

A MAGAZINE FOR ALUMNI AND FRIENDS OF EMORY UNIVERSITY'S GOIZUETA BUSINESS SCHOOL

EMORY | *business*

SPRING 2015

A group of seven business professionals, four men and three women, are posed in a gym-like setting. They are dressed in business attire, including suits, blouses, and blazers. The background features a large metal frame with rings, and the floor is covered with a thick rope and some weights. The overall tone is professional and energetic.

**Is Your Career Fit
for the Future?**

INNOVATION AND THE FUTURE OF WORK

Innovative office spaces give employees new reasons to love what they do.

24

THE FUTURE OF WORK: SKILLS FOR HIRE

Yaniv Yaakubovich 09MBA loves to solve large, complex problems. His latest employer: Google.

13

5

KEEPING COOL IN A CRISIS:

When the media descended on Emory Hospital during the Ebola frenzy, CEO Bob Bachman and his team were prepared for anything.

contents

20 TECH TALK

Faculty discuss how technology is changing careers, classrooms, and creativity.

22 ALUMNI WORK SURVEY RESULTS

With mobile devices keeping us plugged in around the clock, the 40-hour work week is a thing of the past.

Abbott Labs' **Linda Gardner 02MBA** on global marketing

30

MBA students give back

4

Coffee with **George Easton**

10

32

ADVICE
Words to graduates
Lisa Harrow 07BBA

Rebecca Bromberg Hall 00BBA welcomes baby

35

EMORY | business

SPRING 2015

On cover:

Determined to keep their careers fit for the future are from left, **Matthew Willis 15BBA**, **Jacob Ethel 15EvMBA**, **Kore Breault**, senior associate director of development, **George M. Hiller 16EvMBA**, **Daryl Lu 13MBA**, **Erin Johnson 16EMBA**, and **Pam Brown**, senior director, BBA Career Management Center. Thanks to the Woodruff Physical Education Center for use of their facilities.

goizueta *huzz*

03 **PATRICK NOONAN'S FINAL LECTURE**

Professor Noonan shares his secret to success

04 **CONFERENCE ROUNDUP**

Best practices and industry-changing ideas

your *network*

28 **JOSUE SANTANA-LOPEZ 09EvMBA**
On connecting people, technology, and opportunities

29 **ELIZABETH JACOBY 00BBA**
On the 'art' of the strategy

+ *plus*

26 **KNOWLEDGE CREATION**
Faculty research

34 **WHAT'S NEW: CLASS NOTES**



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Dear alumni and friends,

I enjoy this time of year for many reasons. Flowers explode into bloom, and trees sprout fresh leaves. In what seems like the blink of an eye, winter doldrums give way to warmth, optimism, and . . . graduation.

Most who work in higher education don't like to think about how many students they have seen come and go. Every year in spring we are forced to reconcile the work we've done.

While I experienced Emory's commencement as a faculty member more than a decade ago, I am looking forward to celebrating this event in the role of dean. I get the opportunity to shake the hands of our students as they begin the next chapter of life. For some, it's a move to a new city or job. For others, it's returning to a career with a new title or opportunity. Every May our students leave campus and take a step over the threshold of their own future. I'm excited for them.

But what have we done to prepare them for tomorrow? The future of work depends greatly on our ability to educate the next generation of leaders. It's a responsibility everyone at Goizueta takes seriously. Our track record in preparing students for the ambiguity of the world is unquestioned. Our job placement numbers are among the best in the world, and we teach in a collaborative environment suitable for the global venues many of our graduates find themselves in.

In this issue of *Emory Business*, we talk about the future of work. I hope you enjoy it for its insights, but, more so, I hope it inspires you to take your place in shaping the future of business.

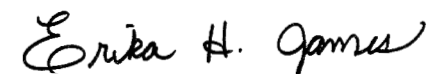
I believe business schools should be in continued service to the entities that support them. That includes various corporations that hire students and provide valuable data and chances for research.

Spring reminds me of the great opportunity we share.

So, as we take some time together to examine the future of work, let us not forget the role we play in supporting the Goizueta community and its efforts to develop tomorrow's leaders.

Enjoy the issue!

Warm regards,



Erika James
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J. B. Kurish, new chair of The Washington Campus

J. B. Kurish, associate professor in the practice of finance, has been named chair of the board of directors for The Washington Campus (TWC), an educational entity that provides specialized, immersive, week-long seminars in Washington, DC. Seminars aim to educate MBA students both in the US and throughout the world on the decision-making processes of the US government, preparing them to intelligently influence and engage with government initiatives. Goizueta is one of 16 major business graduate schools involved with TWC, including the Haas, Kelley, McCombs, and Ross Schools of Business. Kurish has served on the board of directors for seven years and was invited to join TWC's executive committee in 2013. As chair, Kurish will manage and lead the 501(c) organization as well as help with marketing initiatives by being the "academic face" of TWC. He will serve three consecutive one-year terms as chair of the board.

Previously a senior leader in the Government Finance Officers Association, Kurish is happy to once again be involved in the legislative and regulatory environment of DC. "To a degree," he says, "the goals of The Washington Campus are bringing me back to an earlier professional interest when I spent some time interacting with regulatory agencies and members of Congress."—BW



J. B. Kurish, right, talks with Georgia Congressman John Lewis during a visit to The Washington Campus. Lewis spoke to MBA students in January as part of an elective residency course in "Managing Business, Government, and Public Policy."

2015 Alumni Awards



Dean Erika James poses with two of the alumni award recipients, Jeff Q. Booth, left, and Peter Corbett.

Each year, alumni, faculty, staff, and friends of Goizueta gather for the Alumni Awards to honor those who have truly distinguished themselves in their careers and through their service to the school and the world. This year, the Distinguished Achievement Award went to **Lado Gurgenidze 93MBA**, executive chairman of Liberty Bank and

former Prime Minister of Georgia; the Alumni Service Award to **Jeff Q. Booth 84BBA 94MBA**, principal at Dixon Hughes Goodman LLP; and the Alumni Entrepreneur Award to **Peter Corbett 03BBA**, CEO of iStrategyLabs. Though he could not attend in person, Gurgenidze sent his warm thanks via video: "I owe this school a huge sense of gratitude, and if my modest success helps convince young men and women that these things are possible with a quality education like Goizueta gives, that would make me very happy and proud."—BW

Goizueta welcomes new development director

After a national search, Goizueta Business School and the Emory University Office of Development and Alumni Relations announced the hiring of a new assistant dean for development and alumni relations.

David Mainella has more than 20 years of experience in fundraising and external communications. Most recently, Mainella served as executive director of development and external relations at Virginia Commonwealth University's Massey Cancer Center. Under Mainella's direction, VCU successfully completed the \$100 million Research for Life Campaign.

Mainella will assume his role at Emory on May 18 and work exclusively with the business school and its programs and alumni. "I am very excited to welcome David to the Goizueta community," **Dean Erika James** says. "In today's business school environment, it is imperative to have the proper resources and build quality, long-lasting relationships. I am looking forward to working with David in expanding Goizueta's reach in this area."

Patrick Noonan's final lecture



After teaching at Goizueta for more than 20 years, **Patrick Noonan**, professor in the practice of decision and information analysis and associate dean for management practice initiatives, is retiring. He joined the faculty in 1993 from Harvard Business School, where he earned his PhD in decision sciences. Noonan's field takes the methodologies of economics, psychology, statistics, sociology, and engineering and applies them to decision making in business and other areas of life.

"I think I speak for the entire Goizueta community when I wish him well in retirement," says **Dean Erika James**. "But something tells me he'll be staying busy—and hopefully making a cameo around the building."

Standing in his classroom for the last time, Noonan says while some success in his life is self-made, just as much credit is due the people around him. "Find complementary people to work with," he says, nodding at his wife, who sits a few rows back. "Also, there's a difference between 'good' and 'great.' Identify the truly great people in your world, learn from them, and you will succeed."—IH

Annual Sheth Awards

On March 19, six doctoral candidates were awarded a 2015 Sheth Fellowship. The fellowship, sponsored by **Jagdish Sheth**, Charles H. Kellstadt Professor of Marketing, and his wife, Madhuri Sheth, provides supplemental support to doctoral students for their research, offering \$1,000 to those who successfully pass their qualifying exams.

The fellows, in order as pictured, and their area of specialty are **Pranay Jinna**, information systems; **Ning Zhong**, marketing; **Daniel Zhou**, accounting; **Weishi Jia**, accounting; **Xin Zheng**, accounting; and **Zhe Han**, marketing.



EMBA class visit helps to open new Porsche Experience Center

Two EMBA classes, Advanced Topics in Marketing and Leadership & Lifework, received a rare treat on March 27—a tour of Porsche Cars North America and an exclusive glimpse of the company's new test track. Executive Vice President and COO **Joe Lawrence 96MBA** served as tour guide and lecturer, showing students the premises and discussing the Porsche Cayenne case and the complexities of brand extension. Other Porsche alums who spoke to the students included **Tom Roach 98MBA**, **Zabih Aria 10C**, and **Darrell Spearman 12BBA**.

MBA day of service

On January 24 more than 80 current Goizueta MBA students joined forces with Special Olympics of Georgia to create a memorable, fun-filled day for the special-needs children and adults of Marietta. From basketball to field hockey to bowling, the student volunteers kept participants engaged, active, and smiling. “The event was a great success,” says **Kaili Delp 15MBA/MPH**, vice president of community outreach for the Goizueta Business Association. “Nearly a quarter of full-time MBA students participated, and many of them told me how happy they were to be able to help the Special Olympics athletes and to give back to the Atlanta community.”

Goizueta paired the event with an evening fundraiser for Net Impact, a nonprofit organization for students and professionals interested in using business skills to create positive social and environmental change. The proceeds of the fundraiser went to benefit Camp Twin Lakes, a group of Georgia camps that provide programming for children with disabilities and serious illnesses.—BW



CONFERENCE ROUNDUP



Cofounder and “TeaEO” of Honest Tea Seth Goldman shares his journey and business insights during the 16th annual UBSLC.

Once again Goizueta played host to a wealth of conferences this school year, drawing students, scholars, and business leaders to campus to discuss engaging and industry-changing ideas. In October, Goizueta hosted “Orchestrating Marketing in a B2B Environment” in conjunction with the Marketing Science Institute. Organized by **Sandy Jap**, professor of marketing, it brought together more than 60 academics and practitioners from around the world with a shared interest in emerging issues related to business marketing.

In February, the 16th annual Undergraduate Business School Leadership Conference (UBSLC) brought 60 students from 32 different schools around the world to campus. The event is designed to give student leaders the opportunity to share best practices and enhance

their leadership development. This year’s conference focused on mission-driven leadership and featured a keynote by Seth Goldman, cofounder and “TeaEO” of Honest Tea. From the outset, his goal was both to create a less-caloric drink and help change the way Americans looked at healthy beverages, and the company has been financially successful by sticking to its mission. Says conference chair **Raeesa Chinikamwala 15BBA**, “If you really apply your mission, you can have a huge impact on the people around you and within the company.”

Also in February was the 10th annual Diverse Leadership Conference. Yussur Abrar, former first woman governor of the Bank of Somalia, gave the keynote address. She spoke of integrity as a vital characteristic of a good leader. “I was asked to compromise my integrity,” she told the audience, referring to corruption in top government positions. Although she held a prestigious job, she stepped down instead of participating in the corruption. “When you’re faced with an ethical dilemma,” she said, “will you be a part of the system? Or will you—can you—change the system?”

On March 20, the Emory Marketing Analytics Center Spring Conference brought faculty, alumni, and industry experts from companies such as The Weather Company, Bain & Company, AutoTrader, and Cardlytics together to discuss recent trends in marketing analytics. “The annual EmoryMAC Conference is the highlight of our year,” says **Manish Tripathi**, assistant professor in the practice of marketing and one of the conference organizers. “The analytics center is built on the principle of bringing together—and aligning—students, industry, and rigorous academic research. The conference is an example of this interaction in real time and an opportunity for audiences to network and share best practices.”

