the 2012 presidential race, Witesman set out to identify which values predicted voters’ political preferences. Surveying people from around the country, she asked respondents to identify which issues were most important when choosing a commander-in-chief. Unsurprisingly, liberals identified things such as social justice and the protection of minorities. Conservatives favored national security and altruism. But that’s about where the blue-vs-red matchup ended.

“What was interesting was there were a ton of values that neither party was capturing,” Witesman

says. “And these were values that research had previously demonstrated were important for making public sector decisions.”

Witesman’s study, coauthored with retired Marriott School professor Larry Walters, was published in the *International Journal of Public Administration* last year. The findings reveal that Americans tend to agree more than this election’s polarized rhetoric might suggest. These neutral values—think accountability, efficiency, and transparency—were universally important to voters regardless of political preference.

So what’s a values-driven voter to do when parties paint with broad strokes?

First, become an empowered citizen. “We have to be active beyond just voting,” Witesman says. “If we want to see all of our values come to fruition, we need to work to enact them, whether that is through the nonprofit sector, community organizations, or local government. It’s unfair to place that burden solely on our elected officials.”

Second, keep all of your values in mind when you step into the ballot box. “Political candidates can’t and don’t fully represent the range of things that individuals find important—that’s not how you win an election,” Witesman explains. “While we might align with one candidate on a specific value, we should think about and vote our full range of values.”



Want to read more?

Witesman’s study was inspired by **Culture War? The Myth of a Polarized America**, authored by Morris Fiorina, a Stanford political scientist, with BYU professor Jeremy Pope.

BLUE VALUES	NEUTRAL VALUES	RED VALUES
Protection of minorities Government effectiveness Advocacy Regime loyalty	Accountability Efficiency Learning Following rules Transparency Responsiveness	Service Rule of law Customs National security
Equal treatment Social justice	Confidentiality Administrative structure Self-Motivation Listening to public opinion Continuous improvement	Influence Leadership Citizen involvement Impartiality Openness Innovation
Fairness Public interest Sustainability		Compliance Altruism Regime dignity Citizen autonomy

“Let each person do his or her part. If one citizen is unwilling to participate, all of us are going to suffer. For the American idea, though it is shared by all of us, is realized in each one of us.” —BARBARA JORDAN, TEXAS CONGRESSWOMAN, DEMOCRATIC NATIONAL CONVENTION, 1976



# The Case Against Violent Rhetoric

For BYU professors David Wood and Josh Gubler, the evidence is clear: violence is infecting our public discourse.

It was Utah's "Holy War"—one of college football's most notorious rivalries—that sparked the pair's first research question: does framing issues in violent terms lead to unethical decisions?

After tackling CEOs' use of hostile rhetoric last year, Wood and Gubler are now zeroing in on politicians in a paper that's currently under review at a leading political science journal. Through a series of experiments, the duo found that violent metaphors—laced with words such as *fight*, *battle*, and *attack*—are contributing to political polarization on an individual level. Here, the professors discuss their findings and the implications for voters.



**"I love deliberative democracy and the chance for sharing ideas."**

—JOSH GUBLER



**"When you have an election, you have a new beginning and the chance to ask, 'How could we improve society?'"**

—DAVID WOOD

*Talk us through how you tested your hypothesis.*

**JG:** We conducted experiments presenting individuals with policies. Some people saw a policy statement that had a violent word in it such as, "We need to fight for this." Others saw, "We need to work for this."

**DW:** We changed just one or two words and everything else in the study was identical. Since we randomly assigned people to both groups, we can say that if there are any differences, it is because of those little changes in the words. We found that the people who were more aggressive were more likely to go to the extreme end of their political party's preference while those who exhibited less aggression moved to the middle.

*How did you measure aggression? What did the results look like?*

**JG:** We used a measure called trait aggression. Survey participants responded to a battery of questions, rating themselves on a five-point scale. This told us how naturally aggressive respondents were in their everyday interactions. Like most social characteristics, there was a bell curve. We found that it was distributed across political parties fairly equally, although there tends to be slightly higher trait aggression on the right than on the left.

*BYU's Eva Witesman argues that most Americans are in the middle of the political spectrum (see page 7). Do your findings fit into that framework?*

**JG:** There is a middle ground, in terms of policy and values, where a lot of people agree. What violent rhetoric does is fire up people who are naturally aggressive and on the poles. But it turns off that middle group who are repulsed by the language; it actually drives them away from the candidate.

**DW:** And once this group withdraws from the conversation, candidates don't see them, so they think, "I need to use more violent rhetoric to get people involved." It's critical for candidates to see that, yes, violent rhetoric makes some people excited, but it is also turning off a significant group of people.

*What can voters who are concerned about negative political rhetoric do?*

**DW:** Stop using violent rhetoric and encourage a mutual discussion, realizing that we have to compromise. It's not the Republicans' way or the Democrats' way; it's the American way. It's our challenge to figure out how to accommodate the vast diversity of opinions in the best way possible.

## Want to learn more?

Wood and Gubler's first study, published in the Journal of Business Ethics, showed that business execs derail success when they use fighting words at the office. Visit [news.byu.edu](http://news.byu.edu) for details.

# What Makes a Great Political Leader?

**"Being true to the promises that you make and following through on your commitments is more important than just about anything. Your word is your bond."**

—MATT SALMON, EMPA, 1986  
US HOUSE OF REPRESENTATIVES  
ARIZONA'S 5TH CONGRESSIONAL DISTRICT

**"Great leaders see the best in others and inspire them to reach their potential while fulfilling the vision of the organization."**

—KELLEN POTTER, EMPA, 2017  
HEBER CITY COUNCIL

**"A good leader is one who is willing to adopt the motto 'service above self.' Working for the good of the community and improving people's lives are paramount."**

—DEBBY LAURET, EMPA, 1996  
OREM CITY COUNCIL

# Pushing Hot Buttons

It is a truth universally acknowledged that politics and the workplace don't mix. Unfortunately, your coworker, boss, or client may have missed the memo. We consulted the experts to clear up rules of engagement when someone forces a charged conversation.

"If you don't usually engage in political discourse with colleagues, then now—in the run-up to what could be the most divisive presidential election in years—is a terrible time to start," says Ben Hawkes, a business psychologist and founder of UK-based consulting and research firm Mindsight. "Sure, you could end up in a fascinating and respectful discussion, but there's a real risk of negatively impacting long-term professional relationships."

Hawkes recommends developing an exit strategy that you can deploy whenever the election comes up—something that's bound to happen before 8 November. "It might be as easy as saying, 'I like to keep my politics to myself,' or excusing yourself to send an email," he says.

If you can't escape a discussion, focus on nonpartisan issues: how negative campaigns get or the length of the electoral process. By finding common ground, you can avoid potential political land mines. And if someone says something you find offensive, remember to keep it civil.

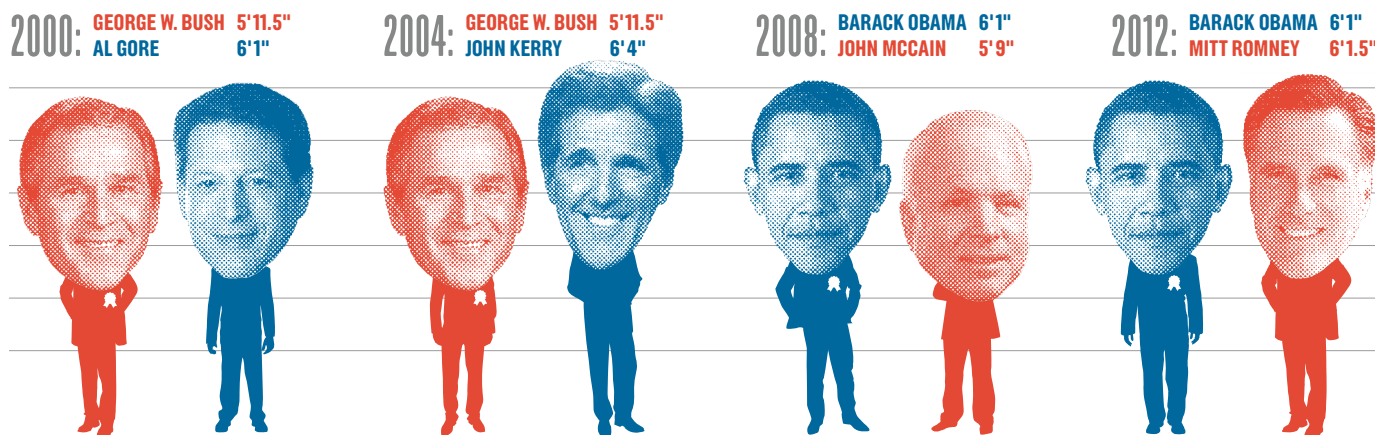
"In January we'll have a new president," Hawkes cautions, "but after the inauguration has come and gone, you'll still have the same colleagues."



## DO I HAVE A RIGHT TO SHARE MY POLITICAL VIEWS AT THE OFFICE?

"Generally, yes," says Fred Manning, a partner at national labor and employment law firm Fisher and Phillips. "Many states have laws that prohibit employers from taking an adverse employment action because of an employee's support or opposition to a political cause, party, or viewpoint." However, employers can regulate the workplace if the political discourse violates discrimination or harassment policies, and are allowed to set reasonable restrictions. For example, discussions can't interfere with getting work done or distract another employee. What an employer can't do: "Be selective based upon the content of an employee's speech," Manning says.

**Tall Order:** Folk wisdom says taller candidates score more votes, but in three of the last four presidential elections the shorter guy took the White House.





“Disagreement is critical to the well-being of our nation. But we must carry on our arguments with the realization that those with whom we disagree are not our enemies; rather, they are our colleagues in a great enterprise.”

—THOMAS GRIFFITH, US COURT OF APPEALS JUDGE FOR THE DISTRICT OF COLUMBIA, BYU FORUM, 2012

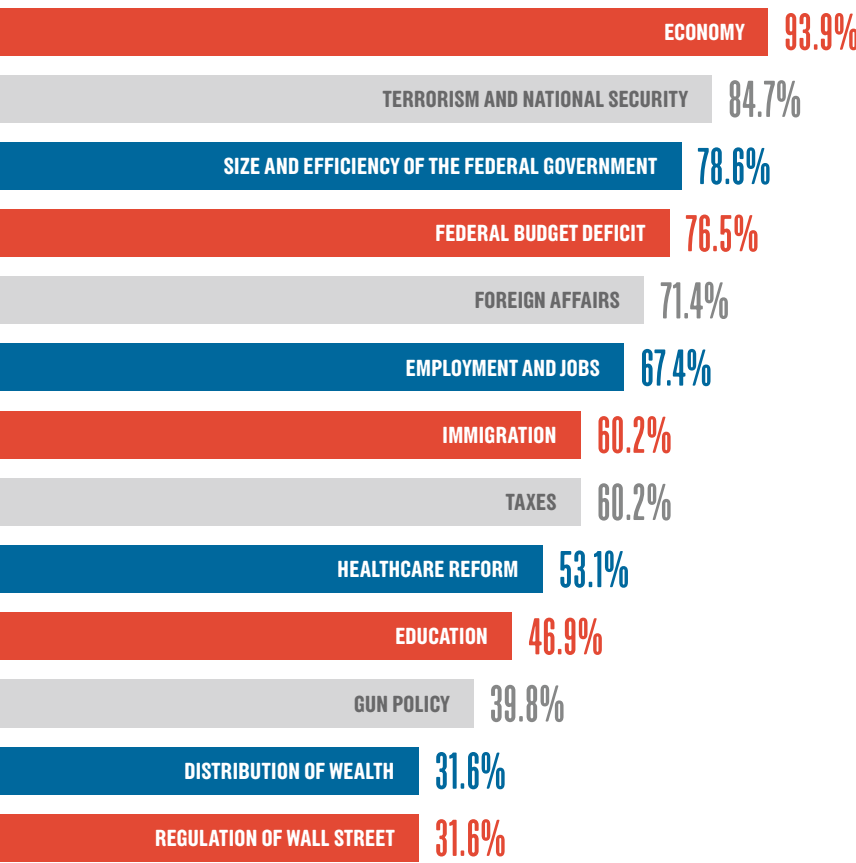
# Voters Like You: Marriott Alumni Magazine Reader Poll

In the previous issue of Marriott Alumni Magazine, we asked readers to weigh in on politics and this year’s White House race. Take a look at the (nonscientific) results.

TOTAL RESPONDENTS: 106

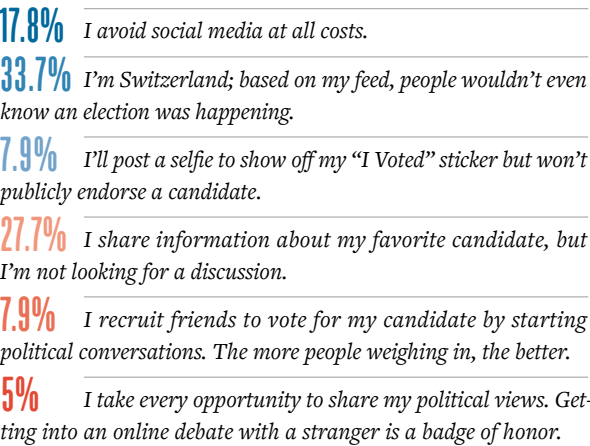
## WHAT MATTERS MOST

Candidates’ positions on the following issues are very or extremely important to earning a vote from responding alumni:



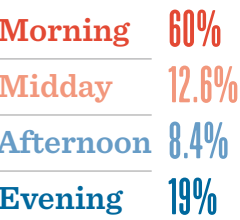
## NEWSFEED

Alumni’s reported election-season social media habits:



## UP TO THE MINUTE

Time of day readers plan to head to the polls:



## STEPPING UP

25% have volunteered for a campaign

Alumni voted **Ronald Reagan** as their all-time favorite president, followed by **George Washington** and **Abraham Lincoln**

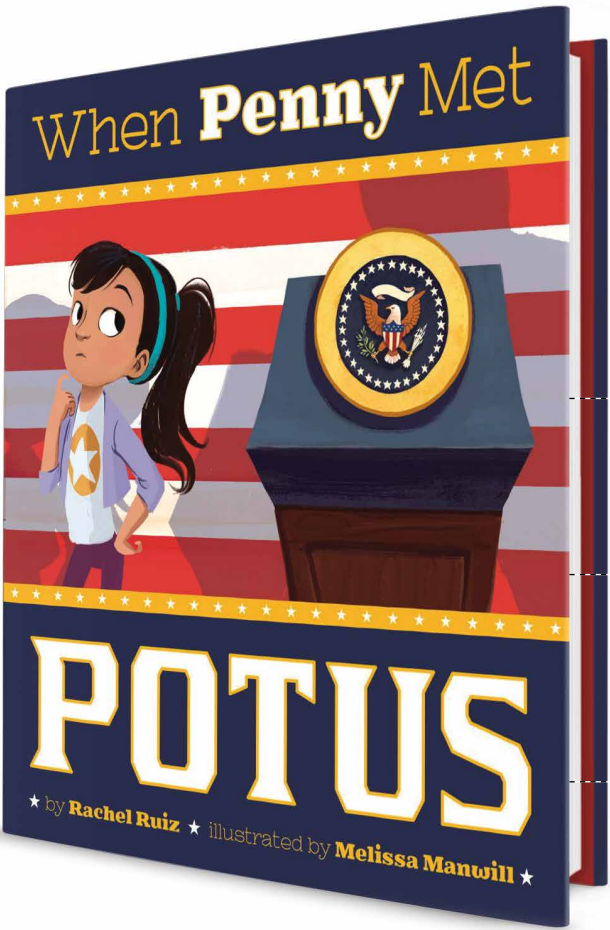
40%

would consider running for public office one day

## GOLD STANDARD

95%

plan to vote on Election Day



## That’s a Good Question

Nowhere is sacred when it comes to politics—including the playground. This year even tots are curious about the election, says Rachel Ruiz, a former Obama for America video producer. Her three-year-old daughter’s questions—“What does the president eat for lunch?” and “Does he like the color red?”—inspired Ruiz to pen *When Penny Met POTUS*, a children’s book that introduces kids to the Oval Office. Utilize her know-how when facing little inquiries.

**WHAT IS VOTING?** Explain that citizens have a responsibility to share their opinions. “Voting is a way for a group of people to make a decision,” Ruiz says. To illustrate the point, she recommends giving kids three options for a weekend activity and then casting votes as a family to choose what to do.

