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Mission Statement

The mission of the [Journal of Multidisciplinary Research](#) is to promote excellence in leadership practice by providing a venue for academics, students, and practitioners to publish current and significant empirical and conceptual research in the arts; humanities; applied, natural, and social sciences; and other areas that tests, extends, or builds leadership theory.

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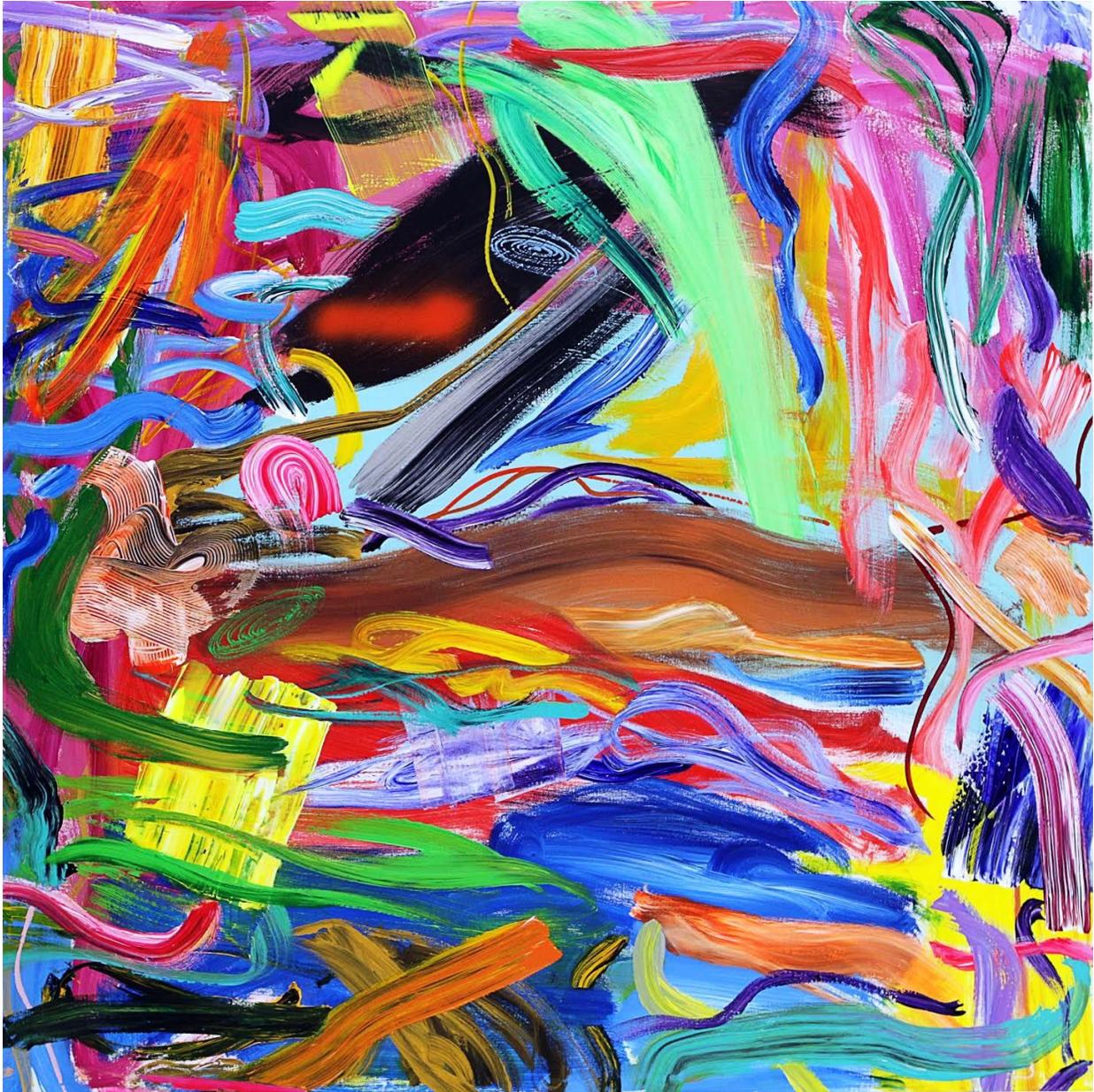
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"Exhuberance"
2014

Mixed media on canvas by Pablo Contrisciani

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Editorial

A warm welcome to the special interview edition of the *Journal of Multidisciplinary Research* (JMR).

As we always focus on our commitment to academic and professional excellence, we strive to bring our readers true multidisciplinary research, knowledge, and ideas from around the world. This issue of the *Journal of Multidisciplinary Research* (Volume 7, Number 1) is a special interview issue about “Leaders for Life”: What do high achievers talk about when they talk about life, leadership, and success? Conversations with leaders, thinkers, and business figures.

They say that life is about stories, and this issue feature interviews and stories from interesting and successful people from around the world, representing various positions and industries. While some of the stories were predictable, some were priceless in terms of seeing the world from their brilliant perspective.

Jack Welch said: “Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.” By bringing you a truly global perspective on what do high achievers talk about when they talk about life, leadership, and success, I hope we facilitate discussions, advance knowledge, and view learning as a never-ending process.

I hope you enjoy reading the interviews as much as I did!

Onward,

Hagai Gringarten, Ph.D.

Editor-in-Chief

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The Honorable William “Bill” Altfield

Miami-Dade County Court Judge



Judge William “Bill” Altfield was appointed to the Miami-Dade County Court by Florida Governor Rick Scott in September 2011. Judge Altfield graduated from the University of Florida School of Law and received his undergraduate degree from the University of Miami. Judge Altfield, as a life-long resident of Miami-Dade County, has devoted his entire legal career to serving this community as a prosecutor and now as a County Court Judge. He began his legal career as an Assistant State Attorney under Janet Reno. He handled numerous complex prosecutions and conducted more than 70 jury trials while at the State Attorney’s Office. His judicial responsibilities include presiding over jury trials and bench trials in the criminal court. He has also served as an acting Circuit Court Judge for domestic violence civil injunction hearings. Judge Altfield serves as a faculty member with the Conference of County Court Judges.

Judge Altfield volunteers in many areas of our community including presiding over criminal cases in the Teen Court program in conjunction with the Miami-Dade County School system. Judge Altfield is currently a faculty member of the Florida Supreme Court’s Justice Teaching Project. He was a past Board Member of the League of Prosecutors. He served on

Florida Bar Committees including Chairing the Unlicensed Practice of Law Committee (11B) and serving as Vice Chair and Member of the Florida Bar Grievance Committee (11i). Judge Altfield was also a Chairperson and member of the State Attorney's Office Recruitment Committee for more than 17 years.

He founded and is a current board member of the Miami Acting Company, where he also directs and performs in various community theater productions. Judge Altfield volunteers as a Big Brother with the Big Brothers Big Sisters Program, and he is a mentor with the Take Stock in Children program. He has been married to Sharon Altfield, a Miami-Dade County public school teacher, since 1991. They have two children, Sydney and Rachel.

Interview **by Dr. Hagai Gringarten**

Q1. Life is about stories. Do you have a favorite story you use as an icebreaker?