A Study in Crisis Leadership: Ebola and Emory University Hospital

By Layla Bellows

When Emory University Hospital announced in August that it would be treating two Ebola patients, it placed the organization in the middle of a media frenzy. Reporters and commentators thirsty for the next development in the international healthcare crisis focused relentlessly on the hospital’s every move. Except there was almost nothing to report. Medical care workers were doing their jobs; patients were recovering and getting discharged. Negative headlines died and positive stories prevailed.

The business-as-usual subtext of the reports was part of a highly coordinated effort led by Emory Hospital CEO **Bob Bachman**, who knew that keeping this message front and center began with clear internal communication. At its first town hall meeting for staff, he said, “We have 500 patients upstairs, and we’re going to admit two others. These two new patients will be treated with the same respect, dignity, privacy, and confidentiality as all our other patients.” He was later told it enabled the entire staff to know and act on the fact that everything was under control, that the hospital had the

necessary expertise for everyone to focus on their day-to-day work without worry.

Bachman’s deft approach to crisis response and calm demeanor throughout a firestorm of public scrutiny offers lasting lessons for leaders in all fields. He explored his philosophy and tactics during an in-depth discussion with another Emory expert in leadership and crisis response—Goizueta’s Associate Dean of Leadership Development **Ken Keen**, who, as a lieutenant general in the US Army led the military’s relief efforts following Haiti’s devastating earthquake in 2010. **Rick Gilkey**, a Goizueta professor in the practice of organization & management and professor of psychiatry and behavioral sciences in the school of medicine, lent his research-based insights into what goes on in the minds of leaders and how that affects the teams around them.

A conversation with Bob Bachman, Rick Gilkey, and Ken Keen



(Far left) Bob Bachman, CEO Emory University Hospital; (center) Rick Gilkey, professor in the practice of organization & management and professor of psychiatry and behavioral sciences in the school of medicine; and (right) Ken Keen, associate dean of leadership development at Goizueta and a retired Army lieutenant general, discuss crisis leadership.

Bachman sums up his approach neatly: “So much of what we did was based on five words: communication, coordination, collaboration, cooperation, and commitment. A failure of any one of those five Cs can result in a disaster getting out of control.”

Get ahead of the story

The Emory team had about 72 hours to dig into the hospital’s response, and it started with two meetings. Naturally the first priority was getting the clinical team together, which happened within about an hour of Bachman learning Dr. Bruce Ribner, medical director of the Infectious Disease Unit at Emory University Hospital, had accepted the hospital’s first Ebola patient. The second meeting focused on the message that would be delivered both internally and externally.

“I knew with every fiber of my being that clinically, scientifically, the team could handle these patients,” Bachman says. “My biggest concern was managing the media, managing the message. How do we explain this to the 500 patients we have in the hospital, how do we explain it to staff and faculty, and how do we explain it to Atlanta and beyond? We knew transparency had to prevail.”

He also knew that if he and his team didn’t put together a coordinated communications strategy and get out ahead of the story, the wrong information could spread and tarnish the hospital’s reputation. “When you don’t get the right information out there, rumors will take over, and rumors can be so dangerous,” Bachman says.

Gilkey came across a number of similar ideas in the course of his consulting and research. One of his favorites came from a member of a Middle Eastern royal family whose country was in crisis: You tell the story, or it will be told for you. “The best tactic is prevention,” Gilkey says.

Keen’s team came to a similar conclusion shortly after the Haiti earthquake. “It didn’t take long to recognize that the media would tell the story of the US and international response whether or not we wanted them to,” Keen says. “We immediately made the decision to be totally open and transparent.”

Focus on the mission

For Emory Hospital, transparency began by ensuring the hospital staff was the first to know about the Ebola patient. “This involved a carefully staged series of announcements in small meetings and town hall meetings, followed quickly by a highly orchestrated and really well-attended news conference,” Bachman says.

He and his communications team placed a high priority on acknowledging that fear and anxiety would be a natural response,



Ebola patient Dr. Kent Brantly arrives at Emory University Hospital from Liberia.

and they were respectful of that. One way they helped staff move beyond worry was by keeping conversation focused on the hospital’s chief purpose. “In the first town hall meeting, we said we were following our mission to help those who come to Emory when they’re most vulnerable and in need of care and support,” Bachman says.

Gilkey applauds such a move. “It’s the power of purpose,” he says. “You have a moral purpose, and you articulate that.” This is integral to maintaining team cohesion. Adds Gilkey, “The power of purpose really resolves a lot of differences. People will sacrifice and risk a lot if they see a good reason for it.”

Clear, consistent messages, however, are not always enough. The source matters too: For crisis response to be effective, the response must be led by people with high credibility, competence, and trust. Gilkey’s neurological research has shown that our brain networks rely on getting the right information from a dependable source. In the absence of a leader and clear, consistent messages, we end up with what the psychiatric community calls paranoid ideation. “People’s worst fears become their reality,” Gilkey says. “Then you’re competing with an environment where people are anxious and frantic and basically making things up to make sense of what’s happening.”

Manage yourself

Gilkey points out that in crisis scenarios, leaders are the ones setting the level of optimism and keeping team spirits high. It takes a toll.

In Keen’s case, where the crisis started with life-and-death scenarios 24 hours a day, sustaining his own energy levels was a complex challenge. “When there’s so much to do, you just keep going,” he says. “You’re so pumped up and high energy that it’s very difficult to rest.” His team played a critical role here, reminding him that he needed breaks too.

The same was true for Bachman. “That first week is the most intense, and you wonder if you’re going to get through it,” he says. “I counted on my team to tell me the truth, and if somebody takes me by the arm and says, ‘Let me get you a cup of coffee or a bed,’ I have enough trust and confidence in them to listen.”

Time management was another thing that got Keen through it: “I very quickly settled into what we in the military call the ‘battle rhythm,’” he says. Rather than letting events take control of him, he set his schedule—this included setting up daily meetings with the ambassador and other key leaders and scheduling time at the end of the day to think and reflect, as well as work on necessary reports. “Then I would get four to six hours, at least, of hopefully some sort of rest before starting the next day, because the cycle in a crisis situation doesn’t stop.”

Build a supportive culture

Bachman could easily take the spotlight in the hospital’s successful Ebola strategy, but instead he calls it a team sport. “It took a very large team of very gifted professionals who came together on a moment’s notice,” he says. He knew he had the best and brightest on his team, so his role was to give them what they needed to be successful. Servant leadership, he says, is core to how he works.

“I think the success of the way we handled the Ebola matter rested very strongly on our external media and how we managed that,” he says. “That was a separate team that we met with twice a day, but they took on that pressure so the clinical team could be internally focused.”

The hospital’s positive, collaborative, and mutually respectful culture was crucial to its success, Bachman says. Keen agreed that the right culture is critical to successful crisis response and leadership. “You need to have a climate where a team has the freedom to provide you with honest feedback, and where people are empowered to operate on their own,” he says. “But you can’t start that after the fact. You grow this culture as you go.”

Bachman couldn’t agree more. “It’s too late to prepare for a crisis when you’re in the crisis,” he says. “You have to expect the unexpected and begin to develop systems and processes and culture that can rise to the occasion when the crisis hits.” The culture and team dynamics inside the hospital today could absorb a crisis like this and keep moving. “A decade ago, I’m not sure we could have handled the global response as well as we did in 2014,” he says.

The idea that successful crisis management requires solid structures in advance carries over into what Keen tells students in the business school. “You can’t start leading when the crisis occurs, so you have to understand the distinction between being a manager and being a leader.”

While Bachman might not teach in the business school, most Goizueta professors would praise his summation of the difference between leaders and managers. “My leadership lecture 101 is that the difference between leaders and managers is that managers manage processes—debts and credits and ledgers,” he says. “Leaders need to go out there and get the attention and trust of people and lead them through easy times and difficult times. At the end of the day it all comes down to leadership.”

For extra online content, visit emory.biz/spring2015.

The Emory Hospital team was undeterred by the number of persistent media personnel covering the crisis.





EACH ISSUE, WE SELECT FACULTY OR STAFF MEMBERS, CURRENT OR RETIRED, TO “HAVE COFFEE WITH.” THE OBJECTIVE IS TO GATHER INSIGHTS AND PERSPECTIVE ON A TOPIC OF INTEREST TO ALUMNI AND FRIENDS OF EMORY UNIVERSITY’S GOIZUETA BUSINESS SCHOOL. IF YOU HAVE A FAVORITE FACULTY OR STAFF MEMBER YOU WOULD LIKE TO “HAVE COFFEE WITH,” PLEASE SEND YOUR SUGGESTION TO GBSMAG@EMORY.EDU.

Roy Black

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*Sometimes it takes expanding horizons to test one’s mettle. After working as an architect in the US, **Michael Hernandez O8WEMBA** found just such an opportunity heading large-scale development projects in Morocco, Qatar, and the United Arab Emirates. He just accepted a position as senior director for Emaar Properties, overseeing a major portion of the development of an entirely new, 46,000-acre area called King Abdullah Economic City in Saudi Arabia. He recently sat down with **Roy Black**, professor in the practice of finance and director of Goizueta’s real estate program, to chat about how a business school degree helped prepare him for a major international leadership role.*



Black: So, what are you doing now? What project are you currently working on in the UAE?

Hernandez: Right now, I am in Ras al-Khaimah, which is the northernmost emirate in the UAE. It’s a smaller emirate, and as far as real estate goes, they have many legacy issues in the wake of the downturn. I went there to take over a 680-acre Resort Island development that had gone dormant during the financial crisis. I was hired on as project director, and then two months into it, I was promoted to CEO. The UAE is on the brink of another boom cycle similar to the one before 2008, when there was a proliferation

of large-scale real estate development going on. Dubai recently won the 2020 World Expo, so there’s a lot of activity again by the government to build a large amount of infrastructure, hotels, and venues by 2020. The largest mall in the world—Dubai Mall—which I was involved with, at 75 million visitors in 2013 is the most visited tourism and shopping attraction in the world. This was one of many interesting once in a lifetime opportunities that came out of the previous boom cycle.

Black: I just find it incredible. The Dubai Mall is more than 12 million square feet. I think the Mall of America in Minnesota is

just two and a half million. But there have to be a ton of expectations in order to manage the whole process on such a large development project, correct?

Hernandez: It requires a lot of flexibility. I was lucky to be in this part of the world at a time when historical scale development was being done. When I started working on the Burj Khalifa complex in 2008, it was pretty tremendous. It’s the tallest building in the world, with the largest mall in the world and the largest fountain, and it’s all surrounded by towers within the 500-acre complex. I was in charge of completing the public realm in the complex, which meant researching the great retail streets all over the world in order to find best practices and make this place even better. When construction started it was going 24 hours a day, so it was managed chaos most of the time, and the workday never really ends. Honestly, at the time, the scale, density, and luxury of it all seemed outrageous, but now it is the most visited place on the planet.

Black: Sounds like managing such projects really brought your architectural background and the skills from your MBA together nicely. Would you tell us more about this?

Hernandez: The MBA program has been essential to my work. Everything that I learned, I’ve used: the marketing, finance, leadership, and organizational management skills. Because of the dynamic that exists where I am now—this emerging economy—everyone in the world is there. More than 80% of the population is foreigners, and it will always be a larger percentage since there is such a small population of locals. So you have to understand leadership and diversity and be sensitive to those soft skills. What’s more, this population has varying degrees of education, and their work experience may or may not be appropriate for the level of responsibility in these complex projects. Often you find yourself further up the chain of command in the company to manage these imbalances. I was fortunate enough to have the architecture background that is highly valued in real estate development in this part of the world, and then having the MBA from a respected US university such as Emory was a big plus. The stars all aligned, and it created a lot of value for me. As a result, I am able to sit down with international teams of architects, engineers, contractors, and finance professionals; understand what the technical and business issues are; and provide solutions.