**WHO ARE YOU VOTING FOR?** The key is to be honest. “If your child asks who you think should be president and why you support that candidate, tell them,” Ruiz advises, with the caveat that you should stay positive when talking about the opposing party. This will demonstrate that “a healthy respect for other viewpoints can be constructive.”

**WHAT CAN I DO TO HELP?** Future voters can encourage adults to register to vote, pass out fliers and yard signs, and accompany parents to the polls. Most importantly, invite your kids to discuss with you what they think would make the country better. “It’s a good exercise in teaching them why it is important to vote when they come of age,” Ruiz adds.

## Innovation in the Public Sector

By Jeff Thompson, MPA director

A couple of months ago, a friend asked me what makes a person a good public servant. Though this is something I think about regularly as director of the MPA program at BYU, I still found it difficult to answer him. Some of the classic traits of good leadership—integrity, hard work, respect for others, vision, passion, and a desire to serve—first came to mind. I think all of those are essential traits for public leaders. But the answer I blurted out surprised me: an entrepreneurial spirit.

Public servants aren’t entrepreneurs in the traditional sense—they don’t develop and market new products. But our most successful MPA students and alumni share this common entrepreneurial trait: they proactively seek to build and innovate to improve their communities and organizations. They aren’t stereotypical bureaucrat bots—the people who mindlessly follow policies and churn out red tape. Instead, they are problem-solvers who like to create initiatives in collaboration with others.

I have come to believe there is far more room for entrepreneurial spirit in the public sector than people usually suppose. Yes, we operate within legal and governmental frameworks that create certain boundaries. But the great improvements we see in our communities don’t come from constraints; they come from people who take the initiative to develop something new.

I have been thrilled as I have watched our MPA students engage with local communities and nonprofit organizations to help them solve problems and improve services. For example, one team of students recently helped the Utah Division of Forestry, Fire, and State Lands develop a system for evaluating its fire mitigation program. Other student teams have developed new initiatives for American Red Cross International, Hope for Tomorrow (a suicide prevention nonprofit), and The HEAL Foundation (which promotes development in rural India).

I love being part of a program where we couple students’ desire to serve with their creativity and initiative. Add to that the traditional traits of integrity, diligence, and respect, and you have a truly remarkable public leader. **M**







# HUMBLE

*How a neglected virtue  
can redeem leadership's  
most notorious vice*

By Todd Hollingshead Illustrations by Dawid Ryski

## The Humble NARCISSIST

Watching your awkward teenage self in home videos at a family reunion usually doesn't inspire much more than an eye roll. But for Brad Owens, a Marriott School professor of business ethics in the Romney Institute of Public Management, it proved a career-defining moment.

"In front of my extended family, I watched my thirteen-year-old self brag about my grades," Owens recalls. "It was narcissistic, and even though I was just a teen in the video, I remember thinking, 'This kid is disgusting.' It made me want to be different."

The experience years ago sparked an interest that took solid root in Owens's dissertation and has since become the focus of his increasingly well-known research: the positive effects of humility in leadership.



Now, a series of high-profile studies from Owens and his collaborators have fueled a movement to embrace humility—a trait they say comprises a willingness to learn, an unexaggerated self-view, and a tendency to shine the spotlight on others.

“Humility has been called the most neglected of all virtues,” Owens says. “It’s only recently that psychologists and philosophers have sought to clarify and reinstate this classical source of strength as a positive characteristic.”

As Owens made humility the focus of his research, he discovered that this often-undervalued virtue is essential to leadership—and can redeem even the toxicity of narcissism.

### TEMPERING NARCISSISM

If humility is the most neglected of virtues, then perhaps narcissism is the most embraced of vices—especially when it comes to leadership. It’s often assumed that powerful leaders are narcissists—excessively self-centered, self-absorbed, and great admirers of themselves, like Narcissus, the hunter of Greek mythology who fell in love with his reflection in a pool.

“Narcissists are easily promoted; they’re charming, they put themselves in the spotlight, and they seem confident,” Owens says. “But research shows that narcissists, over time, are found out, and they lose their following. People realize the charming nature is actually just self-aggrandizement.”

That seemed to be the case with tech legend and Apple CEO Steve Jobs. Jobs, as clinical psychologist Gregg Henriques writes, “was preoccupied with his brilliance.” Walter Isaacson’s biography of Jobs lists endless stories of his narcissism (for example, insulting or firing someone in front of a large group to make a point) as he ruled the most successful tech company on earth.

But what many don’t see, Owens says, is that Jobs was the perfect example of a humble narcissist. His public failure the first time around at Apple (he was ousted in 1986 and came back in 1997) gave him a measure of humility to pair with his narcissism. “His increased willingness to share credit, listen to ideas, and acknowledge past failings helped temper the toxic effects of his narcissism,” Owens says. “And it was this humbled

“Humility doesn’t have to replace the traditional leadership characteristics. It’s meant to supplement all of them, to ground them, to keep them in BALANCE.”

—Brad Owens

narcissist that led Apple to be the most valuable company in the world.”

Recently, greater interest has been paid to the place of humility in leadership—and how the trait interacts with narcissism. According to Owens, the legitimizing moment for humility research came in Jim Collins’s work in the 2001 best-seller *Good to Great*. Collins started with 1,435 “good” companies and examined their performance over forty years. In the end, he found that eleven of these companies became “great.” His research documented how the eleven companies that greatly outperformed their competitors had seven key characteristics. The most essential of those, Collins says, is being led by a CEO who has a paradoxical blend of intense professional will and extreme personal humility.

Owens’s research zeroes in on this idea that humility actually can coexist with a healthy dose of narcissism. “Humility doesn’t have to replace the traditional leadership characteristics,” Owens says. “It’s meant to supplement all of them, to ground them, to keep them in balance.”

In a study published in the *Journal of Applied Psychology* last year, Owens and colleagues from Arizona State University and the State University of New York at Buffalo surveyed 876 employees at a Fortune 100 health insurance company. The employees rated 138 leaders in the organization on their humility and effectiveness and then answered questions about their own engagement.

The researchers then measured the narcissism of the company’s leaders by asking the leaders questions, including asking them to choose between statements that best described themselves (for example, “I am an

extraordinary person,” vs. “I am much like everybody else”).

The study results showed that leaders who had both high humility and high narcissism were perceived as more effective leaders with more engaged followers.

“Narcissism is something people tend to condemn; the first thing that comes to mind is that it is a bad thing,” says David Waldman, a professor of management at ASU and one of Owens’s coauthors. “What we argued is that it’s not that simple. You shouldn’t treat narcissism as a four-letter word.”

Narcissism can serve a leader well, they found—as long as it is tempered with humility.

“Just by practicing and displaying elements of humility, one can disarm, counter-balance, or buffer the more toxic aspects of narcissism,” Owens says. “The outcome is that narcissism can possibly be a net positive, when tempered.”

That “net positive” is that employees can be more engaged, perform better, and perceive their boss to be more effective.

“Leaders need to be able to laugh at themselves, recognize that other people deserve credit as well, and recognize other people deserve the limelight as well and can do things that you can’t do,” Waldman says. “Narcissists shouldn’t be inauthentic, but they should try to incorporate into themselves a little more care into how they come across.” Ideally, Owens adds, “narcissism is something we hopefully outgrow with more perspective, wisdom, and experience.”

### A CULTURE OF HUMILITY

Former JetBlue CEO David Neeleman is one who took great care in demonstrating

humility. In the early years of JetBlue, Neeleman always sat in the last row while flying, in a seat that did not recline, apparently to demonstrate that pleasing the customer was more important than pleasing the chief executive. During the holidays he could be found alongside his employees, carrying luggage on carts for passengers or walking through airplane cabins between flights to replenish in-flight magazines and pick up trash.

“Most people wish their top boss understood them and their job and their challenges much more than they do,” Owens says. “When leaders show the humility to work alongside employees, to learn from them, and shine the spotlight on them, it helps develop a culture of ‘collective humility’ that is a very strong predictor of high performance.”

This is where Owens’s most recent research comes in. In the groundwork to a study published this summer in the *Academy of Management Journal*, he and his team carried out interviews with sixty-five leaders and team members from forty-eight organizations to examine how specific leader behaviors influence team performance.

They found when leaders behave humbly, followers emulate their humble behaviors, creating a shared interpersonal team process the authors call “collective humility.”

“Leader humility is socially contagious,” Owens says. “Humble leaders inspire followers to behave that way toward each other, even when the leader is not around.”

Excerpts from some of the study interviews illustrate the point:

- “When you get praised by your boss for doing something well, it feels really good. Kind of makes you look favorably on what your coworkers are doing.”  
—Michael, 29, manufacturing
- “Humble leaders don’t patronize you for lacking a certain skill set. And so you tend to pay that forward and not treat coworkers harshly when they can’t do something.”  
—Sachin, 38, education
- “When the leader admits they don’t know how to do something, it kind of frees you up as a follower to admit you don’t know how to do something.”  
—Deb, 44, finance

The effect of collective humility is a team culture focused on growth, which ultimately enhances team performance. In the *Academy of Management Journal* study, Owens and his team uncovered data to prove this by putting their interview findings to work. They set up a ten-week exercise that put 192 undergraduates into teams and required them to make strategic decisions in a car industry simulation created to reflect real auto manufacturing market trends.

The teams competed for market share and stock value, and each week the stock values were posted based on the effectiveness of decisions made by the student teams the previous week. Six weeks into the

simulation, students rated their team on a number of variables, from team cohesion to team effectiveness.

While every team started at the same stock price (\$50), teams who measured high on collective humility achieved a higher ending stock price, with the top team achieving \$172.25 per share (whereas the poorest-performing team had a measly ending stock price of \$1.79). Researchers found what they expected: collective humility positively predicted a team culture focused on growth, which positively influenced team performance.

“When teams have a high level of collective humility, they self-correct and self-monitor







and maximize their own human capital—acknowledging others’ strengths, admitting limitations,” Owens says. “They focus on growth and development more than just avoiding errors.”

### GAINING TRACTION

Now Owens is anxious to see how this collective humility influences teams beyond the business world, such as, say, a Navy SEAL squad, a basketball team, a heart surgery unit, or a Marine infantry platoon.

In fact, the role of humility in the military is already the focus of new research for Owens and fellow Romney Institute professor Chris Silvia. Initial findings show that for noncombat leaders, previous research holds true: the higher the humility, the better the outcomes. However, humility appears to be less effective for combat leaders.

There’s a still lot more research to be done in this area. “We have only begun to compare the effects of leader humility across cultures,” Owens says. To expand research in leadership humility across the world, Owens

is currently collaborating with colleagues in China, Portugal, Singapore, India, Mexico, and Taiwan.

In his young academic career (he started teaching in 2011 at SUNY Buffalo before jumping to BYU in 2013), Owens has now worked with at least fifty coauthors on papers and presentations that have been cited north of five hundred times. *Forbes*, the *Washington Post*, *Inc.* magazine, *Harvard Business Review*, *Men’s Health*, the *Atlantic*, and the *Huffington Post* are just a few of the major media outlets that have covered their research.

And there is even more to come: Owens has nine manuscripts on humility recently completed with another four research studies in progress. Just reading some of the forthcoming titles shows where he and his collaborators are headed: “When Proactive Employees Meet Humble Leaders”; “Passion and Humility in Entrepreneurial Leadership”; “Modeling Moral Growth: The Impact of Leader Moral Humility on Follower Ethicality”; and “Humility, Goal Orientation, and Overconfidence.”

One line of research has him particularly

excited: armed with a grant from the John Templeton Foundation to continue research on developing humility in leaders, he and colleagues are now working on a paper using MRI data to see how brain waves and neural patterns influence a leader’s behavior.

### UNSINKABLE

As Owens builds his name in the field of humility research, he is careful to remember the importance of humility for himself—with something more substantive than awkward family videos. In his tidy office on the seventh floor of the Tanner Building, Owens keeps a picture of the ill-fated *Titanic* on his desk. The ship’s tragic history interests him deeply from an academic standpoint and, in many ways, symbolizes the real-world importance of his research.

Owens notes that building the *Titanic* required strong leadership at its best. The modern marvel took not only top-notch engineering and skill but also planning, decisiveness, vision, and project management at the highest level. It’s said that at the ship’s launch, crew aboard the *Titanic* boasted, “Not even God himself could sink this ship.” Tempting fate, the proclamation rang with unchecked narcissism.

But, as the story goes, the crew of the *Titanic* received multiple warnings about icebergs from several ships the fateful night it sank. Those warnings went unheeded.

“And that’s the story of leadership in many instances,” Owens says. “People are promoted and get into leadership positions because they are impressive, accomplished, and show many of the traditional leadership characteristics, but it’s often a lack of humility that causes these same leaders to be derailed, to lose their following, and to perpetuate disaster. It took all of the traditional leadership characteristics to create the *Titanic*, but humility would have saved it.” **M**

### ABOUT THE AUTHOR

*Todd Hollingshead is a media relations manager in BYU’s University Communications office. A former journalist, Hollingshead holds a bachelor’s degree in journalism and a master’s degree in mass communications from BYU. He lives in Orem with his wife, Natalie, their three children, and (quite recently) a dog and a cat. The jury’s still out on how long the cat stays.*

## INSIDE the CLASSROOM



# Building Stories, Branding Leaders

**GANDHI HAS A STORY.** Winston Churchill has a story. Martin Luther King Jr. has a story.

Great leadership is interwoven with great stories, and often this leadership comes when leaders perceive the power of their own stories.

The Marriott School’s MBA program recognizes this link between leadership and story, drawing on it to mold great leaders. As a means of helping MBA students develop their stories and messages, all cohorts kick off the program with a first-semester course on leadership.

“The most important thing students learn in the class is how to articulate their stories,” says Curtis LeBaron, a Marriott School professor who teaches the course.

New MBA students spend the first half of the semester identifying their story and building their own leadership brand—drawing on their interests, passions, skills, and abilities. This helps match students with their leadership styles.

In the second half of the semester, students learn how their individual leadership styles fit into an organization. They study how leaders can change organizations and influence behavior. They also discuss managerial challenges and how people respond to motivators such as compensation and company culture.

“There are a number of ways in which leaders can influence others to perform well and do better,” LeBaron says. “We talk about all of them, but we discuss specifically the ways in which leaders influence others through storytelling.”

In the final assignment, students perfect their storytelling skills by creating a leadership profile. The profile has three components: where the students have been, where they are now, and where they are going—in essence, the past, present, and future. It’s a narrative the students will

MBA professor Curtis LeBaron takes a story-based approach to leadership education.

use throughout their job searches and career.

“When students are able to articulate their past—including their convictions and where they came from—in relation to the present, and then relate both of those to where they want to go,” LeBaron says, “they can effectively show recruiters how they plan to move forward and build on what they’ve previously accomplished.”

The training is paying off: last year’s post-graduation placement rate was 91 percent, and many students will tell you it was the storytelling and interview skills learned in the leadership course that helped them land that first job.

“One of the most powerful tools you can have is your own story,” says Parley Vernon, a second-year MBA student from Alpine, Utah. “Creating and telling a story that resonates is essential for making a successful transition. In interviews I was able to tell my own story instead of just listing off résumé points, which helped me land my internship with Visa.”

Along with boosting professional development, the course also furthers the Marriott School’s mission to develop “men and women of faith, character, and professional ability who will become outstanding leaders.”

“Our deliberate approach to leadership development, and a particular focus on building on one’s strengths, benefits not only our students,” says outgoing MBA director John Bingham, “but also benefits the companies where they work, the communities where they live, the families they rear, and the church callings they serve in.”

—M’LEAH RICKER MANUELE

**“In interviews I was able to tell my own story instead of just listing off résumé points, which helped me land my internship.”**

—PARLEY VERNON



## CASE STUDIES

FOR PARENTS OF

# ADULTS

As children grow, a parent's role evolves—from caregiver to choreographer to coach. When children hit young adulthood and finish their college years, parents function primarily as consultants. But this promotion is no cushy retirement. It's a challenging gig: even the most well-adjusted young adult can run into roadblocks, and parents have less control over kids' decisions than before.

Want to hone your parental consulting skills? We'll use the ultimate b-school teaching tool, the case study, to explore how you can offer advice for the most perplexing young-adulthood dilemmas and help your grown-up kids grow into leaders in their careers, families, and communities.

By HOLLY MUNSON • Illustrations by SCOTTY REIFSNYDER





## CASE STUDY 1: MAKING ROOM *for* MISTAKES

### THE DILEMMA

Your twenty-three-year-old son, Curtis, attended community college for a few years and received his associate’s degree but couldn’t decide on a major or career that interested him. Your family values education, and you hoped he would transfer to a state college, but he decided to take a break from school. He spent a few months traveling, then got a job at a local grocery store where a friend of his worked. He’s worked there contentedly for the past year or so.