I was a terror growing up. I spent more time in the Principal's office in a month than most kids would experience in an entire school career. Due to my propensity to get into trouble, my seat was usually assigned in the front row of the classroom.

Picture this. It was the last day of school in the sixth grade, which back then was the last grade for Elementary School. I assumed that since it was the last day, there probably would not be any punishment if I did a small act of childlike terrorism.

We had a guest entertainer performing a puppet show for the class. At one point, in-between acts, the puppeteer turned around to adjust the puppets with her back to the class. I immediately seized the moment, slithered down from my seat, and hid under the long table that was used to perform the puppet show. This table had been draped with cloth that covered the sides of the table. Hence, I could not be seen.

Several of the students were giggling at my antics, but the guest performer assumed that the kids were reacting to the entertainment. She failed to make note of my absence from my chair. Approximately ten minutes later, the show ended and our teacher Mrs. Haviland (we affectionately called her, "Mrs. Have A Cow") re-emerged into the classroom. Within 30 seconds, Mrs. Haviland sternly asked, "Where's Billy"? As the giggling began to boil over into laughter, I impulsively did the only thing that came to mind. I grabbed Mrs. Haviland's very meaty ankles. Immediately, a blood-curdling scream bellowed from above the table as her substantive legs peeled away from my fingers.

My assumption proved false as I was immediately sent to the Principal's Office. Not only did I have to stay until after school but also both of my parents were summoned for a discussion about what to do. I was ordered to assist the custodial staff for two weeks to prepare the school for the summer session. If I did not perform the duties successfully, I was to be kept back and not graduate. I don't believe the school ever looked as good after my two weeks of punishment chores.

Q2. What are the top three characteristics that contributed to your success?

- a. Perseverance – I have always believed that success is not achieved over night. There must be several “small acts” achieved that will culminate in success. Success must be cultivated just as you would cultivate a garden. I have always had long-term goals, but in order to achieve these long-term goals I had to set short-term goals as well. I have never lost sight of my purpose in what I was doing in the moment. For instance, as a prosecutor, I knew I had a docket of cases that needed to be prepared for trial. Within each case, there were a myriad of tasks that must be met in order to properly prepare the case for trial. I have always prided myself on completing the tasks before me and being accountable for my decisions.
- b. Patience – I have always known that life is about challenges. There will be failures and frustrations. Patience keeps you from reacting in ways that will sabotage your success. Getting frustrated or reacting out of anger usually only makes the situation worse. Your goals may not be met according to plan, but if you are patient, with a positive attitude, everything will fall into place.
- c. Integrity – Integrity defines who you are. Coupled with integrity is one’s reputation, which lasts long after you leave this earth. Whenever I would lecture young attorneys, I stressed the importance of integrity and reputation, which is your bond. I have always strived to take the high road, and to work and live by the rules we all share. In addition, in all of my dealings with lawyers and litigants, I treated them with respect and dignity.

Q3. What life-changing events or decisions have guided your career?

Since I was a young child, I dreamed of being a professional actor. I was cast in theatrical productions from elementary school to high school and acted in several commercials and films. I also received a walk-on role for an episode of *Que Pasa USA?*, which was a ground-breaking bilingual local television series in Miami during the late 1970s and 1980s.

I continued my education at the Florida School of the Arts and the University of Miami, where I received a BFA degree in Theater Arts. While I was at UM, I travelled with several students to New York City for scheduled auditions. On my very first audition, I was fortunate to have been cast in a Summer Repertory Company performing in Rhode Island. I was the youngest member in the cast. After speaking with my fellow actors over the summer, I realized how difficult this lifestyle was and how actors live hand to mouth.

I had an epiphany and decided that after I finished at UM, I would take the Law School Entrance Exam. I realized that, while I loved acting, I could not live the life of a gypsy, constantly searching for the next job or wondering whether I would be able to pay my bills if the audition did not prove fruitful. Thankfully, I did quite well on the exam and was accepted into the University of Florida College of Law. The rest is history.

Q4. Tell us of any expressions your parents often repeated with you.

Of course, there are many expressions that my parents repeated to me, but the one that rings the most true today is, “One day, you’ll thank me.” I thank them every day!

Q5. What is the biggest misconception about how to achieve success?

The biggest misconception about how to achieve success is that you are not successful unless you earn a lot of money. If you have touched the lives of others in a positive way and are regarded by those you know with admiration and honor then you are successful. If you have raised a family and instilled a good moral compass in your children then you are successful. Money means nothing with respect to success.

Q6. What books have you read lately?

- a. *Cat on a Hot Tin Roof*, by Tennessee Williams.
- b. *The Practice*, by Brian Tannebaum.
- c. *The Thank You Economy*, by Gary Vaynerchuk.

Q7. Imagine your phone rings, and it's you from ten years ago. If you only had a minute to talk, what would you say?

You have done very well. You have chosen the perfect soul mate to spend the rest of your life with. You have raised the most precious daughters any father can hope to have, and you have achieved your goals. However, if you would like a little icing on your cake, you should invest in Apple and Google. Otherwise, keep doing what you are doing. You'll make me proud!

Q8. What elevator speech would you give children about success in life?

Never take "no" for an answer. If you truly want something in life, it is up to you to achieve it. Do you remember how long it took me to be appointed to the bench? Do you remember how many people tried to talk me out of it, saying I would never be appointed after all of my years submitting applications and being rejected each and every time? Well, I do not believe in failure, and I knew that while it was going to take quite a bit more time than expected to become a judge, I would one day ultimately ascend to the bench. I knew I was right. "No" should never be a part of your vocabulary.

Q9. What is the best advice you've ever received, and who gave it to you?

My wife always reminds me to cherish each and every day as though it were my last on earth. We have both unexpectedly lost people who were very close to us. She lives her life to the fullest and has instilled in me that very important mantra.

Q10. What would you like to see as your life's legacy?

That I have always been committed to the rule of law, and I have always tried to make sure to touch another person's life in a positive way.

To Cite this Interview

Gringarten, H. (2015, Spring). The honorable William "Bill" Altfield, Miami-Dade county court judge. *Journal of Multidisciplinary Research*, 7(1), 7-10.

Issam Zaid Al Tawari

Chairman and Chief Executive Officer Rasameel Structured Finance



Mr. Issam Zaid Al Tawari is currently the Chairman and Chief Executive Officer of Rasameel Structured Finance Company, a debt capital market focused investment company the Central Bank of Kuwait and Capital Markets Authority supervise. His latest area of interest is the development of Islamic debt capital markets.

Mr. Al Tawari started his career with Arab Banking Corporation (ABC), Bahrain, working in the area of loans and syndication covering the European market. He then covered the GCC market at a later stage. Mr. Al Tawari then worked extensively on corporate finance issues with ABC Islamic Bank to become Associate Director, with main responsibility for syndication and marketing. In 1998, he joined The International Investor (TII), Kuwait, in the Structured Finance area working on project finance, asset-backed leases, and a broad range of Islamic investment products. His last position with TII was as the Chief Operating Officer (COO) and Partner with the Structured Finance Group.