Black: When I talk to people like you about what they are doing in the industry and what skills they need, I have to constantly redesign my courses to move in the direction of the market and even try to get ahead of it. My goal in the program is to turn out people who on day one can walk into an office and be productive.

Hernandez: I not only use what I learned in your class all the time, I literally carry the class notes with me from country to country. This morning I had to write an RFP for a market research and feasibility study, and I used everything that I learned in your class. My consultants often say it’s refreshing to sit down with someone who understands what they do and then can also write an RFP

that reflects the services they produce that are really relevant to the project.

Black: What are some of the things that you would pass on in terms of wisdom—things that you’ve learned from working abroad, particularly in the UAE and Morocco?

Hernandez: Far too many people go in and start complaining that “this is not the way we do it in our country.” Well, it’s not our country. Be gracious; it’s an emerging economy. Understand it and swallow the day-to-day frictions in life. My role is to work with the governments of these countries, since the governments are essentially “nation building” and do 80% or more of all real estate development. They’re hiring us because of our education, expertise, and experience. We’re almost like mercenaries coming in to transfer our skills and knowledge to the people there to help build their country. If you understand that as an expat, then you can manage your way through the profession there and have a fulfilling and mutually beneficial experience.

We’ve talked a lot about me, but what’s happening with you and the program?

Black: The economy has bounced back and so has the interest in real estate. Our BBA and MBA real estate clubs are growing and very active. We have 23 members on the student advisory board for the Goizueta Real Estate Private Equity Fund. This is the third year for the investment fund, and we have three private equity deals and four REITS stocks. What’s great is the students are learning the analytical techniques to managing real dollars, and these skills will make an impressive line on their resume and help them perform better in interviews. Then we continue to have a very active real estate alumni group, and they will hold the second real estate summit meeting in the spring. Between the case competitions and the number of internship and job possibilities, the program is stronger than ever.—Myra Thomas



Michael Hernandez, left, consults with a colleague on-site in Saudi Arabia.



George Easton

A few years ago, **George Easton** was listening to a business news program when he heard the interviewer ask his entrepreneur guest if he hired MBAs. The entrepreneur said “No,” calling MBAs “code unfriendly.” Given Easton’s background in data analysis and his nearly 30 years of teaching MBAs, the comment struck a chord. Easton, associate professor of information systems & operations management, decided to change that perspective with Advanced Data Science, his new course. His goal? To create “code friendly” MBAs: dual threats who can provide business insight and interact positively with technical teams. The class proved so popular that Easton had to purchase folding tables to accommodate overflow.

EB: Besides being motivated by the entrepreneur’s comments, why was this a good time to launch the Advanced Data Science class?

Easton: Since 2008, I’ve observed a big change in the attitude of MBAs toward this type of technology. It wasn’t just the economy. Google Analytics and Amazon Web Services were catching on, and the ideas of analytics and big data really got the attention of our students. It made them much more receptive both to analytics in general and to the idea of coding and software. So the environment was ripe for this course.

EB: What were some of the considerations in designing the class?

Easton: I wanted to capitalize on our students’ vast scope of knowledge and talent. While the students appropriate for this course needed to be advanced in math and/or computing, it could be a mix. That way, they could teach each other.

I also wanted to give students exposure to tools that are hot in this area—programming languages like Python and a statistical programming language called “R.” And I wanted them to

understand computer architecture in regards to how to process vast amounts of data.

EB: But you’re not trying to create programmers, right?

Easton: I’m not teaching them to be programmers, but if they wanted to be, I am giving them enough of a start. A big part of what I teach is learning how to find information through open source communities. Students learn that they’ll have to deal with ambiguity and incompleteness. You have to be persistent in order to answer these questions.

EB: The focus of this issue is the future of work. What might the future of work look like regarding analytics?

Easton: It’s going to be the cloud and dealing with the Internet of Things—devices that communicate data over the Internet, such as your television or thermostat communicating with your cell phone. There will be massive amounts of data collected by everything. This creates analysis opportunities, and I hope to put the students in a better position to see these opportunities.—Allison Shirreffs

For extra online content, visit emory.biz/spring2015.

Corey Dortch is a firm believer in opportunity. His ability to spot and pursue them has resulted in his earning three academic degrees, including a doctorate, and becoming director of student life and engagement for the Full-Time MBA program. Recently, Dortch shared with Emory Business the finer points of his career trajectory, the importance of his “village,” and his philosophy of style.

EB: You recently had a promotion to director of student life and engagement for the full-time program. Congratulations!

Dortch: Thank you. I appreciate it.

EB: How would you describe your role at Goizueta?

Dortch: The first thing you should know is my job has no scope. It is fantastic because it allows me to play very well on my strengths, and it challenges me on my weaknesses. Part of my job is to enhance the experience, create opportunities to work with faculty, and support the academic mission to engage our students throughout their experience. This engagement can begin when a student is a prospect but usually starts once they are admitted.

EB: You’ve said relationship building is an important aspect of your job. With so many students and personalities, how do you handle tough conversations?

Dortch: I am by nature very frank and to the point. I don’t view difficult conversations as a bad thing, and I’ve had a few with students. I am very supportive, and students know I have a very open-door policy—come in any time, and when you close the door, it goes no further. A big part of this job is meeting people where they are. We have 180 students that arrived in August for the two-year program, so that is 180 personalities, 180 different sets of needs. We will graduate 214 MBAs this year—214 job opportunities, 214 different relationships, 214 lives changed as a result of coming here. I am honored to be a part of that process.

EB: Clearly education is an important factor in your life. What drove you to get three degrees?

Corey Dortch



Dortch: Opportunity. I graduated from A. R. Johnson Health Sciences and Engineering High School with the HOPE Scholarship and other supporting academic scholarships to attend the University of Georgia. Knowing the history of integration at UGA, with Charlayne Hunter and Hamilton Holmes paving the way, made my achievement more poignant. Attending UGA was something my own parents were not groomed to do, and I was thankful for the opportunity.

When I finished undergrad, I applied for a job and grad school, then prayed. I asked God to show me the way if I didn't get the job. Needless to say, I didn't get the job. By this time UGA was like home. I had been a student leader; wrote for *The Red and Black*, the student newspaper; and was a member of Alpha Phi Alpha fraternity. I didn't mind staying because I had a great opportunity to work with Greek Life during grad school.

EB: You are active with social media and on Twitter. Didn't your students introduce you to Facebook in grad school?

Dortch: My students signed me up, and I have to tell you, I was pretty skeptical. For one, access was limited to those who had a ".edu" address. This smacked of elitism. Then students began posting outrageous things on it, and my concern turned to the damage they could be doing to their careers. The more I studied the medium, the more I got hooked.

EB: Wasn't your dissertation on social media?

Dortch: Well, social media as it is today didn't exist then. There was only MySpace, remember that? I did study Facebook and, specifically, the nexus between business and higher education. I was working at Goizueta by this time, and I wanted my doctoral research to support my work here, business school students, and the field of higher education.

EB: So you worked and went to school just like our evening and executive MBA students. What kept you going?

Dortch: I have thought a lot about this, trying to understand how it was humanly possible for me to complete these degrees. I was working here and driving back and forth to Athens multiple times a week, weekends, late nights. I would get up at four a.m. and study three or four hours before work, then drive to school and sit in class three or four hours, then drive back. It took four and a half years, and the only way I see it is the grace of God!

EB: That's amazing, you are always so high energy.

Dortch: High energy because I have to be. Just as I learned as an orientation leader in undergrad, each set of students was coming to campus for the first time, so make it new. It's the same with MBA

students—they have never experienced this before, and I am in charge of shaping their experience. I bring the same enthusiasm to each new group of students.

EB: You received your PhD in 2011 and last October you married fellow UGA alum Amelia Hines. Talk about your support network.

Dortch: My parents, aunts, uncles, cousins, and friends—the village, to borrow an African proverb. They all have been unbelievable through this whole schooling process, from freshman year of college through PhD. Always calling to check in, cards in the mail that said "I'm thinking about you. I know you can do it!"



Stylish Dortch, sans bowtie, is always adding Goizueta highlights to his Twitter feed. Above, he's capturing alumni during a networking reception. Check out other updates at @DrCoreyDortch.

When we announced our engagement, again the village was supportive. People threw parties in our honor, sent notes, little gift bags. Friends sent tickets to a movie to de-stress, and our family celebrated us on engagement weekend by coming to Athens, which is where we got engaged, to share in our excitement. Our wedding was more like a reunion. It was a beautiful day, and we were blessed.

EB: Finally, you're always dressed sharp with a bowtie and cool socks. What's your philosophy of style?

Dortch: Be confident in what you are wearing. Whatever it is, be confident. This goes back to knowing yourself and being comfortable with who you are. Oh, and having a fantastic tailor is key!—Nicole Golston

Is Your Career Fit for the Future?



We consulted Goizueta faculty, alumni, and staff about what they think the future holds for work and the workplace. The following pages contain their answers, from the critical need to pump up on skillsets to the host of upheavals and creative opportunities that new technologies will bring. Don't miss the results of the alumni work survey and the cool innovative office spaces that round out the section.



Get Fit for the Future:

How skill development will catapult your career

By Nicole Golston



As Goizueta graduates cross the stage to accept diplomas, they will face a work environment that continues to evolve.

Most won't retire from the jobs they will soon hold or return to. According to the Bureau of Labor Statistics, on average employees work fewer than five years at one job, down from ten years a generation ago. While this is not the first time tenure has been a factor, this sizeable reduction in time spent at one job is a dramatic shift.

Another feature of the changing work landscape is the growing number of generations coexisting in the workplace. Although multiple generations have worked together in the past, never have four generations witnessed such turmoil in the marketplace. The Global Financial Crisis led to dwindling portfolios, mass layoffs, hiring freezes, and underemployment. Plus, changing technologies continue to shift the balance of power in companies away from seasoned workers toward those who can quickly adapt.

With all this change, what is needed for the next generation to thrive at work? What muscles should be rested, worked, and sculpted to increase employees' value and marketability?

Our feature story explores the future of work and takes a deep dive into what will provide career sustainability. Faculty, alumni, and staff all agree that, while the future is unknown, one thing is certain: employees must maintain and expand skills through continuous learning in order to remain relevant.

Whether it's becoming an area expert, managing ambiguity, or leading a diverse team of individuals, a variety of talents will be needed to excel in an ever-changing business environment.

Firm up soft skills

Take a look inside any modern-day office, and the changing demographics are evident.

While millennials receive the bulk of media attention, other generational dynamics—like perspectives and work styles—are at play. Navigating this generational divide will require careful application of one of the most influential soft skills: management. For leaders to succeed, they must be able to direct workers of varying ages, abilities, and expectations as they create and motivate effective, cohesive teams.

“The demographics and retirement ages are changing, and this will impact organizational dynamics,” says **Peter Topping**, associate professor in the practice of organization & management. “I believe fewer baby boomers will be able to retire at age 65, and as their life expectancy increases, so will the likelihood that 65- to 75-year-olds will continue in the workforce. The millennial generation is also exceptionally large and will likely dominate the hiring and middle manager positions over the next 10 years. How a 30-year-old manages a 68-year-old employee will be an interesting leadership challenge.”

Tax partner **Sheldon Ganis 74BBA** agrees. “At Grant Thornton, we already have five decades of workers in our organization. The ages range from the 2015 BBA Goizueta graduates who start this summer all the way up to employees in their mid-60s.”

Ganis says the needs of this diverse age group, especially millennials, have altered the culture of the company . . . for the better.