This summer, his friend invited him to help make a web video series. Curtis gushed to you about how much he enjoyed working on it—plus he’s thrilled that the series gained a significant amount of views and subscribers. Curtis and his friend just started a crowdfunding campaign to create a second series. Now he’d like to quit his job to devote more time to producing videos and seeking out sponsors, and he hopes to translate his online success into a sweet Hollywood screenwriting deal. You don’t want to crush Curtis’s dreams, but you’re concerned that his expectations are unrealistic.



### THE RESPONSE

The consultant role gets especially hard when you feel that your child is taking a wrong turn or destined for disappointment. How do you balance your desire to prevent harm with the need to grant your child space to pursue his dreams—and learn from mistakes?

**Ask first.** In this situation, your first instinct is to call it like you see it. But with young adults, it’s important to first ask if they’re open to advice. “Unsolicited advice can come off as critical rather than supportive,” says Julie de Azevedo Hanks, PhD, a licensed clinical social worker and psychotherapist, owner of Wasatch Family Therapy in Salt Lake City, and author of *The Burnout Cure* and *The Assertiveness Guide for Women*. “When it’s unwelcome, your advice-sharing is going to negatively impact the relationship, and the relationship is more important than being right.” Hanks suggests this script: “I’ve been thinking about you and your career plans. I wonder if you’re open to feedback or ideas.”

**Reality check.** Hanks suggests saying, “I believe you’re capable, but you still need to eat and have a place to live while you’re making your dreams come true. What are your plans for that?” You may discover that Curtis is expecting you to serve as a backup checking account or lodging. If he hasn’t thought through practical matters, offer to help brainstorm strategies, such as keeping his current job part-time or waiting until he’s saved up money to cover a few months’ expenses. You don’t need to tell him to shrink his dreams, but emphasize he is more likely to succeed if he breaks it down into smaller, specific steps.

**Stay on your side.** Sometimes parents feel that guilt trips are their only tool for persuasion. But for a healthy relationship, Hanks says, you need to “stay on your side of the court.” You’re not allowed to jump to the other side and hit for the other person; you must volley the ball from your own side, with phrases like “This is how I feel” or “This is how it looks from my perspective.” Rather than resorting to passive-aggressive comments, Hanks says, own any concerns and express them as *your* concerns. The unhealthy response to Curtis might be “*Oh*, is that really what you want to do with your life?” or “You really *shouldn’t* do something like this until you finish school.” A better response is to use “I” statements: “I’m really glad you’ve found something you love doing, but there’s a part of me that’s a little nervous because I want you to be financially secure. I think that getting a degree first or staying on with your current job for a while would be a wiser choice. I just wanted to let you know how I felt, and you can take it or leave it.”

Sometimes  
parents feel  
that guilt  
trips are  
their only  
tool for  
persuasion.

## CASE STUDY 2: ENFORCING HOUSE RULES

### THE DILEMMA

You have a new—er, old—resident in your house: your twenty-five-year-old son, Seth. He moved back home when he was no longer able to live off the part-time job he held in his college town. He isn’t sure what kind of career he wants to pursue and is taking time to explore his interests.

Seth isn’t a troublemaker, but his nocturnal schedule is driving you crazy. Sometimes he stays out late with friends and doesn’t come home until one in the morning, or he has a friend over to play video games even further into the wee hours. Then he sleeps in late and eats leftovers, conveniently missing any meal prep or cleanup. He mows the lawn and takes out the trash when asked, and you enjoy his company. But you’re beginning to resent plucking dirty laundry off the bathroom floor—and fear this arrangement has no end in sight.

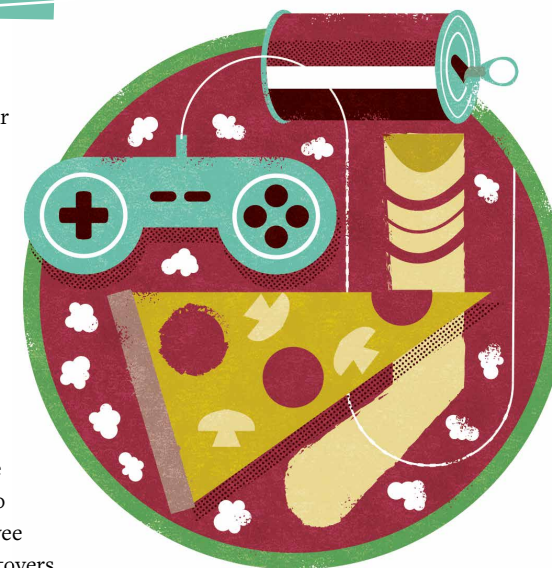
### THE RESPONSE

When adult children return home, the parenting relationship is murkier than when they were younger. Where does their independence end and your authority begin? You want to help out, but you don’t want to be taken advantage of.

**Set the record straight.** It is increasingly common for young adults in the United States to remain or return home. According to the Pew Research Center, between 2010 and 2015 the number of young adults living with parents rose from 24 to 26 percent—despite an improving job market. In your case, Seth seems to view his living arrangement as an upgraded version of his teen years, with all the comforts of home, minus the rules and responsibilities. But here’s the real deal: living at home is a privilege, not an entitlement; it’s a stepping stone on the path to independence.

**Communicate expectations.** Discuss specific expectations for Seth’s responsibilities (and ideally, get it on paper). Possible discussion points:

- How long does he expect to stay? Set a move-out date or, at the very least, a date to reevaluate.
- Do you expect him to pay rent? If so, how much?
- How much should he contribute to utilities, groceries, and other household expenses?
- What housework will he be responsible for (e.g., laundry, dinner prep, dishwashing)?
- Can he use the family car? If so, how often? Does he need to pay for gas?
- Do you expect him to spend a certain number of hours each day applying for jobs?





- In cases where there are grandchildren, how will the household divide responsibilities for their care?
- What house rules, especially in regard to curfew, guests, or activities you don't want in the home (like drinking), do you expect your adult child to follow? What or how many infractions are grounds for eviction?

**Maintain boundaries.** This is about more than knocking before you enter a bedroom. You need emotional boundaries too—and time away from your kid could help pave the way to his independence. “It’s really important for parents to have peer friends,” Hanks says. “It’s okay to do things with your adult child, but your child should not be your only or best friend. I’ve heard so many young-adult clients say, ‘I can’t find my own apartment or get married or move for this job opportunity because my mom or dad would be so lonely.’ That’s too much pressure on your child.”

**Stand your ground.** What if your young-adult resident is a troublemaker—or lawbreaker? “A common pitfall for parents is not allowing a young adult to face consequences for their choices, in the name of love,” Hanks says. “But I define love as doing what’s in their best interest, not what seems ‘nice’ or reduces conflict. I’ve told parents, ‘Don’t bail your kid out of jail or pay their overdue cell phone bill. They need to learn.’ The most loving response is sometimes the hardest.”



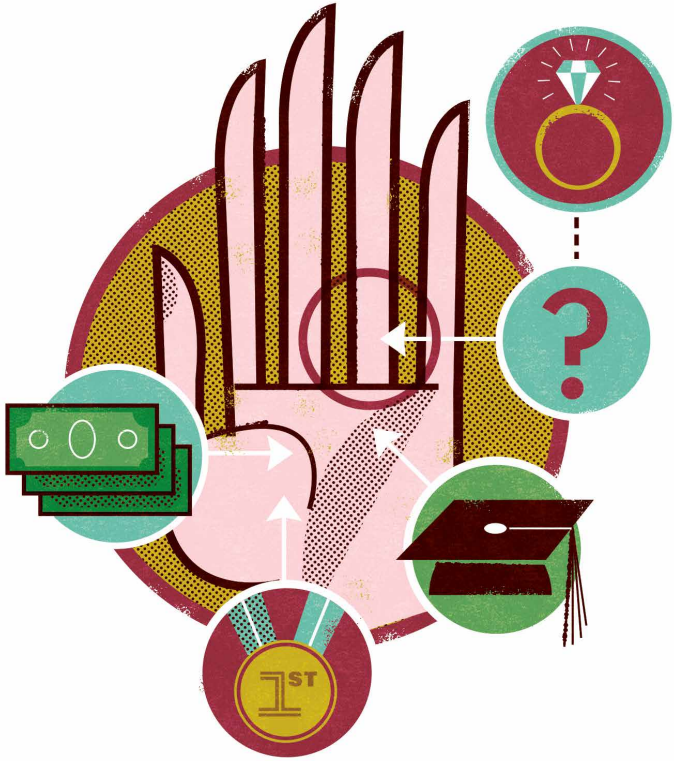
#### CASE STUDY 3:

## UNDERSTANDING SINGLEHOOD

### THE DILEMMA

Your thirty-two-year-old daughter, Laura, earned an MBA (at the Marriott School, naturally) and works in finance in the heart of a big city. She is a doting aunt to your three grandkids. She ran in her second marathon this fall. She is also single.

You were disappointed when she told you she wouldn't be able to make it home for Thanksgiving this year because of work, and it hurt when your other daughter passed along what Laura told her: she is tired of being assigned to the “kids’ table” with younger cousins and



weary of constant reminders from you and other family members about her marital status.

Everything you've said about her singleness has felt well-intentioned: You've told her that she's a great catch. You've reassured her of the LDS belief that, at the very least, she'll be able to find Mr. Right in the next life. You've offered dating advice, asked her about men she's interested in, and encouraged her to continue attending LDS singles events (though she would prefer to take a break, complaining that women always outnumber men two-to-one). You have told Laura that you're proud of her career accomplishments and are grateful for her financial stability and success, but you also emphasize the importance of raising a family. You just want her to be happy. You're hurt that Laura didn't express her concerns to you directly, but you don't want this rift to further damage your relationship with her.

### THE RESPONSE

How do you mend the relationship when you realize your well-intentioned efforts to support your adult child have fallen short?

**Understand what went wrong.** “Just because you made decisions with your child's best interests in mind, doesn't mean that they were experienced the way you intended,” writes Joshua Coleman, PhD, psychologist and author of *When Parents Hurt*. In this case, however well intended, what Laura needed was not more reminders of her singleness. Frequently focusing on her marriage prospects, her dating appeal, or the importance of marriage in LDS doctrine sends the message that her worth is dependent on her marital status. At worst, emphasizing the potential for marriage in the afterlife can imply that her current life lacks real value.

**Apologize.** Reach out to Laura to apologize and avoid being defensive. You could re-extend an invite to Thanksgiving—sans kids' table—but don't expect or pressure her to come. Of course, it may take time to mend the fences. “Don't give up too soon,” Coleman urges. “You may need to reach out for a long time before you see an improvement in the relationship.” In the meantime, along with nixing the marriage guilt trips, look at other ways you can be more considerate or supportive. For example, don't assume that her schedule is more flexible or less important than that of your children with spouses and kids. Occasionally visit her rather than always expecting her to come to your home or a married sibling's home.

**Affirm her value.** “All a single adult really wants is for her parents and those around her to accept her as a whole person—married or not,” says Naomi Watkins, founder of Aspiring Mormon Women, a nonprofit that supports the professional and educational goals of LDS women. Express interest in your daughter's pursuits in all areas of life, and be an uplifting emotional support when she needs it. Kristen M. Oaks, author of *A Single Voice*, was single until her fifties, when she married Dallin H. Oaks of the Quorum of the Twelve Apostles. She admonishes young adults, “Be the best you can be. I also advise you, from experience, to worry less about marriage than about becoming a disciple of Christ.”

#### CASE STUDY 4:

## SURVIVING OFFICE CONFLICTS

### THE DILEMMA

Your twenty-four-year-old son, Mitchell, has worked as a designer at an ad agency for a few years, and you love showing off his work to friends and strangers alike. Last month, he was promoted to the position of art director.

His new role is a dream come true for Mitchell—except for one thing. One of his team members, a slightly older staffer named Bill, was supposed to send Mitchell some project documents but “forgot,” so Mitchell showed up to a major client meeting unprepared. After the meeting, Bill apologized, and they chatted about some of their ideas. Later, at a team meeting, Bill championed one of the ideas Mitchell had mentioned—but presented it as his own. Mitchell was too stunned to say anything.

You talk on the phone fairly frequently, and Mitchell explained that he likes his new job but doesn't think he can handle much more of this undermining coworker and has no idea how to confront him.

Make sure you listen to his full story before jumping in with advice.



### THE RESPONSE

When Mitchell was in elementary school, you could report bullying to his teacher—but now that he's an adult, you can't call his boss to complain. It can make you feel helpless when you're reminded you can't protect your kids from everything.

**Listen and ask.** It's great that Mitchell feels comfortable sharing his struggles with you. You may quickly assume you know how he's feeling because you have been in similar situations, but make sure you listen to his full story before jumping in with advice. Then, Hanks suggests, ask, “Are you open to ideas? I've had my share of difficult coworkers, so maybe we could talk about how to defuse the situation.”



**Teach about workplace dynamics.** Since Mitchell is early in his career, this may be his first time dealing with a workplace conflict. You could point out that office politics and team tension are natural; it’s simply what happens when stakes are high and people have different opinions and personalities. But when it gets personal, it’s damaging. Mitchell could approach Bill directly (a good resource is *Crucial Conversations* by Kerry Patterson, et al.). Mitchell could also bring the issue to HR, but remind him that he should come prepared with proposed solutions—treating it as a venting session signals immaturity. If the situation becomes extreme, you could suggest that Mitchell visit [www.workplacebullying.org](http://www.workplacebullying.org) for guidelines.

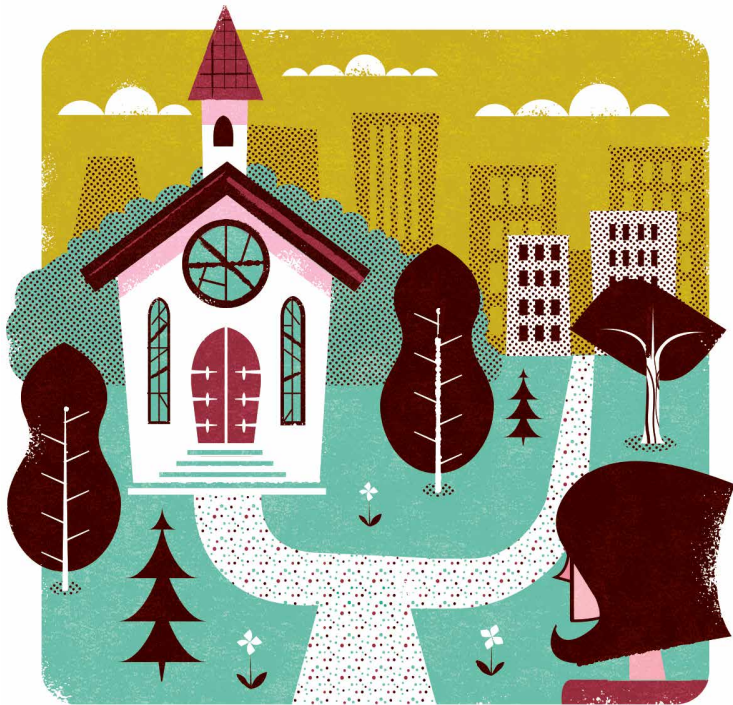
**Brainstorm strategies.** To deal with brazen idea-poaching, Mitchell could say in a meeting, “Bill, thanks for recognizing my idea.” He could also send his manager an email saying, “I’m so glad Bill picked up on this idea I discussed with him earlier. Let me know how I can help.” It’s likely that Bill feels threatened by Mitchell, a quickly advancing, younger colleague. A 2009 study in the *Journal of Experimental Social Psychology* offers one short-term strategy for subordinates: express gratitude. Sending the antagonist a thank-you note or offering a compliment decreases aggressive behavior.

## CASE STUDY 5: COPING WITH a FAITH CRISIS

### THE DILEMMA

Your daughter, Caroline, recently graduated from college. She has always been actively involved in the LDS Church; however, at your most recent family get-together, she revealed that she hasn’t attended church for a few months.

The feelings your daughter describes sound similar to a story relayed by Rosemary M. Wixom, former Primary general president, in a 2015 LDS general conference talk: “With the spirit of inquiry, this [woman] continued to ask questions. But as the questions grew harder, so did the answers. And sometimes there were no answers—or no answers that brought peace. Eventually, as she sought to find answers, more and more questions arose, and she began to question some of the very foundations of her faith.” The woman told Wixom, “I did not separate myself from the Church because of bad behavior, spiritual apathy, looking for an excuse not to live the commandments, or searching for an easy out. I felt I needed the answer to the question ‘What do I really believe?’”