Mr. Al Tawari has served on the board of directors of a number of companies and funds. He also was the Chairman of Ain Takaful Insurance Company, Kuwait, co-founder of Ritaj Investment Company, Kuwait, and ex-Chairman of Sorrooh Investment Company, specializing in financing B.O.T. projects. He regularly speaks at Islamic Banking industry conferences and seminars.

He was a member of Young Arab Leaders (YAL) and the Kuwaiti Economics Societies. Currently, he is a DBA associate with Durham Business School, in the United Kingdom. In addition, he is both a Harvard University and Henley Management College alumnus. He also received an M.B.A. from University of Hull (Dist.), England, in 1998, and a B.A. in Economics and Business Administration from Kuwait University in 1987.

Interview by Dr. Hagai Gringarten

Q1. Life is about stories. Do you have a favorite story you use as an icebreaker?

My story is about my first day at elementary school, when my Arabic language teacher asked me about my name, and I did not understand his question. He got mad at me . . . ☺

This incident has had a big impact on my studies, especially in Arabic, and I had to work really hard to overcome that.

Q2. What are the top three characteristics that contributed to your success?

Persistence, honesty, patience. These traits I have adopted from my father, who always insisted on dealing fairly with people but never forgoing his rights.

Q3. What life-changing events or decisions have guided your career?

A father-to-son talk just before graduating from university, which led me to work abroad for ten years. I was planning to study abroad for my undergraduate studies, which did not happen, but not on working abroad. This had a dramatic impact on my personality as well as my career developments.

Q4. Tell us of any expressions your parents often repeated with you.

Never surrender to an attack or challenge, fight back. My mother always repeatedly told me that, in order for me to stand up in life.

Q5. What is the biggest misconception about how to achieve success?

The biggest misconception in my view is to be a 'yes' person to please your superior. This only leads to loss of a person's dignity in return for achieving short-term goals.

Q6. What books have you read lately?

I have been reading Arabic poetry books from the Abbasid dynasty period. This period is known for its rich and deep literary contribution to Islamic civilization.

Q7. Imagine your phone rings, and it's you from ten years ago. If you only had a minute to talk, what would you say?

Hello, I am busy right now, how can I help? In the past, I was trying to be extremely efficient and would multitask on both work and the social scene. That said, I always obliged to help our family and friends, regardless of the tasks at hand.

Q8. What elevator speech would you give children about success in life?

Believe in yourself, and don't listen to people who want to put you down. Failure is part of success, so don't be afraid to fail, and learn from it.

Q9. What is the best advice you've ever received, and who gave it to you?

A senior executive at my bank once told me that in order to make it at work, look at the hardest working person around you and compete against him. And that was true all the way, and, as a matter of fact, that particular individual I was competing against was hired by me a few years later.

Q10. What would you like to see as your life's legacy?

Good reputation and deeds, especially in the education space. I always believe that you don't pass your own wealth to your children, since it can disappear in no time, but it's good education that stays with them for years to come.

To Cite this Interview

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Michael Arnold

**Editor
Bloomberg News, Hong Kong**



Michael Arnold is an editor with Bloomberg News in Hong Kong. Previously he worked for *The Wall Street Journal* and Dow Jones Newswires in various parts of Asia and *The Jerusalem Post* in Israel, among other outlets. He also owns a music lounge and restaurant in the beach town of El Nido, Palawan, Philippines. Originally from the Boston area, he is a graduate of Harvard College and the University of California at Berkeley.

Interview by Dr. Hagai Gringarten

Q1. Life is about stories. Do you have a favorite story you use as an icebreaker?

N.A.

Q2. What are the top three characteristics that contributed to your success?

- a. Flexibility. I've covered everything from Middle East politics to Asian economies to the Miss Universe pageant to, now, trains, planes, and ships. Be open to new challenges.

- b. Hard work. Nothing in life comes easily. Be prepared to go above and beyond what your job calls for, whether your efforts are recognized or not. Put in the extra preparation because you never know when it will be needed.
- c. Keep your eyes open. When you're interviewing a public figure who has been interviewed countless times before, you need to find little things that will give fresh insight into the person's mind and character. Often, it's the tiny observations you can make about a person's movements, speech, dress, or mannerisms that will make readers think, "I've read so much about this person already, but now I understand him a little better than before."

Q3. What life-changing events or decisions have guided your career?

After a few years at my first full-time journalism job, I was offered a promotion that sounded good in theory but that I knew I didn't particularly want. It was tough to go against the advice of peers and mentors, but I turned down the job, quit the paper, and moved to Israel to start anew as a freelancer. The beginning in Israel was rocky, but my five years there ultimately were a great boon to my career.

Q4. Tell us of any expressions your parents often repeated with you.

N.A.

Q5. What is the biggest misconception about how to achieve success?

The notion that there is a set path to follow. People who follow the standard career path in their profession often will end up as just standard employees. Following your own muse can make you a more attractive job candidate to an organization that's not afraid to think outside the box—and will make you a much happier person.

Q6. What books have you read lately?

- a. *The Quiet American*, by Graham Greene. Had it on my bookshelf for ages, and finally read it on a recent vacation. Much better written than I anticipated. Beautiful, deep book about love, life, and values. Also relevant because I'm living in Asia and have visited Vietnam several times, and the main character is a journalist.
- b. *The Green House*, by Mario Vargas Llosa. Another one I had been putting off for years that I read on a recent vacation. I used to read a lot of avant-garde fiction when I was younger but hadn't done so in a while. This was a very challenging read, as the style was fairly experimental (for the time it was written, mid-1960s), and I frequently had to re-read passages several times to figure out who was speaking or where or when. Quite good, though.

- c. *Scar Tissue*, by Anthony Kiedis. I'm a big fan of the Red Hot Chili Peppers and of rock biographies in general. This guy lived an absolutely crazy life and doesn't shrink from even the most sordid episodes in this autobiography.

Q7. Imagine your phone rings, and it's you from ten years ago. If you only had a minute to talk, what would you say?

"It's never too late to be what you might have been." At many stages in my life, I thought about changing direction or going back to school or whatnot, but felt I was too old to do it or it would be seen negatively by family and friends. Don't let that deter you because suppressed dreams don't really go away – they just come back to haunt you later.

Q8. What elevator speech would you give children about success in life?

Follow your own path in life, and accept the consequences. Listen to your parents and teachers, but not too much. Treat others well because much of what you can achieve in life depends on the connections you make along the way.

Q9. What is the best advice you've ever received, and who gave it to you?

N.A.

Q10. What would you like to see as your life's legacy?

That I was a wise person and a mensch (a person of noble character).

To Cite this Interview

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“Thunder on the Ocean”
2014

Mixed media on canvas by Pablo Contrisciani

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Doron Ben-Meir

Entrepreneur and Venture Capitalist



Doron Ben-Meir has extensive experience in the venture capital industry and commercialisation more generally. Over the past twenty-five years, he has been involved in numerous venture capital organisations, has been a founder or co-founder of six start-up companies, and has been an investor, investment manager, and advisor to several other companies. Career highlights include being co-founder and C.E.O. of Centricom (2003-2007) and of Prescient Venture Capital (2007-2010).