“Years ago, employees wanted respect, but if we didn't get it,” explains Ganis, “we continued doing what we were told, kept our mouths shut, and just dealt with it. Younger workers are quick to build mentor or coaching relationships in the firm to help them succeed and won't hesitate to take a career request or complaint to human resources if they feel slighted.”

Today, he says, there are formal channels that allow all workers to vent problems, and concerns and complaints are taken seriously. “We have something called ‘upward feedback,’ where we poll the staff and manager levels to make sure staff are treated fairly.”

If a consistent pattern of bad behavior is uncovered

and a manager, regardless of performance, continues to violate company policy, Ganis says there are formal procedures to rectify the problem. “That never happened in the old days,” recalls Ganis. “We never had this kind of feedback vehicle.”

Younger workers impact not only company policy but also the way managers lead. An appreciation for age and culture is essential in guiding local and global teams. “Understanding generational differences across cultures is critically important, especially with the rise of millennials in the workforce,” says **Jason Sierdzinski 08WEMBA**, vice president of customer analytics and reporting at Citi. “Strong ‘soft skills’ are a leadership requirement to ensure alignment of a company's own culture and organizational behavior. I see this being just as important today as it will be 10 years from now.”

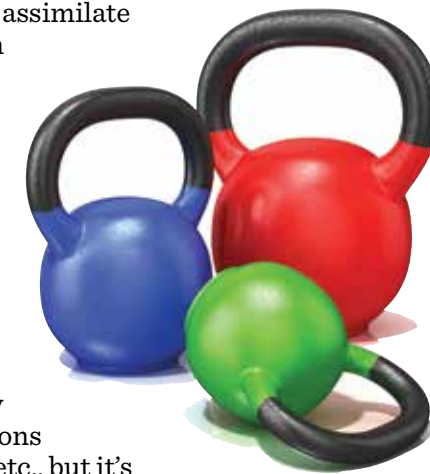
Stretching in the workplace is indeed felt by younger workers who want to be respectful but must feel their way through the shifting dynamics.

“Though I spent half of my life in the US, I did not find the multigenerational gap any different from that of Seoul, where I work today,” says **Sung Ho Yang 13BBA**, an investment banking analyst with Morgan Stanley Asia. While younger workers are just as eager to get ahead, cultural nuances are in effect.

“In Korean culture, the age difference used to create a type of hierarchy. Most people believe that someone who is older deserves respect. In such instances, we use respectful phrases and words even for someone who is just a year older,” explains Yang. “There is now emerging a work culture that aims to abolish the age factor in order to uphold the organizational structure based on rank. Part of this radical shift in the work culture is a result of ongoing efforts by major global firms to assimilate and embody Western culture.”

Regardless of location, when dealing with generational issues, Sierdzinski says it's vital to understand the perspectives of each team member.

“Commonalities may exist within generations on work ethic, style, etc., but it's not to say that every person in that



generation shares the same viewpoint,” he adds. “Overcoming differences to lead a team effectively requires recognition, but not necessarily agreement, of each other’s perspectives.”

Bench (press) skills

Ideally, all firms have superstars. Yet, companies desire the reassurance of knowing their entire talent pool is prepared to deliver at peak performance against unseen challenges. But how can a company identify individuals with a range and depth of skills within their organization? A recent Korn Ferry Institute study leveraged data from 2.5 million assessments of professionals and top executives and determined the most potent elements of talent are found in four areas: **competencies, experiences, traits, and drivers**. Of particular interest is the move away from the assumption of competence defined by professional titles and a focus instead on a skill-based assessment of past results.

“When companies assess talent, the list of titles a person has held is less important than what one actually did while in those roles,” says **Zack Deming 10MBA**, a principal at Korn Ferry. “It is experiences that define a career as opposed to simply holding titles.”

Thus, an employee with a senior vice president title who can show he or she has successfully led a turnaround will garner more attention. “The title indicates they were promoted, but the latter means they know how to manage through a downturn, get a shaky initiative back on track, or rectify poor business performance.”

Amassing experiences is akin to strength training at the gym: weight and repetitions matter. Says Deming, “Heavyweight jobs include high visibility, a risk of failure, ambiguity, and a broad scope of responsibility.”

Michael Taylor 13MEMBA, senior director of customer success and support at CareerBuilder, echoes this shift in employer interests: “Generally speaking, companies desire workers with the right balance of technical mastery in a specific area, interpersonal skills, and prior experience,” he notes. “More and more, however, we’re seeing businesses

look for professionals with a strong analytical background—whether that expertise applies to IT, finance, marketing, or customer service. With the emergence of powerful big data tools, all functions of business are moving toward a data-based approach to decision making. Employers want people who can not only manage that data but put it into action.”

Assess your skill strength

When Masonite International determines a strategic direction, it’s up to **Cathy Franco 13MEMBA**, director of organizational development, to support talent needs.

“To accomplish our vision, the first question is do we have the skills we need? If we don’t, the next question is can we develop the skillset internally, or do we go out and recruit?” says Franco.

If the skillset is unique or the need temporary, contracting might be the best answer. For times when technological advances or industry demands make certain skills obsolete, then hard choices have to be made. “When that happens, you determine if the person’s talent can be applied elsewhere. If not, then you have to have a tough conversation.”

Franco asserts there is room in organizations for solid performers. “Not everyone can be a star, but flexible and hard-working people are always valuable,” she adds. The backbone of a team is equally important to the organization’s success. In addition, Franco advises employees to stay current on changing trends and solutions, always keeping apprised of what’s happening in their company as well as in the industry.

Then there are some professions where human input will always be required. In accounting, for example, functions like debits and credits or tax returns can generate automated data, but someone needs to interpret it.

“The mathematical processes can’t be compiled without a decision maker,” says **Theodore Rodgers**, assistant professor in the practice of accounting. “By way of analogy, a calculator can find the square root of a number, but which number should be used is made at the human level. Further, the

financial statements, as well as the information expressed by them, follow a set of generally agreed upon rules that allow for a tremendous amount of human judgment. Recognizing revenue and recording costs and cash flows are often based on subjective decision criteria made by individuals.”

Execute a full-body skill workout

For those with specialized skills, options abound.

Yaniv Yaakubovich 09MBA flexes his love of technology by solving large, complex problems. He’s worked for a number of innovative tech firms, including SAP and PayPal, with his latest role as a product manager for Google. Yaakubovich sees a future wherein more employers will utilize skills-for-hire marketplaces like Fiverr (fiverr.com) and Hourly Nerd (hourlynerd.com).

“These marketplaces offer lower rates for specific tasks, with a vivid community that rates the contractors,” says Yaakubovich. “I estimate that more positions will be available through these markets, and people should prepare by learning about them as they evolve and maintain active profiles in the ones that are most relevant to their roles.”

Whether a job assignment is full-time or short-term will depend on the needs of the firm now and in the future. To remain competitive, companies will need certain attributes for certain periods of time. “Companies need to be more nimble in order to take advantage of innovation,” says **Charlie Goetz**, a senior lecturer in organization & management and a successful entrepreneur. “A ‘workforce for hire’ will provide companies this flexibility.”

Goetz predicts companies will become more decentralized as the move to project-based work evolves. In addition, he continues to see a role for start-ups and small firms that will be purchased by larger companies as a strategic way to gain innovative capabilities.

In her research on the influence of social capital in market-mediated employment arrangements, such as temporary and contract work, **Adina Sterling 11PhD**,





assistant professor of strategy at Washington University's Olin Business School, has observed firms moving from an internal focus to an external one when exercising workforce options.

"Anecdotally, I believe it's becoming more and more important to adapt and hone your skills so you are viewed as a high-level expert in a particular domain," she says. "Become in demand not only inside but outside the company you work for and know what that demand looks like."

Sterling suggests creating a blog where you showcase expertise or having a LinkedIn profile that speaks to your level of experience. Widening your scope of influence becomes critical, especially when applying for a job online. Advances in online job boards means competing against a slew of other applicants. "Because of the

number of applicants for any given job, you have to fit into a specific mold. If you are a Six Sigma expert, you need to act, think, and breathe like one," adds Sterling. "The skillset should come across clearly in the jobs you apply for, and don't forget—degrees matter."

Perfect expertise with continuous learning

Mining the workplace for talent and innovative ideas is another strategic option companies are embracing.

According to **Lisa Kaminski**, associate dean for executive education, there's been a rise in the number of clients willing to invest in programs that maximize the skillset of their leaders. "With the economic recovery, organizations have recognized their competitive advantage as retaining and attracting the best talent,"

says Kaminski. "When organizations come to us, there is often a change in the business, either in leadership or the marketplace. Their needs range from individual and organizational leadership to business acumen."

Companies are also embracing executive education as a way to retain employees. Says Kaminski, "millennials are especially thirsty for learning," so companies are investing in education as a way to inform and encourage their workforce.

"As millennials move faster up the leadership ladder than many companies anticipated, there is a need to develop this population more rapidly," she says, "and that's where external leadership programs help support the business need."

Masonite's Franco agrees: "In past generations, continuous learning and development was not a big focus. 'Training' fell into a small bucket somewhere in HR and was mostly used for new hires or job changes," she says. "With the rate new knowledge is produced today, learning can't be anything less than front and center in terms of hiring profiles as well as investment of corporate resources."

Sculpt your resume for performance

For those who become internal experts, opportunities inside the firm will arise. For others seeking to be noticed by recruiters, a well-crafted resume or online bio will be essential.

As an employer, **Wes Lambert OOBBA** has seen his share of job candidates. The ability to communicate how an individual differs from the pool is critical.

"We review dozens of candidates a month for positions in our group, and often they are cookie cutter copies of each other. Similar majors, similar activities, similar experiences. What we look for in a strong resume, in a strong candidate, are the outliers, the differences from everyone else," says Lambert, who is CFO of Velocity Group. "Most business processes, management strategy, and modelling in our companies can be taught and mastered with practice. GPA can't predict work ethic and ability. It's in the margins, when key decisions are being made, that life experience from unique endeavors plays the most important role."

Indeed, when **Joan Coonrod OSWEMBA**, senior director of the Career Management Center for Working Professional MBAs, meets with students, she and her team advocate all branding documents, be it resume, online bio, or LinkedIn profile, have impact statements.

"You can't just list your skills; you need to show your

impact in that role. In some ways it's like asking, 'What would have happened had I not been there?'" says Coonrod.

The ability to communicate the scope of your duties and company size and composition is equally key. This means assessing your contributions and giving potential employers quantifiable metrics. "For example," Coonrod says, "stating, 'I headed a team of 10 people who implemented a new markets growth initiative resulting in 10% growth for a \$2 billion multinational business unit,' immediately gives the potential employer a visual reference of your responsibility and impact."

In addition, this provides context for sharing your experiences during an interview. As for recruiters, Coonrod says they look for indicators such as career progression, good client interface, management responsibility, and the ability to handle data and analytics.

Human resource professionals want the resume to be crisp, with a summary statement and jobs listed in chronological order. "A recruiter may only take 10 seconds to scan your resume, so you want the highest impact areas to stand out," she says. Coonrod adds that your resume will always feel like a working document, never perfect, but it should be strong enough to be sent out at any time.

For more seasoned workers or those seeking to transition to a different career, showcasing transferable skills is critical. "People who are mid-career or who want to make a major transition have a unique challenge," says Coonrod. "You are your work history, and now you want to leave this behind and go forward to something else. If you can't articulate your transferable skills, your value in that new role will not be recognized. You must create the narrative that showcases your strengths."

Fit to stay in the employment game

Uncertainty will always be with us. Meeting tomorrow's demands will require more than just performing well at the office. While human skill will always be needed, success and employability will depend on staying current and navigating an evolving business landscape. Knowing this, graduates can march confidently into the future armed with the drive to bulk up on skills, leap over hurdles, and carve their own paths.

"Every job will change over time—whether it's the tools we use, the knowledge we need, or the place where work is performed," Franco says. "One skill that every employee should try to develop is adapting to change." ■

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Will Tech's Reach Wreak Havoc with Work?