Caroline says she needs to take a break from attending church to sort out her feelings and beliefs. You feel afraid for her spiritual welfare, and you would be heartbroken if she chose to leave your family’s faith.

### THE RESPONSE

When your faith is such an important part of your life, it’s hard not to take a child’s faith crisis personally. You know your child has agency but wish she would choose the path you believe is best.

### Don’t make it about you.

It’s common for parents to react, “How can you do this to me?” But it’s not about you, says Hanks: “It’s about your adult child figuring out what she wants for her life.”

**Know her heart.** In President Wixom’s story, the woman struggling with her faith said, “My parents knew my heart and allowed me space. They chose to love me while I was trying to figure it out for myself.” Hanks notes that the biggest complaint from young adults who leave their family’s faith is that their family no longer considers their opinions valid. Even if you disagree with her conclusions, express confidence in your daughter’s integrity and continue to listen to her and treat her with respect.



**Allow her space.** It may be tempting to try to “fix” the situation by offering point-by-point rebuttals to Caroline’s concerns or pointing out ways she could live more righteously. If she is clear that she doesn’t want to be a part of the Church, don’t send conference talks and scriptures, cautions Hanks. “It’s like telling your family you’re cutting out sugar from your diet, and then they hand you your favorite candy,” she says. “That damages the relationship.”

**See the good.** First, consider how this experience could benefit Caroline. In his book *Navigating Mormon Faith Crisis*, Thomas Wirthlin McConkie proposes, “What if we understood faith crisis as part of a natural cycle of spiritual growth, a breaking open to make room for new life and new faith?” Second, consider how this experience could deepen your relationship with Caroline. “Your relationship doesn’t need to depend on shared spiritual beliefs,” Hanks says. “There are so many other ways to relate with people.”

**Love her.** Whether Caroline returns to church or not, it’s essential to show love and preserve the relationship—which means you shouldn’t shun her or make her feel less included. “There are no eternal families without relationships first,” Hanks says. As President Dieter F. Uchtdorf, Second Counselor in the First Presidency of the LDS Church, points out, “In this Church that honors personal agency so strongly, that was restored by a young man who asked questions and sought answers, we respect those who honestly search for truth.” **M**

### ABOUT THE AUTHOR

Holly Munson is a freelance writer, editor, and content strategist. She graduated from BYU with a degree in journalism and lives in Philadelphia with her family.

# MYTHBUSTING

## MILLENNIAL STEREOTYPES

The phrase “kids these days” is almost never followed with something positive. The older generation often sees more vices than virtues in the younger generation. But of course, reality is not quite that simple. Here are some stereotypes and facts about the millennial generation.

**Stereotype:** Millennials are doomed.

**Reality:** According to the Pew Research Center, millennials are the first in the modern era to have higher levels of student debt, poverty, and unemployment, and lower levels of wealth than their parents and grandparents had at the same age. Yet more than 80 percent of millennials say they are optimistic about their financial futures.

**Stereotype:** Millennials just want to move back home.

**Reality:** Indeed, young adults remaining or returning home is increasingly common in the United States. According to the Pew Research Center, between 2010 and 2015 the number of young adults living with parents rose from 24 to 26 percent—despite an improving job market.

**Stereotype:** Millennials expect constant praise.

**Reality:** A comprehensive survey of 13,150 PwC employees from across the world showed that millennials do value praise—41 percent prefer to be rewarded or recognized for their work at least monthly, but so did 30 percent of non-millennials. Millennials in the survey said they wanted a work environment that emphasizes teamwork, transparency, and a sense of community.

**Stereotype:** Millennials aren’t willing to pay their dues.

**Reality:** Millennials place the highest value on flexibility—64 percent in the PwC survey said they would like to occasionally work from home, and 66 percent wanted to shift their work hours. The PwC report explained, “Millennials do not believe that productivity should be measured by the number of hours worked at the office, but by the output of work performed. They view work as a ‘thing’ and not a ‘place.’” They’re not alone, though—18 percent of employees across generations would be willing to give up pay or delay promotions in exchange for fewer work hours.

**Stereotype:** Millennials are not as hardworking as older generations.

**Reality:** Research by Angela Duckworth, a psychology professor at the University of Pennsylvania, shows that a person’s level of grit—a combination of passion and perseverance—rises with age. Does that mean cultural forces have made millennials inherently less gritty and virtuous? No, says Duckworth—it’s simply a reflection of the maturity principle. Longitudinal studies offer hopeful evidence that we do, after all, learn, grow, and become better people as we age. So the only thing “wrong” with millennials, says Duckworth, is that “they just haven’t grown up—yet.”

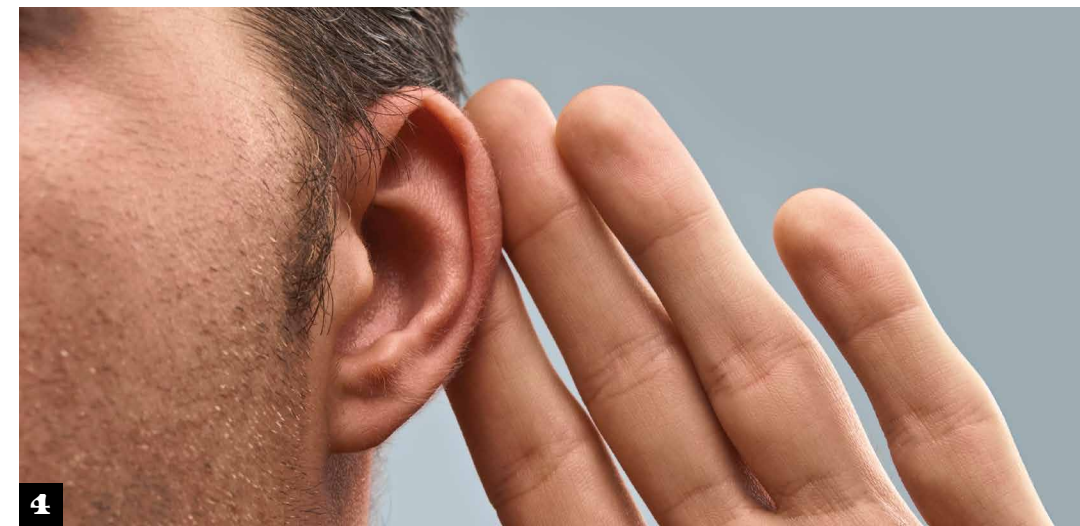


## around the COOLER

BY BREMEN LEAK

### 1. WEIGHTY WORDS

Watch your words. Avoid the conjunction *but*, a word that negates progress, and opt instead for *and*. Weave in collective pronouns like *we* and *us*. Also, be careful with the term *negotiation*—it can arouse defenses. Instead, say *conversation* or *problem-solving*. “Those are small things that set the stage but really make a profound difference in how people interact,” says Liljenquist, adjunct professor of organizational leadership and strategy.



# Negotiate Like a Pro

*Negotiation skills might not bring you everything you want in life, but you can increase your odds of success. To up your game, try a relationship-driven approach for an outcome that helps everyone, says a 2015 study in Harvard's Negotiation Journal. At work or beyond, navigate your next negotiation—and forge a reputation for fairness—with tips from the study's authors: Katie A. Liljenquist and Kristen Bell DeTienne from the Marriott School, and M-C Ingerson from San Jose State University.*

### 2. DUE DILIGENCE

“The best negotiators are not the most credentialed. The best negotiators are those who do their homework,” says Ingerson, professor of management and the study's lead author. Understanding beforehand what each party stands to gain or lose not only prepares you to bring your A game but shows respect for everyone else at the table.

### 3. LONG VIEW

Don't just focus on what you want from a negotiation—move forward instead with the goal to advance relationships. “Always assume that you're going to negotiate with someone again in the future and that this is an opportunity to build a long-term relationship, not just claim resources,” says Liljenquist.

### 4. HEAR, HEAR

“The best negotiators use their ears more than their mouths,” Liljenquist says. “You want to learn all you can about the other side because that will provide the information you need to meet their needs and generate an agreement that's going to be sustainable in the long run.” Start by developing your questioning skills.

### 5. MENU, PLEASE

As you seek a solution, extend options—ideally two that meet your needs. “Think about the child who won't eat her dinner,” Liljenquist says. “If you say, ‘You've got to finish all of it,’ that's an ultimatum. Instead, say, ‘I know you're feeling full, so you can choose to finish either the peas or the carrots.’ Options signal flexibility on your part.”

### 6. TRUST OR BUST

“If people don't trust you, it doesn't matter what you say or do during the negotiation. They probably won't open up and be honest with you,” says DeTienne, a professor of organizational leadership and strategy. Build trust by understanding motives; if someone argues for a higher salary, for example, try to discover why.

### 2. ROLL WITH IT

Don't be afraid to let the negotiation be organic or to take time for small talk. “If the other party wants to jump right in, fine. If you're the one taking the lead, get to know the other person a bit,” Ingerson says. By focusing on the other party and their needs as the conversation unfolds, you inspire creativity and collaboration on both sides.





# SUCCESS ON SILICON SLOPES

## MEET **SEVEN** MARRIOTT SCHOOL ALUMNI INSIDE UTAH'S TECH BOOM

**T**he Beehive State is abuzz.

The stretch along the Wasatch Front from Ogden to Provo is growing into a hub of technology entrepreneurship, dotted with everything from scrappy startups to billion-dollar ventures.

Silicon Slopes—the Utah foothills' new moniker—has landed headlines in national publications including the *New York Times*, the *Wall Street Journal*, and *Forbes*. The

accolades are piling up fast: This year the US Chamber of Commerce named Utah the No. 1 state in innovation and No. 2 in high-tech performance, and *Entrepreneur* included both Provo and Salt Lake City on its list of the fifteen best entrepreneurial cities. Six Utah-grown businesses appeared on the 2016 *Forbes* list of the world's best cloud companies. *Forbes* and CNBC also placed Utah atop their rankings of best states for business, and Livability.com named Provo the No. 3 city for entrepreneurs. Investment in Utah-grown companies reached \$800 million in

2014—that's more venture capital raised per capita than in New York, behind only reigning tech kings Massachusetts and California.

There must be something in the Jell-O—or maybe it's Utah's business-friendly government, cheap real estate, ready pool of STEM and business grads, and flurry of student startups. Successful entrepreneurs mentor fledgling companies and invest back, and many founders credit local values such as industry, work-life balance, and self-reliance.

In this tech boom, BYU has been a key player. Read on for a look at seven Marriott School alumni among the builders and shapers of Silicon Slopes.

BY SARA SMITH ATWOOD PHOTOS BY BRADLEY SLADE



**JOHN PESTANA***ObservePoint*  
Cofounder and CEO

John Pestana has seen a lot of change in the past twenty-five years. For one thing, he's no longer the only person he knows plugged into a cell phone. For another, the sponsor ads at BYU football games—dominated in his mid-nineties college days by telephone companies and banks—now flash the names of Qualtrics, Adobe, and Vivint, all evidence of one of the biggest changes he's seen: the tech industry gaining dominance in Utah.

Silicon Slopes, if not yet a household name, carries some clout. And that's thanks in part to Pestana himself. He and Josh James, his cofounder at Omniture and the CEO of Domo, not only coined the term "Silicon Slopes" and branded an organization to attract venture capitalist dollars to the area, but also built a company that formed a foundation for today's tech ecosystem.

"I'm proud of what we built over thirteen years at Omniture," Pestana says. He and James sold the marketing and web analytics company—which was conceived soon after they met at BYU—to Adobe in 2009 for \$1.8 billion.

"We made many employees millionaires," says Pestana, who loves watching Omniture alumni land on management teams around the state. "We laid that foundation; we trained people and helped facilitate an environment where they excelled, and I take a lot of pride in that. It's almost like seeing the things your children accomplish."

Pestana's current venture, ObservePoint, tackles a problem he faced at Omniture: quality control on data collection. The web analytics auditing company now serves clients such as HP, Time Warner Cable, and, fittingly, Adobe.

"We audit online marketing technologies to ensure people can trust the information they're looking at," Pestana says. "We're doing some great things. I feel pressure to take this company somewhere."

This year Pestana, who with his wife, Heidi, is a proud parent of three children, solidified his status as a bona fide Marriott School alum: after leaving college early to focus on Omniture full time, Pestana finished up the last six credits of his bachelor's degree in information systems.



When Carine Clark graduated with her MBA in 1993, her father came to her with an apology: "I'm sorry the world's not better for you and your sister," he said. "You are going to have to be better to be equal."

Fortunately, being better isn't much of a problem for Clark. The CEO of market-research company MaritzCX, Clark was named EY's 2016 Entrepreneur of the Year and was inducted into the Utah Technology Council's Hall of Fame this summer. The only woman in her company's C-suite, Clark has never felt uncomfortable—thanks, in part, to another lesson from her father: "Decide today not to be bugged, and nothing will stop you."

Even as a rarity in the field, Clark feels right at home. She's always been a "gadget girl," fascinated by electronics from smartwatches to robots. "I'm an early adopter," Clark says. "I buy the latest and newest just to see how everything works. I'm always looking for how things can be better, faster, more efficient." She channels this curiosity into tasks ranging from streamlining the family laundry—Clark and her husband, Bryan, have two sons—to growing



a worldwide tech company with nineteen offices and about \$200 million in revenue.

"MaritzCX helps companies do a better job at taking care of their customers," says Clark, an ovarian-cancer survivor. She started her career with Novell and Symantec before becoming CEO of Utah tech startup Allegiance, which merged with Maritz, a forty-year-old research firm, early last year. "We're known for innovation. I will have 100 percent year-over-year software growth, and that's mostly unheard of outside Silicon Valley—but maybe not outside Silicon Slopes."

When Clark was asked to helm MaritzCX, it wasn't a hard sell to set up headquarters in Utah, where she'd been running Allegiance and living since graduation. "I wanted to double my engineering team quickly, and I knew I could double it here faster," she says. She loves hiring interns from nearby universities and collaborating with local industry leaders. "We compete, but we also build each other; the work everyone does helps all of us."

Clark—who plays keyboard in an after-work band—doesn't necessarily see herself as a role model. "There's really nothing special about me," she says. "It's just that I truly am not afraid. But I do feel a huge responsibility to try to be an example of confidence to all people, especially women."

**CARINE CLARK***MaritzCX*  
CEO**TYLER RICHARDS***DevMountain*  
Cofounder and VP

While many high school students short on cash might apply for a job at a fast-food joint, Tyler Richards instead designed and sold T-shirts at skate shops.

"I made a little money and thought it was awesome," remembers Richards, a 2013 grad in entrepreneurship. "That was the first time I realized this whole entrepreneurship thing actually works."

Entrepreneurship runs in his blood: Tyler's father, John Richards, a former BYU entrepreneurship professor, struck gold during the dot-com boom and has been growing startups ever since—along with teaching family home evening lessons on debt and managing wealth. "I have always been taught that the best bet in life is on yourself," Tyler says.

Tyler's biggest venture now keeps Silicon Slopes supplied with a steady stream of coders. DevMountain, headquartered in downtown Provo with campuses in Salt Lake City and Dallas, teaches crash courses on coding and app development. Acquired this year by Capella University for \$20 million, the boot camp churns out about 150 job-ready grads every twelve weeks.

"Our goal has been to provide students with the skill set to be hireable within the industry," says Richards, who cofounded DevMountain with Cahlan Sharp and Colt Henrie.

DevMountain started as a side project when Sharp, who was regularly asked for coding tips, partnered with Richards to create a tech boot camp. They bought a domain name for nine dollars and started holding

class in September 2013, growing primarily through word-of-mouth success stories.

The appeal, Richards notes, stems from the constant demand for coders in Utah and beyond. "It's hard for tech startups to land a developer because traditional universities aren't pumping them out fast enough," he says. "DevMountain is creating a direct path."

Which, he adds, is a win-win-win: startups find hireable employees, boot camp grads land tech jobs, and DevMountain's reputation grows, attracting even more students. "I don't know if DevMountain would be here if it weren't for the Utah tech environment," he says.

Richards is also collaborating with his father and brother on another boot camp—Startup Ignition, which offers courses on entrepreneurship.

"You evolve with the life of your startup," says Richards, who has one young daughter with his wife, Nicole. "From ideation to first revenues to scale, it takes a different kind of entrepreneur. I've learned to become a chameleon as DevMountain grew from nothing to one of the top coding schools."