In April 2010, Mr. Ben-Meir the Australian Federal Government appointed him the inaugural Chief Executive Officer (C.E.O.) of Commercialisation Australia and, from 1 July 2014, was further appointed as the Director of the Entrepreneurs' Infrastructure Programme. Since 2010, Mr Ben-Meir has led the establishment of a national portfolio of more than 550 companies including 4 successful exits and several substantial capital raisings (>\$5 million) to date.

Mr. Ben-Meir's qualifications include a Bachelor of Science and a Bachelor of Electrical and Computer Systems Engineering (1st Class Honours) from Monash University, in Melbourne, Australia. He also is a graduate member of the Australian Institute of Company Directors.

Interview **by Dr. Hagai Gringarten**

Q1. Life is about stories. Do you have a favorite story you use as an icebreaker?

It really depends on the situation.

One story I often tell to explain the difference between identifying a market need and constructing a value proposition goes back to the early 1990s when I founded my first business.

I met with the Victorian TAB—a Statutory Authority of the Victorian Government—which was looking to roll out a statewide network of gaming machines. Rather than accept coins (classic slot machines), these machines were to run an online account for each player accessible via a secure plastic card (much like an ATM). The question was, which card technology would they use?

The TAB had been trialing a U.S.-based technology but were concerned about the solvency of their partner, as the company had gone into Chapter 11 bankruptcy.

Within 20 minutes of meeting the TAB, I had solved their problem and put forward a solution that would meet all of their technical requirements and that would be capable of local manufacture.

The only problem was that I was only 25, had no assets, no business, and so very little credibility. The TAB indicated it would have to tender for the solution.

Despite having what I knew to be the most cost effective solution in the market, I would have to compete for the business in an open tender, and I would need to establish significant credibility in a hurry if I was to stand a chance of winning.

Within a few months, I put together a consortium with Thorn EMI plc (owners of the underlying technology) and Bowater plc (owners of one of Australia's leading plastic card manufacturers). These two large-scale, listed companies would be my front-end credibility, and I would ensure the solution actually worked!

It took two years and many peaks and troughs, but on Christmas Eve 1991, I received an order for trial units, and three months after that, we executed a \$5 million contract.

So, whilst it may have only taken 20 minutes to solve the customer's problem, it took two years before it was prepared to buy it!

Two years is how long it took us to establish a compelling value proposition.

The lesson for all technology entrepreneurs is that just because you know you've solved a problem, doesn't mean you have a compelling value proposition, and until you do, you don't have a business.

Q2. What are the top three characteristics that contributed to your success?

- a. Ambition.
- b. Imagination.
- c. Persistence.

Q3. What life-changing events or decisions have guided your career?

- a. Qualifying as an Electrical and Computer Systems Engineer having already secured a Bachelor's degree in Science, majoring in Physics and Mathematics.
- b. Leaving a research career to gain industry experience (1988).
- c. Leaving stable employment to start my own business (1992).
- d. Entering the venture capital industry (1999).
- e. Taking a role in Government to help our Industry Department understand the innovation space and deliver a nationwide program supporting the early stage commercialization of new intellectual property (2010).
- f. Joining Australia's leading University to build a new model for Research Funding and Industry Engagement (2015). This decision has only just been taken, and I will be joining Melbourne University as Executive Director, Research, Innovation & Commercialization in June 2015.

Q4. Tell us of any expressions your parents often repeated with you.

Interesting question. They were always encouraging, but I don't recall any particular expressions that were regularly repeated, with one exception: My mother routinely would say, "Don't worry, you'll be fine," whenever I might have been concerned about a challenge.

Not necessarily the most helpful expression at the time, but it did reinforce confidence and faith in my abilities. In time, I came to believe her!

Q5. What is the biggest misconception about how to achieve success?

Success is not necessarily a zero sum game. It is not necessary for someone else to lose for one to be a success. The greatest successes are those that grow the pie rather than those that simply seek a bigger piece for themselves.

Q6. What books have you read lately?

The biography of Steve Jobs by Walter Isaacson.

Q7. Imagine your phone rings, and it's you from ten years ago. If you only had a minute to talk, what would you say?

Invest in Facebook and Twitter! Truth is that, at the time, I wouldn't have invested in either.

Q8. What elevator speech would you give children about success in life?

Make a living out of doing what you enjoy, and do it as well as you possibly can. Success is not just about money, it's about enjoying the journey and looking back with pride and satisfaction.

Q9. What is the best advice you've ever received, and who gave it to you?

I met David Morgenthaler (founder of Morgenthaler Private Equity) over breakfast at the National Venture Capital Association (NVCA) Conference in New York. I didn't know who he was, and we started talking about entrepreneurship and venture capital. He told me he was the Managing Partner of a venture firm.

As a serial entrepreneur turned venture capitalist, I was interested in the type of people he looked for to join his firm as partners and junior partners. He indicated that operational experience was essential, and that an MBA and consulting experience were typically insufficient to make a really good venture capitalist.

He then said something that has remained with me to this day—as an entrepreneur, your natural instinct will be to look at a young business and think about how you would run it. But as a venture capitalist, you must invest in a company only because you believe the founding-management team can run it.

Later that day, David received a lifetime achievement award from the NVCA, and I realized who I had been talking to. I was very pleased that someone of his standing in the industry was happy to give me some sage advice without even a hint of his own accomplishments and standing. An impressive man.

Q10. What would you like to see as your life's legacy?

To be ever present in the hearts of my daughters—giving them the inspiration to be all they can be, the strength to make it happen, and the comfort of knowing there is nothing more valuable or important than the love of family.

Whatever else we may do or achieve, it will always be a very distant second.

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Anita Britt

Chief Financial Officer Perry Ellis International



Anita Britt has served as Chief Financial Officer of Perry Ellis International since joining the company in 2009. She brings more than 20 years of experience in the apparel and retail industry. Prior to joining Perry Ellis, she served as executive vice-president and chief financial officer for Urban Brands, Inc., and prior to that spent more than 12 years at Jones Apparel Group, Inc., where she held multiple leadership positions, including executive vice-president of finance.

As a key member of the Perry Ellis Executive Management team, Anita reports to the Chairman and assumes a strategic role in the overall management of the company. She has day-to-day responsibility for planning, implementing, managing, and controlling all financial-related activities of the company. This includes direct responsibility for accounting, finance, forecasting, strategic planning, job costing, deal analysis and negotiations, investor relationships and partnership compliance, and private and institutional financing.

Anita is a Certified Public Accountant and is a member of the American Institute of Certified Public Accountants, the Pennsylvania Institute of Certified Public Accountants, and the National Institute of Investors Relations. She also serves on the Board of Trustees for St. Thomas University.

Interview by Dr. Hagai Gringarten

Q1. Life is about stories. Do you have a favorite story you use as an icebreaker?

I like to connect with a personal item such as a family or work event. It normally makes others feel a connection with the speaker and is an easy icebreaker. One of my favorites is around meeting my in-laws for the first time and how it ties into two parties coming at the same thing from a completely different perspective. My future mother-in-law and I were conversing on a topic, and it became a comedy of words as we both thought we were speaking about a different topic. Needless to say, after that initial meeting, there was only one direction to head.