Technology is a constant game-changer in business and in the world at large. **Benn Konsynski**, George S. Craft Distinguished University Professor of Information Systems & Operations Management; **Sandy Jap**, professor of marketing; and **David Schweidel**, associate professor of marketing and codirector of the Emory Marketing Analytics Center (EmoryMAC) sat down to discuss the likely trajectory innovation will bring to work and the workplace.

EB: Technology has disrupted the world of work for more than two decades. So what does the future hold?

Konsynski: Students need to realize that the jobs they're likely to have in the future probably don't even exist today. Therefore, they'll need an adaptable skill mix that allows them to shape themselves to the jobs that are emergent rather than to expect a job structure from ten years ago.

Schweidel: Technology will facilitate a lot of gains in efficiency and cost cutting. Jobwise, those tasks that we are able to automate will result in some job responsibilities being eliminated. If we take a marketing job, for example, I'm not going to be slicing and dicing data in spreadsheets or spending all my time running a lot of analyses. Instead, a computer program will complete the analyses, and then I will review the results and determine how to drive the business forward.

Jap: In ten years we'll see more virtual spaces. We may even be at the point of 3D holograms like in Star Wars. This technology will evolve because of the recognition that there's still some value in coming as close as we can to interpersonal rapport.

Along this same vein will come more recordings. We're already recording everything that we enter into a computer, but we'll also record a lot of nonverbals. Today, we're collecting and using a lot of emotions data to analyze people's reactions and thoughts even before they can express them. What would stop that capability from permeating our workplace? Think about what that means for recruiting, not just customer analysis.

Schweidel: When we do Skype interviews or in-person interviews, that could all be recorded and digitized, and it could be analyzed for future interpretation. Clearly, some of this technology is already in place. We're not that far off from what's possible today to what's science fiction.

EB: We know that technology has blurred the lines between work and home; what are the repercussions for the future?

Jap: Trying to juggle between work life and personal life is complicated no matter what. On the one hand, while it's good to have a more flexible schedule with technology, you can also argue that it makes it so you can't escape from the box.

Schweidel: If you consider the tools we use both professionally and personally, how many people maintain distinct profiles online? No one. We're not that good at creating those demarcations. When we use the same tools in both areas—whether it's Facebook, LinkedIn, Twitter, Google, or Microsoft—it's naïve to think we can make clean distinctions between work and home.

Konsynski: The perception that we can separate those things is irrelevant. I don't think they should be separable, because your non-work life still reflects on your work life. When I was growing up, personal and private meant the same things. To this generation, personal and private are not the same. We have to remind our undergraduate students today that HR people will look at their Facebook page. They don't always appreciate the fact that their private lives are used as a judgment in their job activity.

EB: Will this lack of separation further disrupt marketing?

Schweidel: Now, consumers are more involved in defining the messaging around brands. We're going to stop talking about digital strategy. We've got a digital channel, we've got social media, we've got brick and mortar, but at the end of the day it's all marketing. That means we need a comprehensive marketing strategy that takes into account the synergies that exist across these different channels.

EB: Is there a role for creativity in technology?

Konsynski: I'm very passionate about this. People perceive technology as constraining, but it contains the highest liberation as well. Design and architecture and structure can lead from creative processes. That's how we innovate, and that's how we move.

Jap: Since technology breaks down a lot of our silos, we'll come up with more cross-functional solutions. Solutions to problems going forward will become more creative and exciting to study and to watch. It's hard to say where the limit is.

EB: Tech has changed higher education, including the way we teach, so what has changed and what, if any, are the downsides to technology in the classroom?

Jap: Students are most interested in robust technology and a robust platform. They want to know where to go to consistently get the information that's important. As for classroom technology, students come with the built-in assumption that multitasking is okay, but there's a lot of research that shows that multitasking does not make us more effective. So for the first time ever this year, I'm telling students to close their laptops.

Schweidel: Exactly. It's not about the tools we're using, but the overall experience. Before we focus on the latest tool, we should ask if it lets me do my job better than I was able to before, if it delivers a better experience to the students.

EB: Do you have any concerns about technology's role in the future?

Jap: It may be that technology impacts not just what we do but the kind of people we become. Are we ultimately still getting to the same endpoint as people or are we becoming different?

Konsynski: We're creating new positive opportunities and new negative opportunities as well. The question is which ones will dominate. Technology changes the art of the possible. There's a difference between what we can do and what we should do. Right now, most of the focus is on what we can do. We need other discourse to monitor what we should do.—Dana Goldman



“At some point in order to create any new technology, you need a particular skill set. Whether it's coding, or something artistic like music or literature, you're not going to make anything without that creative aspect.”

—David Schweidel



“In marketing, we've thought of TV advertising as being separate from print, from radio, from online advertising. But technology is blurring those boundaries, and there's room now for more creativity because we can message simultaneously across multiple media channels.”

—Sandy Jap



“The millennial generation are unlikely to have a long-time tenure at one corporation, and factors like that speak to the inexorable trend of moving to a more market-like environment rather than a hierarchy.”

—Benn Konsynski

The WORK WEEK Redefined

The US Department of Labor categorizes the traditional work week as “a standardized schedule, typically occurring from 9am to 5pm and resulting in 40-hour work periods”. However, the idea has been called into question lately in relation to legislation across myriad topics. Many feel the concept is unrealistic, citing their much longer than average work days as evidence.

Emory Business reached out to our alumni via an online survey to find out their thoughts on the topic, including typical schedules, flexible work options, and what it all means for the future of work.

78% of respondents work for companies that offer a “flexible work schedule” option, but

only 42% of respondents actually take advantage of the programs.

A whopping 94% of respondents said they conduct work outside of the “traditional work hours.”

Outside activities included:



Emailing 99%



Texting 63%



Meetings 46%
(in person and virtual)



When asked about job expectations based on the amount of time the role required,

75% expected higher compensation.

65% expected more opportunity for advancement.

When asked why they exceed the traditional work week, workload was the #1 reason.

Personal desire to stay connected outside of work hours

7%

Other

17%

Culture of workplace

18%

Working outside of designated hours provides flexibility

26%

Workload extends beyond number of hours I am at work

36%

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YOUNG WORKERS, NEW VALUES: According to global design firm Gensler's "Design Forecast 2015," Generation Y (millennials) are the most urban, multicultural, and transient of all generations. Approaching 78 million in the US, they will make up the majority of the world's workforce by the end of 2015. Millennials expect non-hierarchical organizations, access to cutting-edge technology, and places where work and lifestyle come together. To attract these workers, companies are reinventing their work spaces. Check out the Atlanta Tech Village from Gensler, left (photo © Jasper Sanidad) and IBM Studio at 51 Astor Place in NYC on the right (photos courtesy of Discover Digital Group's **David Gaspar 02BBA**).

For extra online content, visit emory.biz/spring2015.

A significant marker of a leading business school is the creation of new knowledge. Goizueta faculty, using rigorous methodologies, focus on researching important problems that affect the practice of business. The following is a sampler of recently created new knowledge. To learn more, please visit goizueta.emory.edu/faculty.

The human brain and stock earnings

In pioneering research, **Jan Barton**, associate professor of accounting, and Emory neuroscientists Greg Berns and Andrew Brooks examined how the human brain processes accounting information, specifically corporate earnings announcements. The study participants acted as investors, first by forecasting the earnings per share of 60 real publicly traded companies, and then by taking an investment position in the companies' stocks. Participants' brains were then scanned in an fMRI machine while they learned the companies' actual earnings. Barton and colleagues found that dopamine neurons deep in the investors' brains encoded surprises associated with the earnings announcement. They also found that activity in study participants' brains predicted Wall Street's reaction to the earnings news—both abnormal stock returns and trading volume around the earnings announcements were strongly correlated with the intensity of the reaction in the participants' dopamine neurons. The researchers show that how an investor's brain processes earnings news seems to depend on her personality traits, the investment position she holds in the company's stock, and the predictability of the company's earnings. *The Accounting Review* (2014).



Company name selection and firm value



T. Clifton Green

In research from **T. Clifton Green**, associate professor of finance, and **Russell Jame 10PhD** (Gatton College of Business and Economics), the duo found that publicly traded companies with names that are easier to pronounce, a bit more familiar to investors, and shorter in length enjoy increased investor recognition and firm value. The researchers used a number of criteria for their "name fluency" test, citing the use of English words, the appearance of the company name in the dictionary, the frequency of letter clusters familiar to English language word patterns, and shorter company names. As name fluency increased, so too did the likelihood of retail investors and mutual fund managers owning the company's shares. The companies with more fluent names also saw an uptick in liquidity and higher market valuations on common stock. *Journal of Financial Economics* (2013).

Employee commitment, trust, and fairness

Employees' commitment to an organization is influenced by whether they believe company decision makers are being fair and whether they receive favorable outcomes. According to research from **Emily Bianchi**, assistant professor of organization and management, and her coauthors, the notion of fairness in the workplace and its impact on employee commitment to an organization is a bit more complicated than that. Using data from actual work experiences as well as responses to a variety of hypothetical vignettes, the researchers found that reactions to fairness information depended largely on how much employees trusted the organization. When employees had a high level of trust in an organization, commitment was low when the study participants experienced unfair outcomes and unfair procedures. However, when employee trust in the organization was low, commitment was high when the study participants experienced fair outcomes and fair procedures. *Personality & Social Psychology Bulletin* (2015).



Emily Bianchi

High trading volume and stock volatility

The dramatic increase in US trading volume has transformed the market. Given the historic jump, **Iliia D. Dichev**, Goizueta chaired professor of accounting, and co-authors Kelly Huang (Florida International U) and Goizueta doctoral candidate **Dexin Zhou** sought to investigate the impact of high trading volume on stock volatility. The trio examined several settings, including matched ETFs and dual-class stocks, the aggregate timeseries of US stocks since 1926, and the cross section of US stocks during the past 20 years. The research revealed that trading-induced volatility makes up about a quarter of total observed stock volatility today. The study draws special attention to the consequences of increasing trade-induced volatility, specifically the possibility of destabilization of the market. The researchers also ponder whether or not it might be appropriate for market makers and regulators to act proactively in dealing with the impact of high trading volume on stock volatility. *Journal of Accounting, Auditing, and Finance* (2014).



Communication strategies and captive centers



Anandhi Bharadwaj

Technological advances have allowed companies to offshore work to emerging economies. While the practice has led to a reduction in costs, there are communication difficulties that can result between employees and superiors when they are spread across the globe and dealing with language, cultural, and time zone differences. **Anandhi Bharadwaj**, professor of information systems and operations management; Deepa Mani (Indian School of Business); and Kannan Srikanth (Singapore Management University) investigated more than 130 offshore captive centers owned and operated by multinational corporations to understand the technology-enabled coordination strategies needed to make captive centers work better. The trio studied two work strategies: modularization and information sharing. Modularization requires an organizer to give direct instruction to employees; there is little employee interaction. The information-sharing model requires employees to work together and communicate often with one another. The research indicated that the modularization of work is ineffective if the jobs performed are unfamiliar, less routinized, and less analyzable. Instead, information-sharing is a better option when employees are engaging in new assignments and duties. *Information Systems Research* (2014).

Second-guessing accounting decisions

Evaluating the appropriateness of accounting choices requires the application of greater judgment when standards are less precise. Consequently, as accounting standards become less precise, US auditors are concerned that they face the risk of increased second-guessing of their decisions and greater legal liability. **Kathryn Kadous**, professor of accounting, and coauthor Molly Mercer (DePaul U) investigated this possibility by designing an experiment in which participants acted as jurors in a mock auditor negligence case. Kadous and Mercer determined that less precise standards led to more second-guessing of auditor judgments when the client's accounting choice was fairly conservative. However, when the client's reporting was aggressive, this did not occur. In fact, jurors were overly lenient with auditors who allowed aggressive reporting under imprecise standards. The results indicate a need for tools to improve jurors' ability to evaluate an auditor's reporting decisions under imprecise standards. *Auditing: A Journal of Practice and Theory* (2014).