Aiming high has been a lifelong quest for Marc Chenn, CEO and cofounder of cloud data-management startup SaltStack. A former high jumper on BYU’s track team, Chenn broke school records and trained for the 2000 Olympics—but he knew he’d eventually have to hang

up the spikes and get a “real job” outside athletics. “So I asked myself, ‘What do I want to do?’” remembers Chenn, who later founded a track club with his former teammates and now coaches his three kids toward winning their own championships. After exploring his interests and network, he secured a summer internship at Cisco—and got his first taste of the tech industry. “The software industry is typically pretty upbeat, pretty optimistic, and that’s invigorating,” he says. After finishing his BYU bachelor’s degree in international relations in 2001, Chenn worked at Utah startup Altiris, where he helped the company grow before it was sold to Symantec. Chenn earned his MBA in 2007 and then explored an interest in Wall Street, working for

Morgan Stanley in New York City for three years before switching back to tech with startup Compliance11. There he again contributed to a successful exit. In researching his next step, Chenn realized he was ready to build. “If you work for someone else, you have to follow an agenda that’s not your own,” Chenn says. “I wanted creative freedom in my career, to imprint on an organization and participate in the upside of our success.” That’s when he connected with Thomas Hatch, a Utah software engineer who had invented a platform to automate large-scale data center management. The product was ready to roll; it just needed business oversight. Chenn stepped in to build that business. He moved with his wife, Theresa, and their children to Utah, and SaltStack was launched there in 2011. In 2013 Forbes named SaltStack one of ten cloud startups changing the data landscape. Last year the company earned the Utah Innovation Award, and this year it was named one of the ten most buzzworthy startups by the Utah Venture Entrepreneur Forum. “This is the most challenging professional thing I have ever done, but it’s also the most joyous,” Chenn says. “In tech, a simple idea has the opportunity to change industries—and the world. I feel like we are at the crossroads of something great.”



MARC CHENN  
SaltStack  
Cofounder and CEO

You won’t catch too many CEOs walking around the office in a panda suit. But when it comes to boosting workplace happiness and culture, BambooHR CEO Ben Peterson and cofounder and COO Ryan Sanders have never been above playing the mascot. “We feel a deep loyalty to our team,” says Peterson, a 1998 BYU graduate in entrepreneurship. “We all perform better when we’re happier, when we have time for families and personal lives. Focusing on company culture and employee happiness trumps focusing on dollars.” He applies the same principle to himself; it enables him to spend more time with his wife, Natalie, and their six children.

The company’s philosophy has attracted recognition: named a Best Company to Work For by *Utah Business* every year since 2013, BambooHR made *Entrepreneur’s* Best Large-Company Cultures list in 2015. This year it was certified by Great Place to Work, won multiple PC Editor’s Choice awards, and appeared on the *Today Show* for offering vacation bonuses. As a student, Peterson was one of the first employees at MyComputer.com, which later became Omniture. After building and selling a string of personals websites, Peterson dabbled in investing but felt his true calling was entrepreneurship. So Peterson teamed up with Sanders and looked to the software-as-a-service mode. Keeping in mind challenges faced by Sanders’s consulting clients, they decided to automate HR services.

They realized they were wandering into territory long patrolled by the world’s biggest payroll and HR companies. But like most entrepreneurs, Peterson quips, they lacked a piece of human DNA: the risk-aversion gene. The cofounders funded themselves from the beginning and have done very little fundraising since, creating the Goldilocks of HR software: bigger than spreadsheets but smaller than enterprise software. “We built something just right, focusing on what small and medium businesses need,” Peterson says. BambooHR now serves more than six thousand customers worldwide. “Hitting our goals is rewarding,” Peterson says. “But more importantly, if you provide a great place to work, then more great work will take place.”



CYDNI TETRO  
3DplusMe  
Founder



Serial tech entrepreneur Cydni Tetro’s alter egos include Black Widow, a Super Bowl player, and a Disney Mouseketeer. “I think I have printed myself as a Disney princess too,” says Tetro, whose latest hit brings “alter egos” to life by mixing 3-D printing with fandom fervor. “They are totally different but really fun.” 3DplusMe, which she sold earlier this year to Whiteclouds (another Utah company), lets fans “print” out figurines—of superheroes, athletes, Jedi, and more—customized with their own likeness. The company placed kiosks at retailers and conventions nationwide, allowing fans to make scans of their faces and select a favorite character to become. “I’ve always followed the latest technology trends closely,” Tetro says. “I was really early in social media”—she helped build a Facebook app that grew to eighty million users—“so for me, the interesting thing about technology is how these arcs come and how to get in the market early and innovate a new product. I found that in 3-D printing.” The venture was inspired in part by Tetro’s work with Walt Disney Imagineering. “I gained a deep appreciation for storytelling there,” she explains. “When I launched 3DplusMe, it was all about creating a story-driven experience. We understood where the brands were coming from and put their fans in context with their brands.” Tetro finished her bachelor’s degree in computer

science at BYU in 1996—one of three women in her graduating class, she landed no fewer than one hundred job interviews—and an MBA at BYU in 1998. Since then, Tetro’s career has been in and out of tech and new media startups with stints at more established companies such as Disney and Novell. “I feel like my opportunity to exist between both worlds has really added to my ability to create, deliver, and execute,” she says. “You learn things from each that make you better in the other.”



Tetro and her husband, Erin, have three children. In the tech industry, Tetro has found the flexibility to balance career and motherhood. Recognizing what the industry has to offer women—and stands to gain from them—Tetro founded the Women in Tech Council in 2007. The council hosts events, such as this year’s Talent Innovation Summit, as well as the SheTech program that matches young women in high school with female mentors and internships. “To maintain growth, we in tech have to drive the talent pool,” Tetro says. “We have to get students educated in the areas of greatest economic impact—science and technology—and accelerate the momentum behind getting more women into technology and into senior positions.”

BEN PETERSON  
BambooHR  
Cofounder and CEO







**RYAN SMITH**

*Qualtrics*  
Cofounder and CEO

## ELSEWHERE ON THE SLOPES

These seven entrepreneurs represent only a small slice of Silicon Slopes. Want to see for yourself how far tech has spread in Utah? Check out [siliconslopes.com/companies](https://siliconslopes.com/companies) for an interactive map of locally grown ventures, big and small, along the Wasatch Front.

Down in his family's basement fourteen years ago, Ryan Smith was sweating.

As he struggled to scale a young startup without funding, "our competitors were raising a bunch of money and rolling out the marketing," Smith remembers. Frustrated with slow growth and software he knew could be improved, Smith urged his father and business partner to make changes.

"Who's stopping you here?" former Marriott School marketing professor Scott Smith asked his son. Ryan looked around the basement, where the two founders stood alone. "It was an 'aha moment,'" Ryan says. "If this was going to go anywhere, I couldn't blame anyone else if something wasn't right. It was on me. From that point on, we got really good at working together; no one was stopping us."

In a basement no more, the duo later brought in Ryan's brother, Jared, and college buddy, Stuart Orgill, to build Qualtrics, today an international leader in online survey research and market-data collection. Qualtrics, which is valued at \$1 billion, employs 1,200 globally, claims thousands of top-brand clients—Microsoft, Pfizer, and KMPG, to name a few—and dominates the academic market. This year, Smith became the first Utahn to land on *Fortune's* 40 Under 40 ranking of influential young business leaders.

The term "startup" hardly applies anymore, as Smith aims to build a company with staying power. "I don't want Utah to be known for just a bunch of startups; Utah needs to be known for companies that have done great things. We have the makeup here to go the distance."

Billion-dollar company notwithstanding, until this summer Smith had yet to accomplish a lifelong goal: appearing on his grandma's "smart shelf." "The only way I could get on there, it didn't matter anything else that I did, was to have a college degree," says Smith, who recently completed his BYU management degree. He was also happy to claim his place among his network of twelve college buddies—all Marriott School alums who live around the world and have kept in touch for ten years through fantasy football and a yearly round of golf. At this year's game "it was nice to tell them that I graduated college."

Along with nursing a healthy obsession with BYU sports, outside the office Smith keeps busy with golfing competitively; biking; pickup basketball; and spending time with his wife, Ashley, and their five children—all of whom are under age eight. "It is chaos at the Smith house," he says.

Looking to Qualtrics's future, Smith is teed up for more growth—"I love our optionality, and we have great partners and investors who believe in Qualtrics and believe in Utah," he says—and ready to take on the English lexicon: "I want *Qualtrics* to be a verb. If someone has a research question, they can 'Qualtrics it' and get the data." **M**





# School News

## Tech Startups Buzz at Business Model Competition



MBA students and first-place winners Josh Mortensen and Andrew Watanabe receive a check from Steven Fox, acting managing director of the Rollins Center.

Innovative technology is defining the twenty-first century, and the Rollins Center for Entrepreneurship and Technology's 2016 Business Model Competition (BMC) showcased some of the latest innovations.

Leading the tech charge was Whistic, a software company that provides businesses with an effective assessment of the security risk level involved in sharing company data with a third party. Cofounders **Andrew Watanabe**, a second-year MBA student from Salt Lake City, and **Josh Mortensen**, a second-year MBA student from Phoenix, took home first place and received \$5,000.

"Experience has taught us you just never know what's going to happen, so we were really pleased to come in first," Mortensen says.

BMC judges evaluated students' ability to design a business model, test it with consumers, and make changes based on feedback. This year sixty teams competed in three rounds, with the top ten teams receiving \$20,000 in cash prizes.

"The purpose of the BMC is to ensure that students learn and practice startup techniques that lead to greater success," says **Steven Fox**, acting managing director of the Rollins Center. "These techniques—agility, validation, pivoting, and other principles—are helping students reach their goals."

With the prize money as momentum, the winning Whistic team can now move the product forward.

"The winnings will help us run tests on our website and speed up our progress as

a company," Mortensen says. "Right away it means that we can now actually start doing business with some of our beta customers."

## BYU Army ROTC Receives Geronimo Award



Lt. Col. Chanda Mofu (center) receives the Geronimo Award on behalf of the BYU Army ROTC.

After a year of strategic program changes, BYU's Army ROTC program celebrated a major success after being named the best large-level program in the region.

"We are here to develop leaders not only of America but also of our families, churches, and communities," says Lt. Col. **Chanda Mofu**, former professor of military science. "It's great that the work the cadets do is being recognized."

The Geronimo Award is given annually to one of thirty-six ROTC programs in the West. The BYU Army ROTC was selected for its excellence in quantity and quality of cadets commissioned, the average GPA of those cadets, and their average physical training scores.

On behalf of the program, Mofu accepted the award in San Antonio from the US Army Cadet Command Fifth Battalion. He says the focus of the ROTC program has shifted to help train cadets to become leaders who can adapt and think more dynamically.

Jumping into new methods and tactics has paid off. Younger cadets are developing faster thanks to being given more responsibility under the guidance of experienced officers. In addition, sophomore cadets are being trusted as team leaders—a position formerly held only by junior cadets—giving them more chances to develop leadership and decision-making skills.

"The award shows the amount of work that we've put into the program," says cadet Gregory Fitzpatrick, an economics senior from Mission Viejo, California. "It means that we're being recognized as the best."

## Marriott School Honors Bateman Awardees

This spring, more than five hundred people gathered in their business professional attire at an event students have dubbed the "Oscars of Provo." But instead of movie elite earning accolades, it was business students who were honored at the Marriott School closing social. Attendees mingled and dined during the award ceremony, where winners of the Bateman Awards and the Marriott School Interdisciplinary Case Competition were announced.

This year's Bateman Award winners are **Matthew Merrill**, an accounting senior from Mapleton, Utah, who was presented with the Outstanding Undergraduate Student Award, and **Maya Inoue**, a second-year MBA student from Honolulu, who won the Outstanding Graduate Student Award. Accounting professor **Dave Stewart** took home the Outstanding Faculty Award, and the Outstanding Student Organization Award went to the Women in Management Club.

The Bateman Awards were created in 2002 in honor of **Merrill J. Bateman**, president of BYU from 1996 to 2003 and dean of the BYU School of Management from 1975 to 1979. Bateman presented the awards to this year's honorees.





“Do your very best,” Bateman said. “When opportunities come, take them. Pray about them, but generally take them.”

This year more than twenty teams of students participated in the new Marriott School Interdisciplinary Case Competition, which was implemented to build unity across majors and produce solutions to improve the school. The winning team developed a way to improve club awareness through a new portal called Club Hub.

Attendees also heard from **Carine Clark**, president and CEO of MaritzCX. Clark earned both her undergraduate degree and MBA from BYU and was named 2015 CEO of the Year by *Utah Business* magazine.

“Decide today that you will be a person of tremendous faith and that you’re going to put that faith to work in every aspect of your life,” Clark said in her speech. “Impossible is an opinion, not a fact.”

## BYU Leads the Way at AIS Competitions



Information systems students finished in first and second place at the AIS conference competitions.

BYU information systems students excelled at the Association for Information Systems (AIS) Student Chapter Leadership Conference, taking first place in both the video and security competitions and second place in the IBM Bluemix competition.

“These AIS events allow us to showcase the skills and knowledge of our students on an international stage,” says **Tom Meservy**, associate teaching professor and team advisor. “Once again they have demonstrated that they

can compete with the best information systems students in the world. They are simply amazing.”

**Kyle Longhurst**, a senior from Orem, and **Alexandra Whitesides**, a junior from Warrenton, Virginia, won first place in the video competition. In BYU’s other top finish, seniors **Josh Haws** from Alpine, Utah, and **Cathy Kennelly** from Franklin, Tennessee, joined juniors **Drake Loud** from Liberty, Utah, and **Jason Smith** from Forest Grove, Oregon, to win the security case competition. The team provided the best proposal for helping a fictional insurance company keep its client data secure, continuing a three-year winning streak for BYU in the security competition.

“I think what sets our program apart is that we learn a lot of technologies and the business side at the same time,” Kennelly says. “To be able to understand both worlds and figure out how to bridge them and solve problems is unique.”

# David Royce Named Entrepreneur of the Year

**David Royce** has made pests less pesky by creating four of the most successful, environmentally responsible pest control companies in North America. To recognize the serial entrepreneur’s achievement, the Rollins Center for Entrepreneurship and Technology awarded the Entrepreneur of the Year Award to Royce at its semiannual Founders Conference banquet.

“We have been very fortunate to win different awards, but this one from the Rollins Center is especially important to me,” Royce says. “This organization means so much. It is a group of peers that I deeply respect and an organization that helped me to have the vision to become an entrepreneur right out of school.”

Royce graduated in entrepreneurship from BYU in 2004. He most recently founded Aptive Environmental, a Provo-based residential and commercial pest control company that provides service to more than 1,500 cities. Royce also started his previous company, Alterra, in Utah before selling it to Terminix in November 2015.

“There is something really special going on in Utah right now,” Royce says. “There is a sense of entrepreneurship that is getting noticed nationally and throughout the world.”

Royce has received much recognition for his success as an entrepreneur. His companies have been featured in several national publications including the *Wall Street Journal*, *Fortune*, and *Entrepreneur*. In 2015 Royce was named the Ernst & Young National Entrepreneur of the Year, and that same year his company received the first-place award for Fastest Growing Service Company in America from the American Business Awards.

Royce has also transformed his success into supporting a good cause as a proud partner of the United Nations Foundation’s Nothing But Nets campaign.



A portion of company profits go toward providing people in sub-Saharan Africa with insecticide-treated bed nets that help save millions of lives.

“When thinking about this award we look for men and women of high integrity and entrepreneurial savvy,” says **Steven Fox**, acting managing director of the Rollins Center. “David exemplifies these traits.”

Royce joins other inspiring past recipients of the Entrepreneur of the Year Award, which include **Amy Rees Anderson**, founder of REES Capital, and **Joshua James**, CEO of Domo. Potential recipients for the Entrepreneur of the Year Award are chosen by the board of the Rollins Center’s Founders. Nominees are then vetted and approved by BYU leadership.

## Romney Institute Honors Robert J. O’Neill Jr.



BYU’s Romney Institute of Public Management named Robert J. O’Neill Jr. as its 2016 Administrator of the Year. O’Neill, the executive director of the International City/County Management Association, has dedicated his career to strengthening local governments by improving management.

“Bob has shown thoughtfulness, vision, and commitment to public service at both the local and international level,” says **Rex Facer**, associate professor of public finance and management. “He has made innumerable differences while calling for better public service.”

The Administrator of the Year Award honors outstanding public management professionals for their ethical and moral service in the public sector and for the example they set for BYU MPA students.

“It will be challenging yet exciting to fill the gap between what is politically acceptable and what is administratively effective in running local governments,” O’Neill said in a speech to MPA students at a banquet held in his honor. “We need innovation and creativity in leadership in order to succeed.”