Q2. What are the top three characteristics that contributed to your success?

Not necessarily in this order:

- a. Solid communicator with the ability to interact with a wide spectrum of personalities.
- b. The ability to gain the respect of those around you—you will find greater support and better ability to execute with a solid team.
- c. The intelligence and perseverance to get the job done.

Q3. What life-changing events or decisions have guided your career?

Deciding on being a CPA was definitely a positive decision and obtaining my initial training with a Big 8 Firm. It provides a solid foundation to steer you to a number of options for the future. It also makes you extremely humble as it is a great training ground, and anyone who goes in with a big head has it deflated quickly.

Q4. Tell us of any expressions your parents often repeated with you.

My father passed away when I was in grade school, but he taught me through example that hard work and diligence is required to be successful—in whatever you do. My mother raised my younger sister and I to be self-sufficient—we were amazed at how resilient she was after losing the breadwinner and her partner to raise us and instill in us great values.

Q5. What is the biggest misconception about how to achieve success?

Many believe that success is measured by economic means. While that is important, what is more critical is the road you take to get there—how you develop as a person along the way—who you touch, and what improvements you make.

Q6. What books have you read lately?

I am an avid reader. I enjoy historical perspectives and have recently read *The Presidents Club* as well as *Atlas Shrugged*. While traveling, I enjoy light, entertaining authors—James Patterson and Robert Ludlam.

Q7. Imagine your phone rings, and it's you from ten years ago. If you only had a minute to talk, what would you say?

You are going to be leaving the snowy northeast and relocating to South Florida. It would have gotten me through the relentless overcast winters and made the treacherous commutes and driving conditions a lot easier. Certainly waking up in South Florida with beautiful scenery and sunny skies supports a better disposition, no matter what issues or conflicts one is facing.

Q8. What elevator speech would you give children about success in life?

I would be open to new experiences—follow your interest, but make it sure you can earn a living doing it!

Q9. What is the best advice you've ever received, and who gave it to you? Be honest.

Honestly, my husband provides me with excellent advice. He is somewhere between a realist/pessimist and always keeps me grounded. He provides great perspective on situations and navigating your way through difficult situations.

Q10. What would you like to see as your life's legacy?

I want to see my son achieve his dreams and be happy in life. He is my greatest legacy, and I hope that the life lessons and opportunities that my husband and I have provided to him give him the opportunity to pass on more to others.

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Gringarten, H. (2015, Spring). Anita Britt, chief financial officer, Perry Ellis International. *Journal of Multidisciplinary Research*, 7(1), 23-25.

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Tim Calkins

Clinical Professor of Marketing
Kellogg School of Management
Northwestern University



Tim Calkins is clinical professor of marketing at Northwestern University's Kellogg School of Management. He teaches marketing strategy and branding.

Tim won the Lawrence G. Lavengood Outstanding Professor of the Year Award, the top teaching award at Kellogg, in 2006 and 2013, making him one of just three people in the award's almost 40-year history to have won it twice. He also received the Sidney J. Levy Teaching Award, the Kellogg Faculty Impact Award (twice), and the Kellogg Executive MBA Program's Top Professor Award (four times).

He is the author of *Defending Your Brand: How Smart Companies Use Defensive Strategy to Deal with Competitive Attacks* (Palgrave Macmillan, 2012). *Expert Marketer Magazine* named *Defending Your Brand* the 2013 Marketing Book of the Year. He also wrote *Breakthrough Marketing Plans* (Palgrave Macmillan, 2008 and 2012) and was co-editor of *Kellogg on Branding* (John Wiley & Sons, 2005).

Tim works with major corporations around the world on strategy and branding issues. His recent clients include Novartis, Eli Lilly, AbbVie, and HP. He is managing director of Class 5 Consulting, a marketing strategy firm.

Tim began his career at the consulting firm Booz Allen and Hamilton, where he worked on strategy and branding projects. He joined the marketing team at Kraft Foods in 1991. During his almost 11 years at Kraft, he led businesses including Miracle Whip, Taco Bell, Parkay, Seven Seas, and DiGiorno. While at Kraft, he was responsible for the launch of more than two dozen new products.

Interview

by Dr. Hagai Gringarten

Q1. Life is about stories. Do you have a favorite story you use as an icebreaker?

People are often curious about my transition from corporate life to academia. Looking back, it was a fairly bold move; I left my position as senior category business director at Kraft, managing a portfolio of brands with well over \$500 million in revenue, to become a part-time clinical assistant professor. My salary dropped by more than 80%.

Q2. What are the top three characteristics that contributed to your success?

- a. Enthusiasm.
- b. Analytical thinking.
- c. Public speaking.

Q3. What life-changing events or decisions have guided your career?

In high school, I spent a summer with AFS (American Foreign Service) as an exchange student in Sri Lanka. I lived with a family that had no electricity, no running water, and no telephone. They had one bicycle for the family of five. It was a fabulous experience; I learned about income disparity and about how wealth is not correlated with warmth and happiness.

After my sophomore year at Yale, I participated in a summer internship program at Aetna, selling group life insurance policies in Dallas. This was an eye-opening experience for me. I grew up in a family of doctors and lawyers. This was the first time I realized how complicated, interesting, and fun the world of business could be.

I started my teaching career at the Keller Graduate School of Management, part of DeVry University; I taught an evening course in advertising management. This launched my teaching career.

Q4. Tell us of any expressions your parents often repeated with you.

My grandfather was a wise man. One of his favorite pieces of advice: If you don't have anything nice to say, don't say anything at all. I've learned this is a good approach, whether talking with your work boss, your spouse, or the media.

Q5. What is the biggest misconception about how to achieve success?

Many people grow up thinking that if they are smart and work hard, things will go well. I certainly believed this. Unfortunately, dedication and intelligence don't guarantee success; there are so many factors that are out of your control. This is particularly true in business; individuals can do only so much. You depend on the entire cross-functional team.

This was a big adjustment for me when I got to Kraft Foods. My first two projects went off the tracks, resulting in significant write-offs for the company. I had to accept the fact that I didn't control everything, and there was only so much I could do. I learned from those projects and kept going. I didn't get discouraged. Fortunately, my next several projects went well.

Q6. What books have you read lately?

I am teaching biomedical marketing this spring and just reread Atul Gawande's book *Complications: A Surgeon's Notes on an Imperfect Science*. It is a terrific book, both entertaining and insightful.

Q7. Imagine your phone rings, and it's you from ten years ago. If you only had a minute to talk, what would you say?

Buy stock in Apple.

Q8. What elevator speech would you give children about success in life?

I would highlight three things. First, do a great job. Managers want people on their team who are enthusiastic and get things done. So focus on executing flawlessly, and be positive.

Second, save money. If you consistently set aside and invest some money, you will soon have a sizable portfolio. This will give you the freedom to pursue opportunities. The only reason I could shift to Kellogg was that I had some money in the bank. Even if it didn't work out, I would be fine.

Third, understand that there isn't one definition of success. Some people want to be a partner at McKinsey. Other people don't. Some people want to have a family and spend lots of time with their kids. Other people don't. The goal isn't to achieve a specific thing; it is to make the most of your talents and opportunities.