Kathryn Kadous

Consumer characteristics and smoking choices

Given the health risks associated with smoking, researchers are working hard to better understand the demographics of smokers and those more likely to quit. Furthering the field of study, **Michael Lewis**, associate professor of marketing and doctoral area coordinator; Carla J. Berg (Emory University Rollins School of Public Health); and **Yanwen Wang 14PhD** (U of Colorado Boulder) investigated how cigarette preferences impacted the decision to stop smoking. The trio also looked at the type of smoker more likely to quit. Using demographic data, they found that cessation rates among menthol cigarette smokers, particularly in the African-American population, were much lower than that of non-menthol smokers. Households with single men were much less likely to quit than mixed gender households. However, smokers who opted for lower nicotine cigarettes and smokers who purchased lower quality premium cigarettes were more likely to quit smoking. The researchers defined cessation of smoking as a smoker who had not purchased a pack of cigarettes for at least one year. *Preventive Medicine* (2014).



Informal social ties and team work



Jill E. Perry-Smith

Given the ever-increasing amount of work that is accomplished by teams, understanding how teams work and figuring out ways to increase their effectiveness in organizations has become even more relevant. In new research on the subject, **Jill E. Perry-Smith**, associate professor of organization & management, and coauthor Christina E. Shalley (Georgia Institute of Technology) investigated informal social networks established outside of the team and how those may inform the abilities of individual team members and their work inside the team. Results of a study of 82 long-term MBA project teams suggested that when individual team members have nationality-heterogeneous outside contacts that are weak rather than strong, team creativity is higher. The two note that strong ties usually involve people who are similar in some way. Weaker outside ties are more likely to provide a differing perspective and thus facilitate creative thinking. Notably, diverse outside ties helped teams be more creative regardless of how diverse the actual team was. *Organization Science* (2014).



Josue Santana-Lopez: On connecting people, technology, and opportunities

Some people run from challenges, but **Josue** (pronounced HO' sway) **Santana-Lopez** **09EvMBA** meets them head-on, especially when it comes to business. "I'm very interested in the way business operates, and I'm always curious about how we can bridge some of what I believe are the most important aspects of an organization: information, human capital, and opportunities," he says.



It was that curiosity and enthusiasm that led Santana-Lopez to enroll in Goizueta's MBA program in 2007. He had previously held finance, Six Sigma, and pricing roles at GE Aviation in Cincinnati and GE Energy in Atlanta, but corporate bureaucracy and the predictability of the work had begun to weigh him down. He found Goizueta's fast-paced curriculum and his classmates' perspectives on issues to be a refreshing change from his corporate duties. "The curriculum was on par with the industry and up-to-speed with the business world," he says. "My peers' backgrounds were very diverse, giving me the opportunity to explore areas such as consulting, law, real estate, and marketing. These interactions offered me a variety of perspectives and helped expand my thinking."

Exposure to those divergent ways of thinking has also helped Santana-Lopez excel in his position as finance director of the US Public Sector at Microsoft. Santana-Lopez oversees this \$4B unit of the software giant, including P&L, pricing, overall financial oversight, and accounting policy compliance. "It definitely comes with all the challenges you can expect," he quips.

The biggest of those challenges? Apart from the constant travel and breakneck schedule, it's staying ahead of the curve and anticipating where the business is headed in times of ever-increasing competition, industry trends, and macroeconomic change. "I think being in finance offers a unique vantage point that helps you influence the direction of the business," he says, adding that "Microsoft is in the midst of significant changes. We are basically moving our focus away from a software-only provider and toward one that enables people to thrive in a mobile-first and cloud-first world." It's a fundamental—and invigorating—shift, he says.

"In order to be successful," Santana-Lopez continues, "we have to think differently about how we do business, what success looks like in the new world, and how we establish the necessary information infrastructure that will enable a dynamic conversation throughout this period of change." He admits that "it's a bit scary, of course, but it's exciting at the same time. Seeing this big company turn on a dime is interesting."

Originally from San Juan, Puerto Rico—"one of the most wonderful places in the world"—Santana-Lopez has also used his business education to maintain close ties to his hometown, where he sits on the boards of several start-ups in retail, food services, and technology. "I am passionate about the growth potential in the island and the human talent we have," he says. He, his wife, and their four-year-old son live in Atlanta but visit the island regularly, with the added perk that it's an ideal spot for Santana-Lopez to pursue his love of golf and photography.—Nichole Bazemore



Elizabeth Jacoby: ON THE 'ART' OF STRATEGY

*With expertise in strategy, polling, and data, her strong analytical skills are not readily associated with a career in fine arts. Nonetheless, **Elizabeth Jacoby** **00BBA**, vice president of **BSJ Fine Art**, has used such skills to advance her unique firm—a strategic art consulting and valuation company. "Our ability to make the qualitative into quantitative is among our most valuable competitive advantages," says Jacoby. "Because before you can do anything in the art market, you have to understand the value of art. That's what we do." And by "we," Jacoby means herself and **BSJ Fine Art** Founder/President **Beverly Schreiber Jacoby, PhD**—aka "Mom." Emory Business met up with Jacoby to learn more about her business endeavors.*

EB: How has the art market evolved, and where do you think it's going?

Jacoby: Two relatively recent transformations are occurring in parallel. First, the Internet. Dealers traditionally employed arbitrage tactics when they bought a work of art, restored it, and then sold it for a premium, often in a different currency. Now there is an online database publicizing global sale records, so a buyer can ask, "Didn't you just buy this two months ago?" and capture the dealer's margin. Second, the industry used to be much more wholesale oriented, but now auction houses appeal more to retail customers. With that, art has gone from a private to public affair. People want to be seen buying and discussing art. They want to keep up with the Joneses, and there are a lot of Joneses.

EB: What advice would you offer individuals looking to invest in art?

Jacoby: Liking art and wanting to be involved in the art world is a pursuit that should never be discouraged. But you don't have to buy art. You can go to museums, galleries, and art fairs. You can look at and learn about art and make connections with people who take a similar interest in art. The most economical way to "invest" in the art market is to start by investing your time. Then invest your money. That will give you the best "returns." We aren't very good art

pushers. That isn't our bread and butter. The wide breadth and the extreme depth of knowledge needed to navigate smoothly through the intertwined world of fine art, that's our bread and butter.

EB: What do you think are the advantages and challenges of working with family?

Jacoby: Well there is a lot of job security! But seriously, it requires a lot of work, discipline, and a tremendous amount of understanding. Also, trust is an essential factor with family and with clients.

EB: How has the BBA program helped shape your career development?

Jacoby: Tremendously. I entered Emory thinking I would be pre-med, but it didn't take long to realize that wasn't for me. Once I found the business school, I became such a hand raiser! Goizueta gave me the perfect balance between structure in core classes and freedom via electives. I had incredible professors, classmates, and resources. Coming back to campus these past few years to talk to students about the art market has been a privilege for me and my mom and a great way for me to give back to a school that gave me so much.—Meredith Farahmand



Linda Gardner: On the impact of global marketing

One week **Linda Gardner 02MBA** may be in Berlin, Germany. Another week her job may take her to Brazil. But as Gardner will tell you, this is what life is like in the global research world. As an area manager of market research for Abbott Laboratories, Gardner leads global marketing research initiatives to support the development and launch of diabetes products around the world. And though she spends nearly half the year traveling, Gardner says there's nothing quite like having the chance to create a product and help those in need around the world.

"I enjoy the global impact that I can have," Gardner says. "You get to watch a product develop from its birth. It's a great feeling to watch it go from a concept phase into a real product."

On a day-to-day basis, Gardner says her chief responsibilities revolve around developing new diabetes products. The length of each project varies. Just recently, Gardner and her colleagues spent four years developing a glucose monitor that was launched in Europe. In a given week, Gardner will work on anything from developing concepts to analyzing go-to-market strategies to advertising products. Managing a number of different clients is also a huge part of Gardner's job. "When you have multiple clients in so many different places," she observes, "good communication and prioritization is key."

Throughout the year, Gardner—who is based in the San Francisco Bay Area—estimates that she's on the road 40 to 50 percent of the time. In recent years, she's spent time in China, the UK, France, and Japan, among other countries, though much of her work is focused in Europe and emerging markets. The biggest challenge of working with emerging markets? "Just making sure you know your consumers," she says. "Many assumptions that hold true for developed markets

are not applicable in emerging ones. Product offerings and launch strategies have to change to be successful."

Gardner actually took a rather roundabout route to the healthcare world. Before enrolling at Goizueta in 2000, the Oakland, CA, native spent three years as a teacher in the Los Angeles Unified School District. But she desired a change of scenery, with her sights set on entering the business world. A few of her friends had gone to Goizueta and enjoyed their experiences. And since she wanted a similar career path, Gardner decided to follow suit, hoping to sharpen her marketing acumen.

"It gave me a foundation to be successful in corporate America," says Gardner of her time at Emory.

Looking back, Gardner feels that her days in Atlanta were crucial for allowing her to transition careers. "I was completely shifting out of a different field. I got all the tools I needed—political savviness, interviewing skills, collaboration skills, and the fundamentals of business."—Andrew Clark



Gadi Netzer: On taking big chances

Gadi Netzer 98MBA is not averse to risk—either in his personal life or his professional life. After all, Netzer was already past age 30, with a wife and his first baby on the way, when he left his native Israel—and a well-paying job with Unilever—for Emory, where he committed himself to furthering his career by taking on Goizueta's high-intensity, one-year MBA program.

Soon after graduation, he took another bold step, helping launch a company in Israel that he and his partners called Globrands—an importer and distributor that aimed to carve out market share not only in the tobacco market (the company's founders all previously worked at Japan Tobacco International) but beyond. The company was a success from the start and enjoyed strong early growth. But just over five years later, Globrands almost completely reinvented itself—a move that Netzer recognized as both deeply risky and entirely necessary.

Today, the company is one of the major players in its marketplace, serving multinational companies such as Japan Tobacco International, British American Tobacco, Wrigley, and more, and Netzer serves as its CEO. Recently, he spoke with *Emory Business* about the company, his experience in Atlanta, and the challenges ahead.

EB: Your company, Globrands, was launched under a wholesale model. But a few years later, you made a strategic decision to build your own distribution company. What drove that decision?

Netzer: In 2006 we realized we could no longer get the wholesalers to work the way we needed them to. We looked at ourselves as an international company, so we knew we needed to have the highest of standards—and that included our wholesalers, who were essentially our people on the ground. So we decided to create our own distribution company, with the idea that we would finally be able to manage our on-the-ground people the way we believed they needed to be managed. The company was not that big at the time, and it was a huge risk. But we believed that transition would enable us to significantly grow the business. And we did grow. It wasn't an easy year, but we did it. It brought us to a different place.

EB: With that move, you greatly enhanced your market share and, as you say, reached a different place in the marketplace. What are the challenges you see, then, going forward?

Netzer: There are a few, I think. First, we need to figure out how to keep growing, because it's much more difficult to maintain the kind of growth we've had when you're already big. Second, we need to maintain our relationships with our multinational suppliers. When you are representing multinational firms, your level of service has to be the very best. Your sales force, your training, everything needs to be at the top, or those clients will look for other relationships. Finally, the reality is that we are working in a declining market. Tobacco is declining, and in a declining market, you have two options: You can either say, "Oh well, we're on the decline," or you can say, "OK, let's respond by increasing our market share and/or our business base." It's about determination and being very clear with your goals.

EB: What drew you to Goizueta? And how was your experience?