O’Neill received a bachelor’s degree in political science from Old Dominion University in 1973 and a master’s degree in public administration from Syracuse University in 1974. He began his career in the private sector and later jumped into local government.

## STUDENT NEWS

### Ballard Sinks Teeth into Prize

A volleyball club for teenagers, a recycling system for apartments, and a children’s book subscription service were just some

of the successful ventures presented by BYU students at the Student Entrepreneur of the Year competition. But it was **Sam Ballard’s** excellence in building up Hopetown Dental Lab that led to the premanagement student being named this year’s top student entrepreneur and winning a \$10,000 prize.

“I couldn’t be more grateful and excited,” Ballard says. “It’s humbling to know that all I do and who I become from here will reflect on BYU and the Marriott School. I feel privileged to take on such a tremendous responsibility and honor.”

Sponsored by the Rollins Center for Entrepreneurship and Technology (CET), the competition was hosted by Provo mayor John Curtis and judged by a panel of successful entrepreneurs from across the state of Utah.

Ballard, a native of Hopetown, Bahamas, impressed the panel with his efforts to build up Hopetown Dental Lab. Ballard began the lab in 2011 by casting tooth restorations by himself in order to fund his Church mission. Five years later, using CAD/CAM systems and state-of-the-art materials, Ballard and his brother, Josh, have pushed Hopetown to a projected revenue of \$1.3 million this year.

“Professors and mentors at BYU, such as **Nick Greer**, **Ralph Little**, Daniel Judd, and **Stephen Liddle**, have been so supportive and encouraging to me while I pursue both education and business,” Ballard says.

Kylee Middleton, a family life senior from Draper, Utah, placed second with her clothing company, Piper & Scoot. Third place went to Kip Hacking, an electrical engineering senior from Langley, Washington, for his photography and videography equipment company, Capture Beyond Limits.

“These student entrepreneurs take the education and skills they gain in



Sam Ballard claimed the 2016 Student Entrepreneur of the Year title.

the classroom and launch products and services within their discipline,” says **James Endicott**, CET founder and eClub advisor. “This is exactly what we teach in the entrepreneurship program.”

## Scoop Squad Wins Strategy Competition



A team of BYU students want you to scream for ice cream, especially on game day.

A three-minute video and presentation about a potential Ben & Jerry’s campaign won three BYU students, aka the Scoop Squad, first place and \$7,000 in the 2016 Unilever UniGAME competition.

The top three teams in the marketing strategy case competition—BYU, University of North Carolina at Charlotte, and Ohio State—were chosen to visit Unilever headquarters in Englewood, New Jersey, to meet the US company president and present in-depth analyses of their proposals. The campaign invited college students to go head-to-head not only in sports but also in university-based competitions to decide new Ben & Jerry’s ice cream flavors.

Senior strategy majors **Justin Molinaro** from Atlanta and **Ether Tam** from Laie, Hawaii, teamed up with senior animation major Dallin Cheung from Mesa, Arizona, to take home the big win after impressing the panel with the execution, soundness, implementation, and practicality of their proposal.

“We were confident going in that we would be a contender,” Tam says. “Because the frameworks we’ve learned at BYU through the strategy program and other classes are top-notch, we were able to compete even with the top schools.”

Dallin Cheung, Justin Molinaro, a Unilever executive, and Ether Tam pose with the first-place check.



# Companies Nab Big Bucks at New Venture Challenge

In BYU's own version of *Shark Tank*, eight student-run companies presented business plans to judges. The goal: to score cash and mentoring opportunities in the Miller New Venture Challenge—the final part of the Miller Competition Series hosted by BYU's Rollins Center for Entrepreneurship and Technology (CET). Latitude, an audio-tour app company, won the Founders' Choice Award and received second place in the speed pitch round, walking away with \$21,000 in prize money.

"Going over the presentation and working nearly full time on the business really helped us prepare for the competition," says **Brody Horton**, a second-year MBA student from Layton, Utah, and Latitude cofounder. "The money will be vital to helping us build our company. It is always nice to have successful entrepreneurs like what you are doing."

Eight finalists—Gather, HOA Cloud, Information Dental, Isotruss, Latitude, Plato, Wavio, and Whistic—won \$15,000 each and received the opportunity to join BYU Launchpad, a startup immersion program designed to help entrepreneurs refine their businesses and prepare for future investment.

"We had many excellent teams compete, so it was a challenge for judges to select the very best," says **Steven Fox**, CET acting managing director. "Innovation spans our entire campus, and interacting with bright young people in this competition is simply a whole lot of fun."



Wavio CMO and cofounder Jeremy Rios delivers a presentation about the company's hands-free Bluetooth device designed for outdoor enthusiasts.

## Ten Students Named Eccles Scholars



Back, from left: Brad Call, Brandon Remington, Christopher Barnes, Leandro Baer Barbosa, and Rodrigo Ortigoza. Front, from left: Margaret Ebeling, Joshua Porter, and Angela Hui. Not pictured: Daniel Wilde and Kris Willenbrecht.

The Marriott School recently recognized ten first-year MBA candidates as Eccles Scholars, an award presented by the school's Whitmore Global Management Center. Each recipient was awarded up to \$9,000 of financial aid for schooling expenses, international projects, and global career exploration.

"This award clearly distinguishes each student as a future leader in the global business community," says **Bruce Money**, Whitmore Center director. "To be chosen as an Eccles Scholar signifies that you will represent BYU, the Marriott School, and the Eccles name with distinction."

The 2016 Eccles Scholars are **Leandro Baer Barbosa** from São Paulo; **Christopher Barnes** from Eugene, Oregon; **Brad Call** from Bountiful, Utah; **Margaret Ebeling** from Philadelphia; **Angela Hui** from Richmond Hill, Ontario; **Rodrigo Ortigoza** from Brampton, Ontario; **Joshua Porter** from Spokane, Washington; **Brandon Remington** from Sammamish, Washington; **Daniel Wilde** from Ventura, California; and **Kris Willenbrecht** from Yorba Linda, California.

A committee of faculty members interviewed fifty-five applicants and selected the top ten candidates on the

basis of their academic performance and trajectory toward a global business career.

The Eccles Scholars awards are funded by the George S. and Dolores Doré Eccles Foundation. The foundation was created in 1960 to ensure that the Eccles's philanthropic work would continue beyond their lifetimes.

**Undergrads Excel at Milgard Event**

More than forty-five years ago, the Jackson 5 taught the world that love is "as easy as one, two, three." In March a team of BYU students shared a similar idea—to a regional insurance company—winning second place and \$500 each at the Milgard Invitational Case Competition on Social Responsibility in Tacoma, Washington. The team presented a corporate social responsibility (CSR) plan that simply explained how a company can love and care for society.



A team of BYU undergraduates placed second at the Milgard Invitational Case Competition on Social Responsibility in Tacoma, Washington.

"We tried to make our proposal really simple," says **Margaret Melville**, a senior strategy major from Centerville, Ohio. "When a company has a CSR strategy that's really complicated, it's hard to connect with it because you can't even remember it. So we said ours was as simple as one, two, three."

The numbers corresponded to three initiatives that the students proposed: (1) allowing employees to use 1 percent of their annual paid time for volunteer service, (2) donating 2 percent of company profits to environmental issues, and (3) using 3 percent of their services to insure the underprivileged at a discounted rate.

"The team did an excellent job," says **Darin Gates**, adjunct faculty member and team advisor. "They worked very hard to come up with a well-thought-out, compelling, and creative corporate social responsibility plan in the limited time they were given."

Additional team members included **Thomas Stone** from Greenwood Village, Colorado; **Jared Tate** from Rancho Santa Margarita, California; and **Miguel Viramontes** from Fresno, California.

**MBA Students Win ACG Utah Cup**

BYU MBA students were right on the money, recently placing first in the Association for Corporate Growth (ACG) Utah Cup. The team's presentation of real-world case studies earned them \$1,000 in the on-campus preliminary round and \$5,000 in the statewide round.

"BYU's team was characterized by its strong valuation fundamentals, creative deal structure, and solid presentation skills," says **Grant McQueen**, a finance professor and the team's advisor. "In the end judges decided that the BYU students' proposed valuation and deal structure was the most practical and reasonable."

The ACG Cup is a graduate student case competition designed to help students acquire corporate transaction perspectives. This year's preliminary round at BYU required students to act as if they were consulting for an initial public offering. In the final round, teams had to consult on a hypothetical leveraged buyout transaction and present their proposals to local executives and deal-makers.

"In both rounds other teams came up with stellar, creative ideas that showed a lot of potential for profitability," says **Jordan Cline**, an MBA student from Taylorsville, Utah. "I feel like what set our team apart was that our recommendations were creative but also realistic."

**Hiep Nguyen** from Hanoi, Vietnam; **Lydia Shen** from Shanghai; and **Chad Walker** from Centerville, Utah, were also on the team. They competed against teams from the University of Utah, Westminster College, and Utah Valley University.

"We knew each other well and could work cooperatively and efficiently together," Shen says. "I think the finance knowledge and techniques that we accumulated from our past work experience and MBA classes helped us get prepared and made a big difference in the competition."

**Ten Hawes Scholars Announced**

The Marriott School named ten MBA candidates 2016 Hawes Scholars, an honor that carries the highest distinction given to MBA students at the school and a cash award of \$15,000.

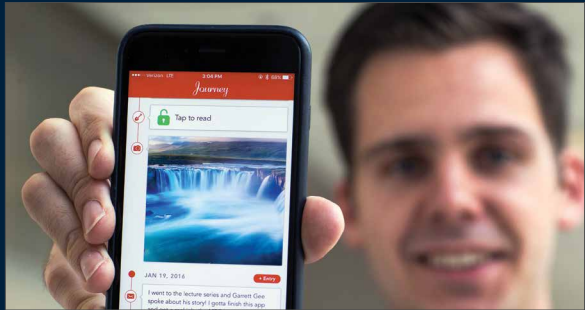
"Hawes recipients exemplify what it means to be a BYU MBA student," says **John Bingham**, MBA program director. "Each of the winners has made meaningful contributions to the MBA program and the lives of their classmates. We are confident they will be exemplary ambassadors of the BYU MBA program."



Back row, from left: Scott Christofferson, Daniel Christ, Meghan Whalen, Dale Tolley, and Christie Rasmussen. Front row, from left: Sean Baenziger, Steve Mineer, Maya Inoue, Brock Burrows, and Kirk Steele.

The 2016 Hawes Scholars are second-year MBA students **Sean Baenziger** from Wellington, Florida; **Brock Burrows** from Apple Valley, Minnesota; **Daniel Christ** from Lynbrook, New York; **Scott Christofferson** from Lehi, Utah; **Maya Inoue** from Honolulu; **Steve Mineer** from Scottsdale, Arizona; **Christie Rasmussen** from San Antonio; **Kirk Steele** from Farmington, Utah; **Dale Tolley**

# App Makes Journaling Easier



**Micah Wilson** wanted to make it easier to chronicle the most important parts of life, so he created an iOS app called Journey, which allows people to write in their journals without ever picking up a pen.

Journey makes keeping a journal so effortless that it recently landed Wilson the \$1,650 top prize from the Marriott School's Mobile App Competition, hosted by the Rollins Center for Entrepreneurship and Technology.

"Journey focuses on the idea that journaling doesn't have to take a long time," Wilson says. With voice-to-text technology, "you can write an entry in a few seconds."

The app has a slick interface that makes recording significant events smooth—just a few taps and you're done. Users can post a quick note, file a photo or audio recording, and even clip a song they love to their journal.

For those who struggle to come up with something to write, the app includes prompts, such as "Who made you feel good this week?" or "If you could live anywhere you wanted, where would you live?"

An export function saves all your content as a PDF so it can be printed. "If there's no way to export your app, your journal dies with your phone," Wilson says. "What if a user continues to use the app for years and then iOS or even iCloud doesn't exist any longer? That would be really frustrating to lose all those memories you've saved."

Other top finishers included Hexbreaker, Curo, and Flip. Friendability, an app that helps you find compatible friends across social networks, won the audience choice award.



from Kalispell, Montana; and **Meghan Whalen** from Malone, New York.

Named for successful corporate executive Rodney A. Hawes Jr., a Baker Scholar from the Harvard Business School, and his wife, Beverly, the award was created in 1998 to recognize the accomplishments of graduating MBA students.

The Hawes Scholar award is one of many initiatives made possible by the Hawes Endowment, a gift of more than \$2 million used to facilitate the growth and enhancement of the Marriott School's nationally ranked MBA program. In addition to being widely recognized for his expertise in financial matters, Hawes has a reputation for integrity, hard work, and community service.

#### MBA Finance Students Score Stoddard Prize



Back row, from left: Ralph Johnson, Gary Vahey, Jordan Cline, and Matthew Dalton. Middle row, from left: Ryan Rios, Jonathan Sánchez, and Yongxiong Cheng. Front row: Iris Zhou, Crista Hill, Prerna Gupta, Nicola Harris, and Weiwei Zhang. Not pictured: Trevor McDougal.

Thirteen BYU students were honored with the George E. Stoddard Prize, a \$4,000 award given to exceptional second-year MBA finance students.

"These students will be great ambassadors for BYU, the Marriott School, and the BYU MBA program," says finance professor **Grant McQueen**, who oversees the award. "We appreciate the George E. Stoddard family and George's employer, the W. P. Carey Company, for their generosity and support of our MBA finance students."

This year's recipients are **Yongxiong Cheng** from Beijing; **Jordan Cline** from Taylorsville, Utah; **Matthew Dalton** from San Juan Capistrano, California; **Prerna Gupta** from Jammu, India; **Nicola Harris** from Dallas; **Crista Hill** from Hollister, California; **Ralph Johnson** from Los Angeles; **Trevor McDougal** from St. Joseph, Michigan; **Ryan Rios** from Highland, Utah; **Jonathan Sánchez** from

Taylorsville, Utah; **Gary Vahey** from London; **Weiwei Zhang** from Fu'an City, China; and **Iris Zhou** from Zhuhai, China.

Each year a faculty committee selects students for the award based on excellent academic performance and commitment to the finance program.

The Stoddard Prize was established in 1985 by George E. Stoddard, a 1937 BYU alumnus. He was a pioneer in the use of real estate transactions known as sale-leasebacks, which provide financing to companies struggling to gain access to traditional sources of capital. Stoddard was also head of the multibillion-dollar Direct Placement Department of the Equitable Life Assurance Society of the United States.

#### Six Students Claim Seven Prizes at AITP Competitions

A small team of Marriott School information systems students came up with big rewards at recent competitions hosted by the Association of Information Technology Professionals.

**Brandon Buchanan** from Centerville, Utah; **Trevor Harmon** from Orem; **Andy Mockler** from Fort Wayne, Indiana; **Braden Casperson** from Twin Falls, Idaho; **Kyle Longhurst** from Orem; and **Dan Morain** from San Jose, California, placed seven times in five competitions—the most of any school. With entries ranging from mobile development to systems analysis, the group showcased a strong and comprehensive skill set in the informations field.

"The students performed very well and represented BYU marvelously both in their academic prowess and in their demeanor," says **Greg Anderson**, associate teaching professor and team advisor. "We are very proud of them all."

Casperson and Longhurst led the way with a first-place finish in the business analytics event. The duo used data-mining skills to predict whether a potential client might open a new bank account



based on the number of marketing phone calls that person received.

"It was all things we have learned in classes," Casperson says. "The BYU information systems program has a really high standard of quality. It's a lot of work, but coming out of it you know how to do real on-the-job tasks."

#### MAcc Students Take Second at Deloitte National Audit Case Competition



A BYU School of Accountancy team recently took what they learned in class to cash in at the Deloitte National Audit Case Competition, winning \$1,000 each and an additional \$5,000 for the school in a second-place finish.

"This team of students worked very well together to identify, research, and solve the issues given to them," says **Cassy Budd**, accounting teaching professor and team advisor. "They pulled it all together beautifully and exhibited poised confidence in their final presentation to the judges."

Students from Budd's accounting research seminar were placed in teams at the school level. **Andrew Bellomy** from Centerville, Utah; **Angel Bird** from Panjim, India; **Janelle Knight** from Roosevelt, Utah; **Logan Laxton** from Charlotte, North Carolina; and **Chelsea Mickelsen** from Idaho Falls, Idaho, were ultimately chosen to represent BYU.

Three members of the team were participating in internships leading up to the competition, forcing the group to work together mainly via videoconference in the evenings and on weekends. But they made it work, putting together a solid answer to a case that involved examining a repurchase of treasury shares from employees and how the repurchased shares would figure in the statement of cash flows.