Q9. What is the best advice you've ever received, and who gave it to you?

My father has given me advice and inspiration. From him I learned the importance of pursuing projects with vigor and energy. I also learned to persevere despite setbacks, and to shift course when things aren't working out.

Q10. What would you like to see as your life's legacy?

I don't spend a lot of time thinking about my life's legacy. Right now, my focus is helping my students and clients use strategic marketing and branding to achieve their dreams.

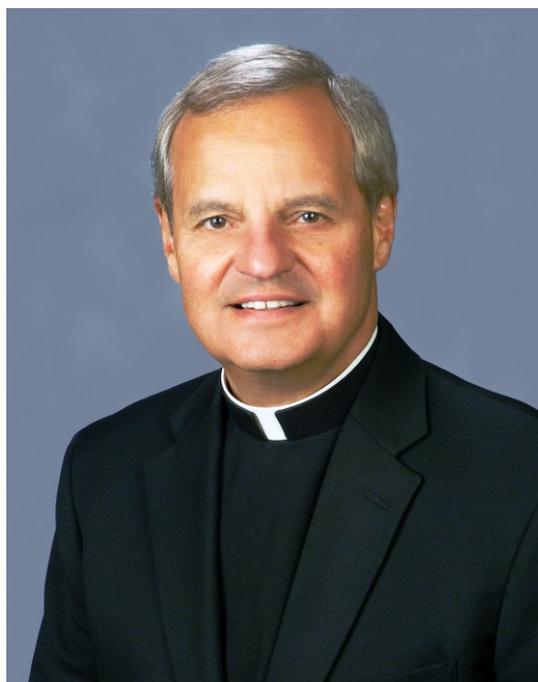
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Monsignor Franklyn M. Casale

**President
St. Thomas University**



Rev. Monsignor Franklyn M. Casale became President of St. Thomas University in April 1994.

Prior to joining St. Thomas University, Msgr. Casale was the Vicar General, Chancellor and Moderator of the Curia of the Archdiocese of Newark, New Jersey, where he also served as a member of the Board of Trustees at Seton Hall University and Board of Trustees and executive committee at Bloomfield College.

He is active in a wide range of community organizations and has been a significant presence in Miami since his arrival. He serves on the Board of Directors for the Carrfour Corporation, an organization that establishes permanent housing for the homeless. His involvements also include Archdiocese of Miami, Catholic Health Services Board of Directors, Board of Governors for the Greater Miami Chamber of Commerce, Academic Leaders Council of the Beacon Council, One Community One Goal, Holocaust Documentation & Education Center, Inc., member of the Orange Bowl Committee, and he was appointed by former Governor

Jeb Bush to serve on the Governor's Haiti Advisory Group.

Msgr. Casale's leadership positions in higher education associations include Southern Association of Colleges and Schools, Commission on Colleges, where he served as vice chair; Governing Board, Association of Catholic Colleges and Universities; Governing Board, Hispanic Association of Colleges and Universities; President's Council of Independent Colleges & Universities of Florida; Florida Association of Colleges & Universities; and Haiti-Tech, an organization he helped found that organizes and maintains a vocational-technical school in Haiti and educates more than 700 students yearly.

He received his B.A. in Humanities with a concentration in Philosophy from Seton Hall University, a Bachelor in Sacred Theology (STB) from the Catholic University in Washington, D.C., and his Master of Divinity (M.Div.) degree from the Immaculate Conception Seminary in Darlington, New Jersey.

Interview by Dr. Hagai Gringarten

Q1. Life is about stories. Do you have a favorite story you use as an icebreaker?

Fr. Ed McCarthy, the founder of the University here in Miami, told me the story of how it happened. He had served a number of years as the Provost of the Catholic University of Santo Tomás de Villanueva in Havana, Cuba. After the Bay of Pigs, Castro exiled all the Augustinian Priests at Villanueva in Havana, and they arrived here in Miami. Fr. McCarthy and the Priests were met by the Provincial Superior of Augustinian Order. He asked Fr. McCarthy to accompany him to see Archbishop Coleman Carroll. On the way to the Archbishop's residence, the Provincial told Fr. McCarthy that the Archbishop wanted the Augustinians to found a college here in Miami, and he said to Fr. McCarthy, "Ed, you are the first president." Fr. McCarthy later told me "Frank, that was the shortest presidential search in the history of the world."

Q2. What are the top three characteristics that contributed to your success?

- a. A great education.
- b. A wonderful family.
- c. the ability to have worked with a number of amazing priests.

Q3. What life-changing events or decisions have guided your career?

Surely, the life-changing decision that has guided my career was my decision to become a priest. This has guided every other decision I have made since. My decisions also have been informed by my theological studies. I concluded early on that every individual is created in God's image and is worthy of all respect.

Q4. Tell us of any expressions your parents often repeated with you.

My mother would never let us leave the table unless we finished all the food on our plates and would say repeatedly, “You know there are many people in the world who do not have food tonight, so thank God for what you have and finish it!” It made me realize that first, I was very fortunate to be in the family I was in, at the table I was eating at, and second, there were other people who were certainly less fortunate than me. This realization made me keenly aware of the needs of others at a very early age.

Q5. What is the biggest misconception about how to achieve success?

In my opinion, one of the biggest misconceptions about success is that it is handed to you. I believe you can never achieve any success without patience and perseverance. There needs to be a clear direction. No matter what the obstacles are, they need to be overcome one by one.

Q6. What books have you read lately?

I alternate my readings between education, history, and religion. I recently read *The Innovative University* by Clayton M. Christensen and Henry J. Eyring, and *The Return of George Washington* by Edward Larson; right now, I am reading *Pope Francis: Why He Leads the Way He Leads* by Chris Lowney.

Q7. Imagine your phone rings, and it's you from ten years ago. If you only had a minute to talk, what would you say?

I would say, “There is going to be a pope in 10 years who is going to say amazing things!”

Q8. What elevator speech would you give children about success in life?

Life is a great gift from God. Find the God-given abilities in you, and use them. Celebrate every day!

Q9. What is the best advice you've ever received, and who gave it to you?

Many years ago, when I was Vicar General of the Archdiocese of Newark, New Jersey, there were two senior level administrators of a large department who had a fractious relationship. John Culligan, who at the time was Chairman of American Home Products and Chairman of the Archdiocesan Committee of the Laity, gave me a call and asked me to come to his office in New York. He said to me, “You know every organization has difficulties with people who don't necessarily see eye to eye, but when it gets out on to the street, that's a real problem. Somehow you have to keep peace within the organization.” He said, “You need to do something about it because nobody else can.” I knew I let a little problem get too far ahead of me.

Q10. What would you like to see as your life's legacy?

I would like to see as my legacy a thriving vibrant St. Thomas University, respected in our developing global world for its intellectual prowess, its care of its students, and its Catholic Identity.

To Cite this Interview

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Eggert Claessen, D.B.A.

Managing Partner Frumtak Ventures



I have worked for my own companies, mainly in Information Technology (IT), since co-founding my first company in my second year at university at the age of 22. I have a Master of Science degree in international business and a doctorate in Knowledge Management.