Netzer: The most important thing at the start was the one-year program. I was over 30 already and didn't want to spend too much time out of the workforce. But after being there, I came to understand [the one-year program] really isn't the number one reason to go to Emory. Rather, Emory itself is the reason. It has a wonderful atmosphere. It's very different than going to school in Israel. In some academic institutions you can feel like a number. But Emory was small and intimate, and I got a really great education. When I went there, I had a young wife and she was pregnant, and in those situations it's not easy to make that kind of move and go to an entirely different place. But the whole atmosphere of Emory was such a help to us.—Tim Hyland

What Career Advice Do You Have for the Graduating Class of 2015?



Jeff Gordon 04BBA

Senior Vice President, Recovery and Transformation Services, McKinsey & Company

Don't be afraid to challenge yourself and take on new roles. If you feel too comfortable in your existing role, then you probably aren't pushing yourself hard enough and are missing valuable growth opportunities.

Be willing to fully commit to whatever new challenge you take on. Those who deliver real value and results are the ones who reap the rewards in the long run. Make the extra effort to think about the problem critically, understand the details, identify the best solution, and then execute against it. If you want to keep advancing in your career, you need to put in more effort to truly solve problems.

Douglas Baldasare 06BBA

Founder & CEO, ChargeItSpot

If you go on to grad school, you can leverage your time to start a business. You get the benefit of free time away from the workforce and the diversity, knowledge, and experience of your classmates and professors. You can make it efficient by tailoring your course load to build your company; business plans can become final reports. Independent studies become advisory relationships with professors. Another benefit is that when you're still a student and starting a business, your alumni base and broader business community are super receptive to taking your phone call—if you have the gumption to reach out.

Jesse Grossman 10BBA

Founder & CEO, Community Bucket

Don't be afraid to take risks in your career. There's no such thing as true job security anymore, so it's up to you to explore opportunities as you find them. Keep learning, sharpen your skills, find what you enjoy doing, forge your own path, and build strong relationships along the way. I believe this is critical to your own success, fulfillment, and happiness.

Maureen Sweatman 11MEMBA

Director of Operations, Center for Student Leadership and Community Engagement, Division of Campus Life, Emory University

Find and work with a mentor who you aspire to be like or has a career you admire. They will teach you much more than you can imagine. Also, do your part to make a positive impact on the world. If just one life breathes easier because you have lived, you have succeeded.

Lauren Hendricks 00BBA

Associate Vice President, Global Marketing Partnerships, National Basketball Association

Focus on finding a brand or company that you are passionate about and want to work for to help grow their business and make an impact.

Lisa Harrow 07BBA

Principal, Triago

If you don't negotiate your salary from the beginning, you will make less money. Remember that a good negotiation isn't just about money. Gather evidence, present your case, and think strategically about all of the moving parts. Also, be visible at your firm. Don't assume that your boss knows everything you are accomplishing. Copy people on emails, respond to requests right away, say thank you, volunteer to coordinate a project, and speak up in meetings so people will notice you were present.

Jason Glushon 07BBA

Manager, Wasserman Media Group

Find something you are passionate about and work as hard as you can to achieve your goals in that field. No matter what path you take, there are going to be hurdles and disappointments. However, if you find a job that you truly enjoy, you give yourself an opportunity to become not only successful but happier.

Vanessa Youshaei 13BBA

Associate Account Strategist, Google

Pitch new projects that aren't on your manager's radar. Don't do just the expected; finding new opportunities that your manager may not see makes you exceptional. They will like that you're taking initiative.

Feel free to reach out to alums! We're all here to help.

Jordan Pious 09BBA

Manager, Retail & Consumer Products, Kurt Salmon

Jobs and careers aren't just about the company name, salary, and what it can add to your resume; they're about enjoying what you do every day. We spend more than 50% of our waking hours focused on work-related tasks. When you love what you do and you're excited to go to work every day, you end up spending that time with a smile on your face. Take control of your life and your happiness.

Jeff Davis 10MBA

Marketing Consultant, Chick-fil-A Corporate

Embody a growth mindset as you embark upon your career. Challenge yourself to learn something new every day through reading, training, and networking. Such a mindset will serve you well not only as you grow professionally but also as you pursue your personal goals and endeavors.

—Carol Lindsey

For extra online content, visit emory.biz/spring2015.



For real-time updates, tweet your news and celebrations to our new social media hub, **The Social Index**, using the hashtag #GoizuetaKudos.

1980s

Hank Siegel 80BBA of Princeton, NJ, is president of Hamilton Jewelers. The business was named the 2014 Family Business of the Year by the Rothman Institute of Entrepreneurship at Fairleigh Dickinson University.

Alex Rosten 81MBA of Fairfield, CT, is vice president and portfolio manager at Infinex Financial Group.

Andrew Kronitz 84BBA of Atlanta, GA, is senior vice president and wealth advisor for Morgan Stanley. Andrew celebrated his 30th anniversary with Morgan Stanley in May of 2014.

Tandy Robinson 85BBA of Delray Beach, FL, was honored as Outstanding Volunteer Fundraiser at the Association of Fundraising Professionals (AFP), Palm Beach County Chapter, National Philanthropy Day 2014. Tandy is a vice president with Goldman Sachs Group Inc.

Thomas Klein 87BBA of Atlanta, GA, and **Elizabeth Pruett 13C** of New York, NY, have created a new shopping browser, “Rately,” that allows users to shop across all their mobile devices. Thomas is CEO of Digital Scientists.

Nija Meyer 87BBA of College Park, GA, is director of strategic marketing and communications for Woodward Academy. Nija was previously vice president of communications and marketing for Statim Holdings Inc.

Ian Feldman 89MBA of Findlay, OH, is principal accounting officer at MPLX LP.

1990s

Jeffrey Hess 91MBA of Atlanta, GA, is senior vice president and global managing director for the SAP Line of Business and Industry Value Engineering for SAP SE.

Derrick Harris 92MBA of Atlanta, GA, announced that *Inc.* magazine ranked his company, Standby Talent, #396 on its 33rd annual Inc. 500/5000, a ranking of the nation’s fastest-growing private companies. Derrick is president of the company, which provides IT talent solutions and staffing.

Jeff Schreiber 92MBA is operational risk leader for Synchrony Financial, where he is responsible for establishing and leading the operational risk management team. Jeff, wife **Cathy 93C**, and their two children live in Sandy, UT. Jeff recently joined the board of Salt Lake City Junior Achievement.

David Greenberg 93BBA of Fulton, MD, has been promoted to general partner at JMI Equity.

Brett Fennell 96MBA of Atlanta, GA, is senior vice president and CFO of Cox Media Group. Brett is responsible for all financial activities for the company’s broadcasting, publishing, and digital companies.

Tom Beaty 97MBA of Duluth, GA, is president and CEO of Insight Sourcing Group. The company has been named the #1 Boutique Consulting Firm on the 2015 Vault Consulting 50 list.

Jason Daffner 98BBA of Atlanta, GA, is a partner at Mallernee Branch & Daffner LLP.

Christopher Grey 98BBA of New Haven, CT, is director of college consulting at the Greenwich Education Group, where he will lead the company’s college admissions consulting services.

Clifford Mendelsohn 98BBA of Cleveland, OH, has been named a 2015 Ohio Rising Star by Super Lawyers, a rating service of lawyers who have attained a high degree of peer recognition and professional achievement. Rising Stars are outstanding lawyers who are age 40 or younger or have been in practice for 10 years or fewer. Clifford is a partner with Tucker Ellis LLP.

Morgan “Mac” Schuessler 98EvMBA of Atlanta, GA, is president and CEO of Evertec Inc. Mac was previously president of Global Payments Inc.

Todd Skrinar 98WEMBA of Belvedere Tiburon, CA, has been named one of the 100 Most Inspiring People in Life Sciences by PharmaVOICE. Todd is a principal with Ernst & Young and the West Region Leader of the advisory Life Sciences practice.



Eric Freedman 00BBA, wife Beth, and sons Giles and Brent of Los Angeles, CA, welcomed Laura Dailey to the family on February 2, 2015. Eric, CFO at Coast-line Real Estate Advisors, is a member of Goizueta’s Alumni Board.



Rebecca Bromberg Hall 00BBA and husband Eric of New York, NY, welcomed daughter Aria Millie on August 30, 2014.

2000s

Roz Bolger Abero 93C 00EvMBA of Phoenix, AZ, is assistant head of school at Phoenix Country Day School, an independent college preparatory pre-K–12 school. Roz was previously a vice president with the Arizona State University Foundation.

Lauren Elinsky 95C 00MBA and Robert Meek of Reston, VA, were married November 8, 2014. Lauren is a branch chief at the Office of the Director of National Intelligence.

Krista DeCastro 99OX 01BBA of Key Biscayne, FL, is senior counsel at The National Title Solutions, an affiliate of North American Title Company.

Matthew Smith 01MBA of Atlanta, GA, was promoted to colonel and earned a master of strategic studies from the US Army War College in July, 2014. Matt and his wife, **Laura Balser 94BBA 01MBA**, have relocated to Washington, DC, where Matt now works in strategic planning for the Department of Defense at the Pentagon. Laura continues her work with Mercer as a senior consultant and relationship manager out of the DC office.

Lloyd Taliaferro 01MBA of Norfolk, VA, is now a principal and CFO at US Waterways Transportation. In addition to managing the finances, accounting, personnel, and benefits for the company and its subsidiaries, Lloyd is responsible for acquisitions and financing.

Amy Siegel 02BBA of Los Angeles, CA, is a partner in the Century City office of O’Melveny & Myers LLP. Amy is a member of the firm’s entertainment, sports, and media practice.



Matt Long 04BBA 12MBA and **Leigh Friedman 05C** of Atlanta, GA, were married May 25, 2014, in Bethesda, MD. **Austin Cory Edwards 05C** officiated. Guests included **Ateet Patel 04C 09M**, **Laurie (Gorham) Sherlock 06C 10M**, **Pete Sherlock 04C 08L**, **Bhavit Patel 04BBA**, **Jared Cohen 12MBA**, **Antonia Ciccolo 12MBA**, **Darrah Brustein 06C**, **Reena Chudgar 05C 10MPH**, **Brian Crawford 04C**, **Phil Criscione 12MBA**, **Nicole Gilzenrat 13MBA**, **Alex Daigle 04C**, **Jeff Diamond 12MBA**, **Sharon Stern Eggert 91C**, **Mike Farrell 12MBA**, **Robbie Foote 01C 05L**, **Kristina Garcia 06C**, **Alex Henderson 03C 03G**, **Rachel Hershenberg 06C**, **Ben Brewer 05C**, **Jeff Hong 12MBA**, **Chris Jayne 06C**, **Nicole (Anderson) Jayne 07BBA**, **Raj Kaneriya 12MBA**, **Greg Kruchko 12MBA**, **Lilly Webster 14MPH**, **Paul McLarty 63C 66L**, **Krystle Moss 12MBA**, **Tom Rittle 12MBA**, **Dan Scheinberg 12MBA**, **Jonathan Stauning 12MBA**, **Jess Talpos 12MBA**, **Rich Vincent 12MBA**, and **David Wattenmaker 13MBA**. Matt is manager of branded fares for Delta Air Lines. Leigh is director of creative services for GO! Experience Design.

Trent Pines 03WEMBA of Atlanta, GA, has published his book, *Life on Altamont Court: Finding the Extraordinary in the Ordinary*. The book received a five-star rating on Amazon and won the 2014 Next Generation Indie Book Award for Humor/Comedy.

Michelle Savin 03BBA of Chicago, IL, has joined the firm of Howard & Howard in its Chicago office. Michelle specializes in transactional and regulatory matters related to commodity futures and securities and corporate transactions.

Muta Issa 04WEMBA of Atlanta, GA, has been appointed to the board of Fugees Family, a nonprofit devoted to working with child survivors of war.