"The research class helped a ton," Laxton says. "It taught us how to research and present in a way others can

understand. That's what we did for our presentation: we looked at it from a high level and explained why it was important to management."

#### FACULTY NEWS

##### Marriott School Personnel Honored



The Marriott School honored **Douglas Prawitt**, Glenn Ardis Professor in the School of Accountancy, with the Outstanding Faculty Award at the school's annual awards presentation this May.

"It was an honor for the Marriott School community to honor our friend and colleague Doug Prawitt," says **Lee Perry**, Marriott School dean. "Doug is an extraordinary teacher, researcher, and the consummate gentleman. The love he expresses for BYU, the Marriott School, and our students inspires all of us."

A Marriott school professor since 1993, Prawitt currently leads the School of Accountancy's PhD prep program, which he helped initiate in 2000. He has won multiple awards from the American Accounting Association as well as several teaching awards.

Thirteen other faculty, staff, and administrators were also recognized. **LuAnn Hart**, secretary to the associate deans, received the N. Eldon Tanner Award. First presented in 2010, this award recognizes an administrator or staff member who demonstrates integrity, leadership, and humility.

"We all love and appreciate the incredible LuAnn Hart," says **Michael Thompson**, associate dean. "We would never have been able to do our jobs without her extraordinary work and support."

**Greg Burton**, Ford Motor Company International Professor in the School of Accountancy, and **Ramon Zabriskie**, professor of recreation management, were awarded Teaching Excellence Awards.

Scholarly Excellence Awards were given to **Michael Drake**, assistant professor

## Marriott School Professor Studies "Crunch Effect"

New doctor's orders: no earbuds, music, or TV while eating.

Researchers at BYU and Colorado State University (CSU) recently published an article about how the noise you make while eating can have a significant effect on how much you eat.

The "Crunch Effect," as they call it, suggests you're likely to eat less if you're more conscious of the sound your food makes while you eat. Loud TV or music can mask eating sounds that keep you in check.

"For the most part, consumers and researchers have overlooked food sound as an important sensory cue in the eating experience," says study coauthor Gina Mohr, assistant professor of marketing at CSU.

"Sound is typically labeled as the forgotten food sense," adds **Ryan Elder**, assistant professor of marketing at BYU. "But if people are more focused on the sound the food makes, it could reduce consumption."

They're not talking about the sizzle of bacon, the crack of crème brûlée, or the pop of popcorn; the effect comes from the sounds of mastication: chewing, chomping, and crunching.

Elder and Mohr carried out three separate experiments on the effect of that "food sound salience" and found even thinking about eating sounds (through an advertisement) can decrease consumption.

The most fascinating experiment discovered people eat less when the sound of the food is more intense. In that study, participants wore headphones playing either loud or quiet noise while they ate snacks. Subjects listening to louder noise ate more—four pretzels compared to 2.75 pretzels for the "quiet" group.

"The effects many not seem huge," Elder says, "but over the course of a week, month, or year, it could really add up."



of accountancy; **Shad Morris**, assistant professor of organizational leadership and strategy; and **Taylor Nadauld**, assistant professor of finance.

**Brad Agle**, George W. Romney Endowed Professor in the Romney Institute of Public Management, and **Bruce Money**, Fred Meyer Professor of Marketing and International Business and executive director of the Whitmore Global Management Center, received Citizenship Awards for their commitment to furthering the school's mission through service.

**Eric Doman**, supply chain career manager, and **Vicki Okerlund**, Romney Institute external relations coordinator, each received an award for outstanding

management, professionalism, character, and initiative.

The event also recognized retiring personnel for their years of service, including **Robert Gardner**, Robert J. Smith Professor in the School of Accountancy, who has served at the university since 1978, and on numerous boards, including as president of the American Taxation Association. **Bill Brady**, accounting director in the Steven and Georgia White Business Career Center, and **Richard Smith**, MBA director in the Business Career Center, were also honored for their contributions to the school and in helping numerous students find fulfilling careers with top companies across the country.



# Alumni News

## MANAGEMENT SOCIETY

### Management Society Chapters Honor Leaders



In congruence with the BYU Management Society's mission to "grow moral and ethical leadership around the world," chapters across the nation host charity-centered banquets, collecting scholarship funds to distribute to students in need while honoring professionals, service leaders, and influential philanthropists. Take a look inside four management society chapter galas from the past year.

#### Utah County

For the first time, two recipients were presented with the Pioneer in Leadership Award. J. W. "Bill" Marriott, executive chairman of Marriott International, and his wife, Donna, were honored for their leadership, generosity, and philanthropic involvement at the Utah County Chapter's eighth annual gala, held last November.

The gala featured a dinner, award presentation, and onstage interview conducted by the Marriott's daughter, Deborah Harrison, in which Bill graciously expressed his love of family and devotion to service, humility, and teamwork.

"Mr. Marriott is known and respected across the world for his personal ethics and business acumen," says **Larry Stevenson**, chapter president and presenter

of the award. "As former CEO of the Marriott Corporation, he completely changed the future of the hospitality industry. As for Mrs. Marriott, her quiet leadership in local charity work, her family, and church callings warranted Mr. and Mrs. Marriott being our first corecipients."

#### Salt Lake City

In June, Frank Layden was honored on behalf of the Management Society's Salt Lake Chapter as the year's Distinguished Utahn at the Annual Distinguished Utahn event. Layden, former coach and cornerstone of the Utah Jazz, joined the ranks of previous honorees including Larry H. Miller, LaVell and Pattie Edwards, Spencer Eccles, Jon and Karen Huntsman, Olene Walker, and Michael O. Leavitt.

"Awarding Frank Layden this year was an obvious choice after considering all that he and his wife, Barbara, have accomplished professionally and contributed personally to the state of Utah," says **Matt Hansen**, Salt Lake Chapter president. "To all who know him, Frank Layden is not only one of the most genuine, charismatic, and approachable individuals that you will ever meet, but his lifetime of enthusiastic leadership, sense of humor, and selfless service to residents of Utah made him one of the most qualified recipients in the twenty-three-year history of the award."

#### Washington, DC

Clayton Christensen, Harvard Business School professor and *New York Times* best-selling author, took the stage at the Washington, DC, Chapter's annual gala at the Crystal Gateway Marriott in April. Nearly four hundred guests—including foreign diplomats and business leaders—came to hear his speech and witness as he received the Distinguished Business Leader Award.

"Each year, the Washington, DC, Chapter honors either a distinguished public servant or business leader," says **Hugh Redd**, chapter president. "The event

brings chapter members and friends together in celebration of our desire to develop leaders around the globe. At this year's gala, we honored Dr. Clayton Christensen for his work in business education, service in the community, and passion for the society's mission."

Christensen, an accomplished businessman, was chosen for his significant and lasting contributions in the fields of business strategy and innovation. Last year Christensen received the Edison Achievement Award, and in 2011 the *Economist* named his 1997 book *The Innovator's Dilemma* one of the six most important books about business.

#### New York

The New York LDS Professional Association (NYLDSPA) presented Paula Gavin, NYC chief service officer, with the Visionary Leadership Award at its annual fall banquet last November. The award is given to a business, education, or non-profit leader who has made significant contributions to the community.

The banquet featured former Utah governor Michael O. Leavitt, who served in President George W. Bush's cabinet, as the honorary keynote speaker.

"The event was especially significant to our organization because it helped accomplish several objectives in our core mission," says Jared Remington, NYLDSPA president. "We were able to raise college scholarship funds for need-based students from the NYC metro area, provide networking opportunities to professionals, and create opportunities to provide community service."

## CLASS NOTES

### 1978



Work has taken **Curt J. Howes** far from the small Utah town where he grew up. He has worked and consulted on every continent except Antarctica and has traveled to more than forty-five countries and all fifty

states. One of his most memorable experiences was helping to develop the organization and operating model for the city of Mecca in Saudi Arabia. From his first communications and behavioral science classes at BYU forty years ago, consulting organizations has been his passion. Last year, Howes shared what he has learned in his book, *Organizational Performance: The Key to Success in the 21st Century*. After graduating from BYU with a master's in organizational communications in 1978, Howes went on to earn a PhD in organization management from Rutgers. He spent eighteen years at ExxonMobil and eight years at Accenture, and he has been the president and owner of Organization Performance Strategies for the past eleven years. He has been a member of BYU's MBA advisory board since 1999. He and his wife, DeLana, live in Holladay, Utah. He has four children and four grandchildren. In his spare time, he enjoys tennis, golf, jeeping, skiing, and travel.

### 1979



**Bennie Lilly**, a 1979 BYU MPA grad, didn't let retirement in 2014 slow him down. He and his wife, Denise, sold their house and received a call to the New York South Mission, where they are currently serving. Before earning his MPA, Lilly graduated with a BA in Spanish from BYU in 1976. He later used his language skills to help develop the Spanish textbook for the Missionary Training Center (MTC). He worked at the MTC for a few years before taking a job with LDS Employment Resource Services, where he worked in management until 2004. For the last ten years of his career, Lilly was an area welfare manager for the LDS Church. He coordinated the church's emergency response to Hurricanes Katrina, Rita, and Ike and to the 2010 earthquake in Haiti. Lilly has five

children and six grandchildren, and he enjoys genealogy and fly-fishing.

### 1983



**Brian Voigt** is not one to stay put. Throughout his career, he has lived and worked in the United Kingdom, Saudi Arabia, Japan, and Hong Kong, changing financial firms almost as often as he's changed countries. He started his career with Deloitte after receiving his Macc from BYU in 1983. He now lives in Grapevine, Texas, where he cofounded Prism Partners International, a boutique management consulting firm. Voigt has served as a board member to several organizations, including the Marriott School of Management Investment Banking Advisory Council and the HR Forum Advisory Council. Voigt has enjoyed exploring various natural

## Speaking Their Language



Each spring, world-language teacher **Lori LeVar Pierce's** work takes her out of the classroom and into the gladiator ring. There, after months of studying Latin, her students take on a different side of ancient culture while competing at the Junior Classical League Convention, participating in gladiator fights, footraces, javelin throws, and even a student-built chariot race. "It's a lot of fun to act like the ancient Romans and the ancient Greeks," Pierce says.

Pierce's students are Latin champions on the National Latin Exam. This past year, they took more gold and silver medals than any group of Latin students at the school in its history. But when Pierce was first offered her position at the Mississippi School for Mathematics and Science back in 2010, Latin was all Greek to her.

After Pierce graduated with her MBA from BYU in 1992, she worked for several years in market research, including as a director of marketing research for UPS, before taking time off to be at home with her children.

But when she tried to find work near her new home in Mississippi several years later, there were no corporate headquarters nearby—so she decided to use her BYU undergraduate degree in French with a minor in German to land a teaching job.

Learning a new language in her forties was a challenge. She spent eighteen months teaching herself Latin while teaching French and German in the classroom. Pierce started by reviewing vocabulary in college textbooks; she then took an independent study class, followed by a directed independent study course with a Latin professor at a local university, spending a couple hours a week with him until she felt ready to teach.

"I'll be the first to say it isn't easy to learn a foreign language," Pierce says. "I struggled through them when I was in school, but I must have crossed over some threshold that has made it all start to click in my brain."

For the past year, Pierce has served on the committee that revised world language teaching standards for the state of Mississippi. This February, Pierce was one of only twenty teachers selected for a three-week summer program in Leipzig, Germany, to develop science, technology, engineering, and math (STEM) curriculum.

She still uses her business training while sponsoring her school's Future Business Leaders of America chapter. She also serves as the president of the Mississippi chapter of the American Association of Teachers of German and as a board member for the Columbus Choral Society. She and her husband, Daniel, have three children.

When asked whether she enjoys teaching or market research more, Pierce says, "It's the same kind of question as when people ask me which of my languages I prefer—I love them all the same."



# Starting Up and Starting Over



**Morgan Edwards** has always been a builder.

"I have a history of starting things from scratch," says Edwards, who earned his MBA from BYU in 1985.

He started his career in investment banking at Morgan Stanley, joining a brand-new loan-trading desk there and building it into a top trader of bank loans. Years later Edwards became one of Australian firm Macquarie Capital's first American hires, helping the corporation build a North American investment bank from the ground up.

In 2015, after thirty years in investment banking, Edwards put his building skills to the test by jumping into the world of startups. He accepted the position of CFO at five-year-old CommonBond, a socially minded student-loan firm that offers loans, sells them to investors, and funds a year of school for a student in Ghana for every loan originated.

"I am a believer that there will be incredible growth in marketplace lending over the next ten to twenty years," says Edwards, who adds age, experience, and maturity to the growing startup staffed primarily by millennials.

The timing felt right to Edwards, as investment banking was losing some of its charm. Opportunities for building aside, he often felt more like one cog in a "deal machine" than a leader. But at CommonBond, everything he does can affect the trajectory of the firm—which grew by 400 percent and added sixty-plus employees last year.

"The work at CommonBond is exhilarating and exhausting," he says. "I haven't worked this hard in at least fifteen years. I make multiple decisions per day, and every decision is critical."

Edwards says he's managed his career with an eye for balancing work and family, starting off first in positions that allowed more commitment to family and building into opportunities requiring more office time as his children got older. "I've made the choice to work harder and harder in the back half in my career, instead of less and less," he says.

Edwards met his wife, Jennifer, on his first day at BYU, finally convincing her he was worth dating after months of perseverance. "Talk about training for the startup life," he laughs. They have five children—including two sons who followed in his footsteps at the Marriott School—and four grandchildren. As a member of the Marriott School's National Advisory Council, Edwards enjoys mentoring BYU students interested in banking and looks forward to spending more time with students and advising startups when he's ready to retire.

But for now, he's still busy building.

"Just because we have capital and ninety employees doesn't mean our success is assured," he says. "What gets me up every day is that my role—and everyone else's—is vital. We are working to build a successful company that lasts."

environments throughout the world and is especially enchanted with the jungles of Cambodia. Voigt also enjoys tandem skydiving, scuba diving, and working in his yard. He and his wife, Linda, have four children.

**1985**



After graduating from BYU with his MAcc in 1985, **Wayne R. Herr** was hired at Arthur Andersen in the audit and personal consulting areas. In 1994, he was recruited to move to Cheyenne, Wyoming, as a manager for McGladrey and Pullen. Later he became a founding partner of McGee, Hearne & Paiz when his office demerged from the firm in 2000. For the past eighteen years, Herr has trained staff and senior auditors for several weeks each summer for McGladrey and Pullen and the McGladrey Alliance throughout the country. Herr was the 2014–2015 president of the Wyoming Society of CPAs, and he has also volunteered with the Boy Scouts, the Wyoming Historic Governors' Mansion Foundation, and the Cheyenne Health and Wellness Center. He and his wife, Shelley, have three children.

**1992**



**Keith Bevan** always planned to go to law school after he earned his BS in management from the Marriott School in 1992. But when he moved to Austin, Texas, instead of enrolling in law school there, he took a job with Anderson Consulting. At first he was tasked with office admin odds and ends, but after a few months, the managing partner offered him a job at an IT consulting business. Bevan worked there for almost fifteen years until he started a new gig at SaaSfocus in March. He is responsible for leading teams from project planning to execution, managing the day-to-day design, and implementing solutions. Bevan has four children and lives in Meridian, Idaho, with his wife, Diane. He has volunteered as a high school football coach for seven years and enjoys family time, sports, travel, and technology.

**1995**



After twelve years as a leader in marketing for Pizza Hut—including a stint as vice president of brand communications—**Kristan L. Miller** decided it was time to switch gears. A mother of four, she wanted to keep the upward momentum of her career while balancing it with more flexibility. After two years of independent consulting, she joined forces with Flight3 Marketing, a firm specializing in marketing strategy and consumer research, as an owner and partner. The company boasts household names among its clients, including Southwest Airlines, Walmart, Frito-Lay, and others. Miller earned her bachelor's degree in business management in 1993 from BYU, where she performed with the Cougarettes. She then earned her MBA at the Marriott School in 1995, and in her third year she was recruited by Pizza Hut. She and her husband, Darren, live in Frisco, Texas, where Miller says her main hobby is cheering her kids on in their hobbies—with a bit of Zumba mixed in.



One degree was not enough for **Graden P. Jackson**. He obtained his undergraduate management degree in 1995 from BYU, followed by an MBA and a JD from the University of Denver, both in 1998. After practicing law in Colorado, Jackson returned to Utah with his family and joined the law firm Strong & Hanni in Salt Lake City. At the beginning of this year, Jackson was elected managing partner. Jackson enjoys running and gardening, and when he's not in the office, you can find him working in the family orchard with his wife, Sommer, and their four children.