I am an entrepreneur who has built companies from scratch in IT, both hardware and software companies. I have also worked for the IT industry, taking part in building the industry association, co-operating with the various stakeholders in question.

I have great interest in Intellectual Capital, especially how these resources contribute to the performance of companies. I have been to conferences and have been a speaker at many of them, mainly as a practitioner. I am an experienced lecturer and find it easy to interact with people.

I am currently the Managing Partner of Frumtak Ventures, which manages funds that invest in innovative companies that are post seed and show potential for growth. I have a board position with portfolio companies, representing the fund, assisting the companies with their strategic processes and corporate governance. As a part of the fund's support to the start-up community, I mentor in startup programs.

Interview by Dr. Hagai Gringarten

Q1. Life is about stories. Do you have a favorite story you use as an icebreaker?

My inspiration for starting my own business is my grandfather, born 1887, who grew up out in the country but moved to the capital city in 1900. He had with him a new coat and money from the sale of his horse. He was a hard worker and ambitious, and ended up owning a 25% share in the biggest food wholesale company in the country. He did everything right, except for his only error of judgment, in my opinion, when he remarried at the age of 82, his nurse, who was 42 years his junior 😊

Q2. What are the top three characteristics that contributed to your success?

- a. Perseverance.
- b. Patience.
- c. Solution orientation.

Q3. What life-changing events or decisions have guided your career?

The introduction of the personal computer in the 1980s, which inspired my first business venture at the age of 22.

The financial crash in 2008, which led me to my current position in venture capital management.

Q4. Tell us of any expressions your parents often repeated with you.

You won't get anywhere without hard work and education.

Q5. What is the biggest misconception about how to achieve success?

I thought it was simple and sustainable.

Q6. What books have you read lately?

Zero to One by Peter Thiel.

The Value of Arts for Business by Giovanni Schiuma.

The Hard Thing about Hard Things by Ben Horowitz.

Q7. Imagine your phone rings, and it's you from ten years ago. If you only had a minute to talk, what would you say?

Stay clear of the 2008 financial crash by changing all my assets into foreign currency, and drink baking soda twice a day to get rid of uric acid kidney stones. ☺

Q8. What elevator speech would you give children about success in life?

You need to be proactive to succeed, but remember the most important qualities in life are health and happiness. Without those, there is neither life nor success.

Q9. What is the best advice you've ever received, and who gave it to you?

If you take things personally, you will never survive in business. My father in law.

Q10. What would you like to see as your life's legacy?

That I was diligent and fair, and made a contribution, both on a professional and personal level.

To Cite this Interview

Gringarten, H. (2015, Spring). Eggert Claessen, D.B.A., managing partner, Frumtak Ventures. *Journal of Multidisciplinary Research*, 7(1), 35-37.



“Magnificent Obsession”
2014

Mixed media on canvas by Pablo Contrisciani

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Kenneth A. Finneran

Former Chief People Officer – Americas Hellmann Worldwide Logistics, Inc.



Kenneth A. Finneran, most recently Chief People Officer – Americas, led the strategic, human resources (HR) function within the Americas region for Hellmann Worldwide Logistics from January 2006 to April 2015. Prior to that, from 2001 to 2005, Mr. Finneran was Founder, President, and CEO of ICM – Intellectual Capital Management, an international consulting firm specializing in strategic HR and organizational consulting. Previously, Mr. Finneran worked as Consultant to the President for a major, central European pharmaceutical company and as a manager for two large, multinational HR services companies.

He has held key management roles for companies in the U.S., Germany, and Poland and is a much sought after speaker at summits and conferences on topics of leadership, change management, strategic talent management, Corporate Social Responsibility, and cultural aspects in business dealings. He sits on multiple advisory boards and serves as a mentor for young entrepreneurs and business professionals.

About Hellmann Worldwide Logistics, Inc.

Founded in 1871 in Osnabrueck, Germany, Hellmann Worldwide Logistics operates in 443 branches in 157 countries and employs in excess of 19,000 dedicated people in its global

network. Hellmann Worldwide Logistics provides a full array of logistical support services including air, ocean, and domestic freight forwarding, customs brokerage, contract logistics, and other value added services. Following the principle of “Thinking Ahead – Moving Forward,” it is the company’s goal to promote service customization and to meet the continually changing needs and expectations of its customers.

Interview by Dr. Hagai Gringarten

Q1. Life is about stories. Do you have a favorite story you use as an icebreaker?

One of my favorite stories is about leadership, accountability, and “walking the talk.”

After years of struggle and leadership, Gandhi had become somewhat of what we’d today call a “leadership guru,” and people would come to him from far and wide seeking his wisdom, countenance, and advice. One day, a woman came to see Gandhi, waiting in line for more than half a day with her son at her side in order to have an audience with him. When at last it was their turn to speak to him, the woman said, “Mahatma, please tell my son he must stop eating sugar. It is ruining his health and his teeth, and negatively affecting his mood. Every time he has it, I see the change in him, and there is nothing I can do to stop him from eating more and more of it. He’s a good boy, but when it comes to sugar, he becomes a liar and a thief and a cheat, and I’m afraid it will ruin his life. Please tell him to stop.”

Gandhi then looked at the boy for a long time as the boy cowered and tried to hide in his mother’s sari. Finally, Gandhi broke the silence and said, “Come back and see me again in two weeks.”

Two weeks later the woman returned with her child and once again waited in line for hours before finally being shown in to see Gandhi. “Mahatma,” said the mother, “We have returned. We came to you for help with this boy, who is constantly eating sugar, and you asked us to come back after two weeks.”

“Yes, of course I remember,” said the venerable master. “Come here, child.” He motioned the boy forward. The boy, at the urging and prodding of his mother, stepped up to Gandhi, who reached out, putting his hands on the boy’s shoulders and pulling him in close. He looked the boy squarely in the eye and said firmly, “Don’t eat sugar any more. It’s bad for you!” and then released him.

“That’s it?” said the mother. “That’s all you’re going to say?” She was flabbergasted. “Why didn’t you just tell him that two weeks ago?”

“Because,” replied Gandhi, “Two weeks ago I was still eating sugar myself.”

You see, we as leaders often teach what we need to learn, but more importantly, we can only have true conviction in our leadership messages if our actions are consistent with our words and we hold ourselves accountable to the highest standards of great leadership.

Q2. What are the top three characteristics that contributed to your success?

- a. A global mindset, which enabled me to be curious about international relations, explore the world, and experience so much;
- b. being an agile learner, which helped me learn, adapt, and apply new things along the way; and
- c. being a collaborative “solutions architect,” which allowed me to apply critical thinking and a problem-solving mentality to the changing realities while building and maintaining strong relationships and teams.

Q3. What life-changing events or decisions have guided your career?