Urian Yap 06BBA and **Alexis Kim 07BBA** of New York, NY, were married on June 21, 2014. Urian is an AVP at The Blackstone Group; Alexis is a first-year MBA candidate at Columbia Business School.

Stephanie McDuffie 04BBA of Chicago, IL, is director of business strategy for Charles Schwab Branch Network.

Pauline Howes 05WEMBA of Atlanta, GA, is an associate professor in the Department of Communication at Kennesaw State University, where she teaches public relations.

James “JT” Barnard 06MBA of Chicago, IL, regional service manager at Anderson Pest Control, announced that the company has been ranked as one of the “Top 100 Companies to Work For in Chicago” by the *Chicago Tribune* for the second year in a row.

Harris Weinstein 06BBA of Darien, CT, is an analyst for NASDAQ.

Bob Weston 06MBA of Phoenix, AZ, is CFO at Alliance Residential Company. Bob manages capital market activities and financial administration for the company.



Paul Towne 07EvMBA (right) and Daniel Kreiter of San Francisco, CA, were married on August 30, 2014, in Cape Vincent, NY. Paul recently became director of regional partnerships for Northern California for the American Red Cross; Daniel is a promotions producer for ABC.



Jacklyn “Jackie” Flee 09BBA of New York, NY, married Bradley Dean Cohen on November 22, 2014, at The Yale Club in New York City. **Amanda Abramson 09BBA**, **Michael Schilero 09BBA**, and **Lindi Orlin 04C** were among the guests. Jackie is vice president in private wealth management at Goldman Sachs.

Gaurav Ahuja 07MBA of Marietta, GA, is vice president of direct investment and special situations at Voya Investment Management, formerly ING Investment Management.

Stuart Bracken 07MBA of Atlanta, GA, has been named to the *Atlanta Business Chronicle’s* “40 Under 40.” Stuart is founder and CEO of Bioscape Digital, a healthcare technology company, and a member of Goizueta’s Alumni Board.

Allison Dixon 07EvMBA of Decatur, GA, is senior director at Meeting Expectations.

Matt Karwelies 07MBA of New York, NY, is director of equity derivative sales at UBS Securities LLC. Matt was formerly with Bank of America Merrill Lynch.

Siyana Kukularova 08MBA of New York, NY, and Andrew Huszar were married on November 29, 2014.

Deepa Pawate 99OX 00C 08MEMBA of Suwanee, GA, is associate chief audit officer with the Internal Audit Division at Emory.

Michael Sonnenshein 08BBA of New York, NY, has joined founder **Barry Silbert 98BBA**, also of New York, at Grayscale Investments (a Digital Currency Group company), a venture-backed asset management company pioneering the emerging bitcoin and digital currency space. Working closely with Barry, Michael conducts business development initiatives for the firm and leads the sales effort on behalf of the Bitcoin Investment Trust (BIT), developing relationships with hedge funds and other institutions. Barry is the founder of both SecondMarket and Digital Currency Group.

Rangu Subrahmanyam 08MBA of Chennai, India, is client servicing director and head of business for White Canvas Advertising. Responsible for growing the creative house, Rangu characterizes his new position as a return to his passion, advertising and brand management.

Tricia Conahan 09MEMBA of Atlanta, GA, is executive vice president and chief marketing officer at Brookdale Senior Living. Tricia oversees the company’s marketing, direct response, digital, and communications functions.

Christopher Ellan 09BBA of Charlotte, NC, is an investment banking associate at Wells Fargo in its Technology, Media, and Telecommunications coverage group.

Sidd Negretti 09EvMBA of Scottsdale, AZ, is executive director of product marketing strategy for Cox Communications.

Melody Richard 09WEMBA of Bentonville, AR, is vice president of sales—Sam’s Club at The Coca-Cola Company. Melody oversees strategy, sales, and execution across 640 stores.

Vinod Tiwari 09WEMBA of Apex, NC, is now senior manager at Cognizant. Vinod was previously with NRR Data.

2010s

Michael Beroset 10WEMBA of Dallas, TX, is a senior project/change manager for Energy Future Holdings in the Dallas/Fort Worth area.

Chrishanthan Vedhanayagam 10BBA of Evanston, IL, is a site development specialist/project manager at SAC Wireless.

Joe Astrauckas 11EvMBA of Atlanta, GA, is vice president with Colony American Finance.

Amy Comeau 11MEMBA of Conyers, GA, is corporate director of market strategy and support for Emory Healthcare, where she oversees all marketing strategy for the largest health system in Georgia.

Nichelle Evans 11MBA of Atlanta, GA, is a senior human resources manager at Comcast/NBC Universal.

Eleanor Jones 11EvMBA has relocated to Singapore for her new position as director of strategic initiatives and executive assistant to the group president of Asia Pacific at The Coca-Cola Company.

Gerald Baron 12WEMBA of Alpharetta, GA, is chief marketing officer for Cirrity LLC.

Zulna Heriscar 12WEMBA of Bellevue, WA, has been promoted to chief of staff for worldwide OEM operations at Microsoft Corporation. Zulna partners with senior leaders across OEM operations to formulate and drive the company’s device operations global strategic initiatives.



Theo Sanchez 15MEMBA and wife Monica of Decatur, GA, welcomed daughter Anna Martina on August 24, 2014. Theo is a product manager for Clyde Bergemann Power Group Americas Inc.



Jason Barnes 13WEMBA and wife Erika of Smyrna, GA, welcomed daughter Emma Ingrid on July 30, 2014.



Martha Siewert, assistant director of MBA admissions, hosted a welcome and networking dinner in Shanghai, China, in January for alumni and newly admitted students. Attendees included (front row) **Crystal Wang 11MBA**, **Martha Siewert**, **Mengqin Xu 17MBA**, **Xiao Chang 13BBA**, **Yvonne Wang 13MBA**, Valen Chen (wife of Clarence Chen), (back row) **Tianran Zhang 15BBA**, **Leon Li 07MBA**, **Quan Hu 10MBA**, **Mark Ma 07MBA**, **Panhua Xu 10MBA**, **Johnny Huang 12MBA**, and **Clarence Chen 13MBA**.

Matthew de Groot 11OX 13BBA of New York, NY, is a real estate salesperson at Douglas Elliman in New York. Matt is a member of the WALKERTEAM, a “top-ten” team within the company.

Rayhan Husain 11OX 13BBA of Astoria, NY, is an assistant buyer for Macy’s Inc.

Russ Wilson 13WEMBA of Knoxville, TN, has been named to the *Greater Knoxville Business Journal’s* “40 Under 40” for 2014. Russ is first vice president–wealth management at UBS Financial Services Inc.

Katherine Backus 14BBA of Portland, OR, is an investment associate at Fisher Investments, where she is responsible for analyzing, monitoring, and critiquing all firm communications.

Grissel Ramirez 14EvMBA of San Jose, CA, is a pricing manager at SanDisk where she evaluates the profitability of pricing strategies.

George Short 14MBA of Atlanta, GA, is a vice president at CFLane, a real estate management company.

David Williams 14WEMBA of Greensboro, GA, is senior vice president of healthcare provider services in the commercial healthcare vertical for Xerox. David will lead the sales teams for Provider Consulting, IT Outsourcing and Managed Services, Midas+, and The Breakaway Group. Previously, he was vice president of sales with McKesson.



The Executive Women of Goizueta (EWG) held its annual Advancing Women in Leadership conference at the Woodruff Arts Center in Midtown Atlanta on November 14, 2014. The one-day, sold-out event included prominent speakers, workshops, awards, and networking with some of Atlanta’s most dynamic professional women. Most notably, Wendy Clark, president, Sparkling Brands & Strategic Marketing, Coca-Cola North America and Hala Modellmog, president and CEO of the Metro Atlanta Chamber, delivered the keynote addresses. The theme of the conference, “Wear Risk Well,” explored the topic of risk taking and how women who embrace it can achieve greater career and personal success.

Save the Date: October 9, 2015
EWG Annual Conference
St. Regis Hotel, Buckhead

Above, Goizueta alumnae unite, and left, the growing number of participants made the Woodruff Arts Center an ideal backdrop for the conference.



Photo: Joanne McRae

IN MEMORIAM

Jeffrey H. Schwartz 81BBA of Santa Monica, CA, passed away on November 19, 2014. Co-founder of Global Logistics Properties, Emory trustee emeritus, and dedicated family man, Jeff was an energetic and visionary businessman. While vice chair of Prologis, a leading developer of industrial real estate, he spearheaded entry into the European markets, achieving top market position. After relocating to Tokyo in 2002, he established the Asia platform, leading his teams to become marketing leaders in China, Japan, and Korea. He left Prologis to form Global Logistics Properties in a joint venture with the Government of Singapore Investment Corporation. In recognition of his many achievements as an alumnus and businessman, Jeff received the 2008 Goizueta Alumni Entrepreneurship Award.



Jeff 81BBA and Carole Schwartz 83BBA in Tokyo in late 2000s.

Jeff is survived by his wife, **Carole 83BBA**, and his four children, Sophia, Heather, Ian, and Myles.

C. Steadman Burgess 40BBA of Decatur, GA
Roy Sanders Jr 41OX 43BBA of Cumming, GA
V. Hugo Sewell 45BBA of Marietta, GA
Clyde Rodbell 49BBA of Atlanta, GA
Ronald H. Varn 50BBA of Tallahassee, FL
Lacy Thompson 52BBA of Loganville, GA
Ernest Hiscock 54BBA of Gallatin, TN
Richard D. Lee 57BBA of Savannah, GA
Richard H. Tewell 57BBA 58MBA of Atlanta, GA
James M. Cantrell Jr 63MBA of Murfreesboro, TN
Roswell "Ross" M. Piper 62OX 64BBA of Terre Haute, IN
John Sisk Jr 67MBA of Jacksonville, FL
James W. Simmons III 80WEMBA of Macon, GA
Craig S. McKay 82MBA of Gainesville, GA
Edward J. Oshrin 83BBA of New York, NY
Ellen J. Berlin 84BBA of Needham, MA
Scott Dalitzky 86MBA of Newton Center, MA
Emerson Turner 89WEMBA of Bogart, GA
Elizabeth Smith 98WEMBA of Decatur, GA

Staying connected

Emory Business wants to share your good news. New baby? Job change? Wedding? Shots of you and other alums in exciting international locales? Now there are multiple ways to share this news. For print publication, send a few details and/or your photos to GmagClassNotes@emory.edu, and we will publish as many as we have space for.* Preference is given to photos in which at least 60 percent of persons are affiliated with Goizueta. And don't forget to let us know which smile goes with which name.

For online access to the magazine, archived issues, and other news and events, visit emorybusiness.com.

For real-time updates, tweet your news and celebrations to our new social media hub, **The Social Index**, using the hashtag #GoizuetaKudos. See these live at goizueta.emory.edu/social.

*Please note that submissions may be used in Goizueta's print and online publications and would thus be accessible on the Internet. Goizueta Business School assumes no liability for unauthorized use of submitted materials.



Alumni Award winner Peter Corbett 03BBA takes a selfie with mentor Andrea Hershatter, senior associate dean for undergraduate education.

GIVE LIKE A LEADER



At Goizueta, we believe the word "leader" isn't a title, it's a mindset. Through our classes, activities, and outreach, we teach the importance of living out leadership every day. **Jon Keen 11MBA** embodies this philosophy in a multitude of ways. From distinguished military veteran to Alumni Board vice president to successful business executive, Jon shows his commitment by impacting what matters to him most. One of those things is his alma mater, which is why Jon also makes an annual leadership gift to Goizueta. Join alumni like Jon by making an annual gift in an amount you can sustain year after year – or consider propelling your giving to the leadership level of \$1,000 annually.

Build upon our legacy of leadership by making a gift to Goizueta Business School. Your investment ensures we can impact the marketplace for generations to come. Give today at Emory.biz/Give.



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