**1996**

**Francisco Ordaz** refused to let a bump in the road hinder his dream of attending graduate school. The day he didn't make it into the MBA program after graduating from BYU with a BA in political science in 1994, he headed straight to the MPA office—and was admitted.



He graduated in 1996. Since then, Ordaz has embarked on a rewarding career in public finance, which has included service in two counties and five municipalities in Florida, Texas, and Virginia across every government function. Under his leadership, Capital Metropolitan Transportation Authority's fund balance skyrocketed by 469 percent, and the transit agency was the first in Texas to receive the Leadership Circle Gold Award for financial transparency from the Texas Comptroller's Office. These accomplishments and more led to his selection as a budget advisor by the US Department of the Treasury to advise foreign governments in public finance matters. Ordaz currently lives in San Salvador, El Salvador. He enjoys playing the piano and organ, singing, reading, and attending the recitals and concerts of his four children with his wife, Francisca.



Before attending BYU, **Paul Weldele** earned his bachelor of general studies from the University of Missouri–St. Louis. He graduated from BYU with his MBA in 1996. Today Weldele works at FedEx, where he leads a team of ten professionals who coach and educate customers on transportation management best practices. He and his wife, Marjorie, have three children, one of whom is a BYU alum. He lives in Collierville, Tennessee, where he keeps himself busy by remodeling his house and taking his wife out on dates. He also enjoys hosting exchange students, playing golf, and participating in sprint triathlons.

**1997**



**Charlie G. Revillo** has focused his career on religious education. After graduating from BYU–Hawaii with a BA in psychology in 1994, he earned an MPA from the Marriott School in 1997. Two years later he started working as a seminary and institute director for The Church of Jesus Christ of Latter-day Saints in the

Philippines. In this position he helps coordinate programs in the region and train faculty members. In 2006, he was called as mission president of the Philippines Butuan Mission. Revillo currently lives in Metro Manila, Philippines. He and his wife, Pierne, have five children, and he loves watching NBA games and traveling.

**2000**



Serving as a special Deloitte brand ambassador at the 2012 Olympic Games in London, where the company was a sponsor of Team USA, is a career highlight for **Brian Fleming**, who graduated from the Marriott School in 2000 with a MAcc. After gaining sixteen years of public accounting experience with Deloitte's Denver and Washington, DC, tax offices, Fleming recently became the head of tax for the Anschutz Corporation, a private company with sports, entertainment, and mass-media operations including the Staples Center, the O2 Arena in London, the Los Angeles Kings, Walden Media, and various national parks. Fleming and his wife, Jena, have six children and live in Centennial, Colorado. Fleming enjoys serving as a Scoutmaster, traveling and camping with his family, and playing the violin.

**2002**



Academia has become **Todd A. Thornock's** home turf, but he first went a different direction: after graduating from BYU with a MAcc in 2002, Thornock worked as an audit associate at PwC. There he realized he wanted a career in which he could teach, mentor, and continue a lifelong journey of learning—all while maintaining balance with time to dedicate to his family. This inspired him to start on a path to become a university professor. Thornock earned his PhD in accounting from the University of Texas at Austin in 2011. He now works as an assistant professor of accounting at Iowa State University, where he had the opportunity to lead a group of MBA students to the country where he served his mission—Chile—on



an entrepreneurship-themed study abroad. He is married to Samara Fuller, a 2002 BYU grad, and they have seven children. He enjoys basketball, backpacking, and playing with his kids. He and his family currently reside in Ames, Iowa.

## 2003



**Jared M. Peterson** is blazing trails in the outdoor industry with his startup, Cairn, which offers monthly subscription boxes filled with gear and gadgets for recreation enthusiasts. With a platform that collects product-review data for suppliers, Cairn caught the attention of investors, recently raising \$1.7 million. After receiving his MISM from BYU in 2003, Peterson worked at EY in San Francisco before starting a ten-year career with Apple, where he helped launch the Apple Watch. Peterson earned an MBA from the University of Pennsylvania in 2013 and founded Cairn in 2015. Today Peterson isn't just an outdoor enthusiast in the office: he walks the walk by camping, skiing, and hiking with his wife, Rebecca, and their two daughters. They live in Bend, Oregon.



While working on his MPA at BYU, **Spencer Kyle** completed an internship with the city of Lehi, Utah. Upon graduation in 2003, he spotted a job opening with a newly formed city nearby. Kyle now works as assistant city manager of Saratoga Springs, Utah, where he plans, organizes, and directs activities for the people of his city. During his time there, the city's population has exploded from 4,500 residents to more than 26,000. Kyle contributed to the long-range planning, infrastructure improvements, and strong fiscal discipline that made the growth possible. Kyle lives in Saratoga Springs with his wife, Micki, and their young son. He serves as a board member for the Timpanogos Special Service District and the North Utah Valley Animal Shelter. He is also the representative for the MPA class of 2003, and he enjoys golf, music, spending time with family, and cheering for BYU football and basketball.

## 2004



It may be a rare sort of person who finds accounting research fascinating—but, thanks to his BYU accounting professors' influence, **Kris Allee** discovered he was just that type. After receiving his Macc from BYU in 2004, Allee left his job with the Federal Reserve System to pursue a PhD at Indiana University, where he taught as an associate instructor. In 2008, he graduated and was hired on as an assistant instructor at Michigan State University, where he taught financial statement analysis. In 2013, Allee started as an assistant professor of accounting at the University of Wisconsin–Madison. This past May, he moved to the University of Arkansas as an associate professor with tenure and as the Garrison/Wilson Chair in Accounting. He and his wife, Jessica, have five children. In his spare time, he likes to run, golf, boat, and coach his children's sports teams.

## 2005



The recipient of the 2016 Regents' Outstanding Teaching Award from the University of Texas System, **Matthew W. McCarter** isn't content to excel in just one part of his life. He has raised more than sixty thousand dollars for charities, including the Orange County Children's Therapeutic Arts Center, the San Antonio Battered Women and Children's Shelter, and the Make-A-Wish Foundation. In 1996, he won the gold medal in the regional Olympic tae kwon do competition. McCarter earned his bachelor's degree in management from BYU in 2005 then earned a PhD in business administration from the University of Illinois at Urbana-Champaign in 2009. He worked as an assistant professor at Chapman University until 2013, when he began teaching at the University of Texas at San Antonio. In 2015, McCarter was awarded early tenure and promoted to associate professor of management. He and his wife, Miriam, have four children and live in San Antonio, Texas. McCarter likes to play chess and basketball, practice martial arts, and adventure in the outdoors.

## 2006



**Sam Lentz** consulted for five years with KPMG after graduating from the Marriott School with his MISM in 2006. His time as a consultant gave him the opportunity to learn a wide variety of skills while traveling the world. In 2011 he completed a six-month rotation in London that broadened his perspective on operating a global company. Lentz currently works for EMC, a global technology company specializing in cloud computing, data storage, IT security, and big data. He is a passionate blood donor and helps organize Red Cross blood drives in his neighborhood. Becoming one of the youngest city council members ever elected, Lentz was recently elected to serve for four years in Orem, Utah, where he lives with his wife, Brittany, and their two children. He is working to engage younger generations in the civic process, and he looks forward to teaming up with the community to develop long-term solutions for Orem's infrastructure challenges.

## 2009



They say it's the squeaky wheel that gets the grease. But as **Kelly Onstott** discovered, advancing a career can take more than a lot of talking—it also takes patience. Soon after finishing her EMPA from BYU in 2009, Onstott felt overqualified for her daily work as an accounting clerk for The Church of Jesus Christ of Latter-day Saints, where she managed in-kind donations. Frustrated, she spent more than a year convincing managers and HR she could offer more. On the very day she decided she would quit and start a job search from scratch, she was promoted to a position in the Church's membership records office, a job she still finds rewarding, intellectually stimulating, and enjoyable. Onstott earned her BS in recreation management from BYU in 2003. She volunteered from 2009 to 2011 as a service missionary for the Church History Museum. Originally from a small town in Oregon, Onstott

now resides in Bountiful, Utah, and enjoys the local outdoors, sports, sewing, traveling, and gardening.

## 2010



**Eric Channer** received his Macc from BYU in 2010 and then went on to work as an auditor for KPMG. He is now the head financial executive at AmeriBen, where he has been working since March. Channer counts being the father of four children as one of his proudest accomplishments, along with graduating *magna cum laude* and being selected as a national instructor for KPMG. He and his wife, NaTasha, live in Boise, Idaho. He volunteers as a soccer coach in the spring and fall and serves as a member of the neighborhood homeowner association. He enjoys the outdoors and playing indoor soccer.

## 2011



Not enough inventory? No problem! **Mary Wilson** got her start working in retail as a merchandise planning business analyst intern for Target while she was still a student at BYU. After graduating with a bachelor's degree in business strategy in 2011, Wilson returned to Target, where she went to work managing Disney princess toys inventory. Wilson was on hand in 2013 when Target was hit with an avalanche of demand for toys inspired by the Disney film *Frozen*. She helped weather the storm, collaborating with vendor partners and stores to keep inventory coming and available to consumers, beating all sales goals in the process. Now with Levi Strauss & Co. as the men's inventory planner for Levi.com, she continues to use her strategy background to identify trends and plan inventory. Wilson lives in Palo Alto, California, where she enjoys the fantastic weather while pursuing hobbies such as volleyball, reading, and traveling abroad.

## 2012

After earning her bachelor's degree from the University of Utah in 2007, **Emily Cawley** began her career with LDS Charities, working on clean water and mobility



initiatives in developing countries around the world. Her work there led her to studying nonprofit management at BYU and receiving her MPA in 2012. Cawley enjoyed learning through travel and internships abroad during her time at BYU, but when graduation drew near, she decided to take an internship with Make-A-Wish America in Phoenix rather than move to

sub-Saharan Africa, where the bulk of her international experience had been. From there, she moved to Primary Children's Hospital Foundation, where she helped to redesign the main donor database that is a key to daily work in the office. Now she works for Children's Miracle Network Hospitals, where she oversees a portfolio of corporate partners through in-store campaigns and fundraising events. Cawley lives in Salt Lake City and enjoys traveling, playing Yahtzee, and gardening.

# Building Homes, Bettering Lives

MPA alum **Kena Jo Mathews** has built her life around volunteer and nonprofit work, though she started out on a different path. "Sometimes you end up where you're supposed to be even if you don't realize that's where you want to be," she says. While studying political science at the University of Utah, Mathews worked for a senatorial candidate. But when he lost the election, she changed course, volunteering at Habitat for Humanity, where she laid the foundation for her career.

After her first six years of serving with Habitat for Humanity, while employed with local nonprofit Neighborhood Housing Services of Provo, Mathews decided to go back to school to get her MPA from the Marriott School. Six months after graduating in 2004, Mathews was asked to apply for the executive director position at Habitat—and landed it.

Even as the head of a nonprofit focused on building homes for displaced families in need, Mathews is the first to admit she's not naturally one to pick up a caulking gun. "A lot of people think they have to know how to build or enjoy building to volunteer for Habitat, but I actually am not good at building; it's not something that I like to do," Mathews says. "When I went to Habitat, I had some skill in public relations, so I was able to use those skills to help the organization and not have to use a hammer that often." Instead, she spends her days hammering out the details of mortgages, donations, real estate development, and public relations.

The best part of her job? Watching the change that she makes in the lives of children. She has helped provide safe and affordable housing for forty-three families in need so far. One family that stands out clearly in her memory is a single father with five children, two of whom have autism. After moving into his new home, the grateful father sent Mathews a Christmas email with a picture of a hammock he had put in his backyard and a message: when you're a homeowner, you want to better your home. Mathews treasures those moments that remind her why she does what she does—to help those in need improve their quality of life.

Her most recent project is a house with Women Build, an international program designed to get women involved in Habitat for Humanity. The homes are funded by female donors and built primarily by women. The house Mathews is working on now will provide a home for a local widow and her two children.

Mathews lives in Orem and has two nieces and six nephews. When she's not working at one nonprofit, she's volunteering at another. She currently serves as a board member for Intermountain Healthcare's Women's and Children's Advisory Council, Utah Valley Interfaith Association, Utah Valley Chamber of Commerce, Extended Romney Institute Board, and the Democratic Women of Utah County, among others.

"I've always felt like I've been given so much that it's really my responsibility to give back," she says. "I'd like it to say on my tombstone, 'She made a difference.' I really think it's important that everyone tries to make a difference in their world."







**Rachel Alford** has found a creative way to get her marketing nerd on while staying home with her two young boys. Wanting an outlet as a stay-at-home mom, she started an online baby clothing and accessory store, Cozy Nooks, with her sister, Tracey. Alford had her first son a month after earning her bachelor's degree in management with an emphasis in international marketing from BYU in 2012. That fall, she and her sister started the online store as a hobby. The business took off a year later, and by the beginning of 2015, when Alford's second son was born, business was booming. Alford designs and crochets baby accessories and also manages

the website design, social media, and finances. Alford loves to find marketing trends and analyze data on who looks at, favorites, and buys the products. She and her husband, Ken, live in South Carolina. In her spare time, Alford enjoys running, sewing, and spending time with her family.

2014



Childhood dream accomplished! Since **Janeé Livingston** was young, her goal was to become a writer—and today, she proudly makes her living by the written word. A 2014 BYU MPA alum, she works as a grant writer for Utah State University while

also managing a writing service to help aspiring authors prepare manuscripts for submission. Livingston will publish two fiction books this year: a middle-grade book and a young adult fantasy novel. In 2003 she earned her BS in recreation management at BYU. Fluent in Spanish and American Sign Language, Livingston is working to master Mandarin and Russian. She volunteers with the Utah County Community Development Block Grant Council—an organization of local leaders working to help low-income residents—and as a marketer for Future House Publishing. She has served on the advisory council and as a presenter for the Governor's Native American Summit. This year, Livingston began studying martial arts and is working toward a pilot license.

# Young at Heart

Back in 1942, **Gale Hammond** had no question how he would spend the three months between his high school graduation and his eighteenth birthday—the day he would be drafted into World War II: "My dad said, 'Go get some education. Get a trade that will help you when you're in the service.'" In a precollege career-aptitude interview, Hammond mentioned an interest in business—his family trade back to Great-Grandfather Hammond—and was told, "Your hands are too big to be in business. You should take the mechanic course." Undeterred, Hammond instead enrolled at LDS Business College. There he studied from morning to night, passing off one accounting class after another until he finished an associate's degree—all before his birthday. "I graduated on a Friday and then was inducted into the army on a Monday," he remembers.

Hammond has carried that determination and work ethic with him throughout his life. After sixty-four years of running his own Salt Lake City-based toy store, Hammond Toy and Hobby, he still works full time at age ninety-one with no retirement in sight. "Maybe in ten years, I don't know," he says. "I plan on dying with my boots on."

After returning from WWII, where his life was spared seventeen times while in combat, Hammond was called to the Western States Mission—joining the first cohort of postwar missionaries for the LDS Church. With no help from seasoned proselytizers, Hammond and his companion "didn't really know what we were doing," he remembers. "We would bang on doors, introduce ourselves, and when we finally got into a house, we didn't know what to say. And you can imagine, we never baptized anybody."

Now known by the nickname "Mr. Missionary," Hammond has since upped his game: he's served five stake and ward missions; volunteers as a guide at the Church History Museum in Salt Lake City; and has completed three full-time missions alongside "Mrs. Missionary"—his wife, Georgia.

He met her at BYU—or, as he called it back in the day, "BY-Woo"—where he studied business and accounting thanks to the GI Bill. Finding himself a bachelor near the end of his studies—and hoping to spare BYU the rumored



"tuition refund" to single graduates—he made a cold call to a girl from Las Vegas in the singles branch. "She accepted the blind date, and we've been going together ever since then. They didn't give me back the tuition," Hammond says. "My wife has been gone about ten years, and she was the joy of my life."

After graduating from BYU in 1951, he worked at Del Monte in California for three years before starting his own business—a toy shop run out of his basement—with only fifteen dollars to invest in toys and games. "I sold the inventory for twenty-five dollars and went back and bought twenty-five dollars' worth from the warehouse, and kept working up like that," Hammond says. After two years he opened his first storefront, eventually building to fifteen different locations in Utah. Today, he and two of his five sons still run three of those locations and have a popular online storefront. "We are doing more business on the internet than we do in the stores," Hammond says. They specialize in puzzles and hobbies alongside popular toys.

Hammond, who boasts fourteen grandchildren and seven great-grandchildren, says working in the toy business helps keep him young at heart. His secret to long life? Work. "Moving around, doing something, working," he says. "The doctors always say, 'Keep active,' so I have been active all my life."





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