- a. Decision for an international life/career—spending a summer abroad at age 13; studying as an exchange student in Germany for 1 year when 16 years old; studying and working in Europe (Germany and Poland) for 13 years after my B.A.; taking positions that demand(ed) 30% to 60% business travel; learning multiple foreign languages; and training, working, and consulting in more than 40 countries on four continents.
- b. Commitment to socially responsible leadership since my youth—I’m part of a generation that has seen a multitude of so-called leaders fall from grace and destroy great companies due to lack of integrity and adherence to values; Eagle Scout and Boy Scout Troop Leader; Senator and Lifetime Member of Junior Chamber International (www.jci.cc); VP of the Board of Casimiro Global Foundation (www.casimiroglobalfoundation.org); presenter on the topic of ethics, integrity, and corporate social responsibility (CSR) in business and award winner for the Best Use of CSR in human resources (HR) in 2015.
- c. Commitment to being an “agent provocateur,” challenging norms and commonly accepted streams of thought, and being an innovative thought leader—made controversial decision to attend a “liberal” university and often found myself debating approximately 35 students and the professor in multiple classes; regular guest contributor in top business newspaper in Poland and regular guest on Polish national TV (2000-2005); acknowledged, award winning HR and Learning Leader (HR Excellence Award 2015, Innovator of Change 2013, Multicultural Leadership Award 2013); author of HR/Leadership Blog distributed to approximately 1,000 leaders; keynote speaker and presenter at major HR summits on the future of strategic leadership, learning, and talent management.

Q4. Tell us of any expressions your parents often repeated with you.

- a. “Everyday’s a school day, so never stop learning.”

- b. “Always give your best.”
- c. The Golden Rule—Treat others as you would like to be treated.
- d. “If at first you don’t succeed, try, try again.”

Q5. What is the biggest misconception about how to achieve success?

In this age of “CEO worship,” many (young) people today still believe that success is achievable in isolation. As great as Steve Jobs was, Apple would not be what it is today without Steve Wozniak. As innovative as Bill Gates was when he started Microsoft, he too needed a partner like Paul Allen to fully realize its potential. In fact, if anything, there is a new model for entrepreneurial and business success, which the Corporate Executive Board has termed the “Enterprise Contribution” of leaders. This is a combination of both the individual contribution of leaders (what most companies have solely focused on and rewarded) and the so-called network contribution, i.e., helping others to be more successful at what they do in the enterprise.

Q6. What books have you read lately?

I am a fan of reading (as I find that most leaders are); however, I have recently been reading more book summaries and TedTalk reviews as I do research for my own upcoming book. Some of my favorite TedTalks include those by Brene Brown, Dan Pink, and Simon Sinek. Nevertheless, some of my favorite books from the past six months include the following:

- a. Don Soderquist, *Live Learn Lead to Make a Difference*, revised and expanded (The Soderquist Center, 2014).
- b. Walter Isaacson, *The Innovators: How a Group of Hackers, Geniuses, and Geeks Created the Digital Revolution* (Simon & Schuster, 2014).
- c. Laura Stack, *Execution IS the Strategy: How Leaders Achieve Maximum Results in Minimum Time* (Berrett-Koehler Publishers, 2014).
- d. Kevin D. Johnson, *The Entrepreneur Mind: 100 Essential Beliefs, Characteristics, and Habits of Elite Entrepreneurs* (Johnson Media, 2013).

Q7. Imagine your phone rings, and it’s you from ten years ago. If you only had a minute to talk, what would you say?

You soon will continue your journey back in the United States working for a major, multinational organization with global scope. Continue to innovate, learn, grow, and give back as those are the hallmarks of your leadership, which have brought you thus far. Continue to be entrepreneurial-intrapreneurial in your mindset and actions, build great teams, and surround yourself with inspiring and empowering leaders and mentors.

Q8. What elevator speech would you give children about success in life?

Kids, remember to dream big because it takes just as much energy to dream big as it does to dream small. Strive for greatness in all you do, giving your best along each step in your journey. Believe in your own talent, and don't expect it to always be easy because success requires determination and perseverance. Remember that it takes hard work and doing what others won't to reach your grandest goals. Do your best, follow your heart and your passions, surround yourself with brilliant friends and mentors, and always be true to your values along the way.

Q9. What is the best advice you've ever received, and who gave it to you?

My grandfather, who was a highly successful and well-respected optometrist for more than 50 years, once put a more eloquent spin on the traditional "actions speak louder than words" phrase by telling me, "What you do speaks so loudly that what you say I cannot hear." I have kept this in mind and believe its message of accountability and walking the talk ring truer than ever for leaders at all levels.

Q10. What would you like to see as your life's legacy?

I would like my legacy to be that I have helped thousands of people around the world connect with their own passion and life's work, that I have innovated and intentionally disrupted multiple organizations and industries, and that I have advanced the study and practice of strategic 21st-century leadership, or what I like to call SUBLIME LeadershipSM.

I would like to do this by remaining true to my values and personal mission statement:

"I am blessed with gifts and passion like others may never have nor know, so I am tasked with thankful giving and building bridges where I go."

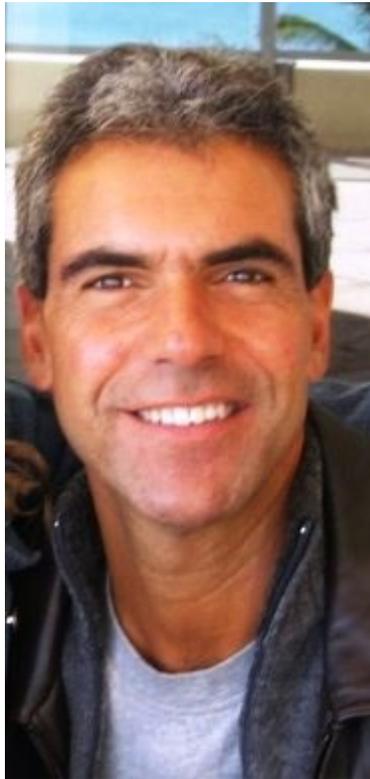
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Gringarten, H. (2015, Spring). Kenneth A. Finneran, former chief people officer – Americas, Hellmann Worldwide Logistics, Inc. *Journal of Multidisciplinary Research*, 7(1), 39-43.

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Pablo Glaser

**Chief Executive Officer, Ogilvy Miami
New Business Director, Ogilvy Latina**



Pablo Glaser graduated from the University of Miami, in Coral Gables, Florida, in 1985 with a degree in International Finance and Marketing. In 1987, he finished his post graduate degree, Master in Business Administration (M.B.A.), from Barry University, in Miami Shores, Florida.

After his studies, Pablo started his career in advertising working for various top agency networks such as BBDO, Lowe Lintas, and hot creative shops such as Beber, Silverstein & Partners, until he landed his first big job in 1992 as group Account Director at J Walter Thompson. He then moved to Buenos Aires, Argentina, where he started a rising career running International clients for JWT.

In 2001, Pablo was promoted and moved to JWT London to run Nestle Worldwide. This would make Pablo the first South American within the WPP network in a global leadership role. In this position, Pablo ended up beating all records by bringing double digit year-on-year revenue growth as well as a significant improvement in the strategic and creative product worldwide. Pablo reported directly to Sir Martin Sorrell (Chairman of WPP) as well as the JWT Executive Board.

In 2008, after seven genuinely successful years in the United Kingdom, Pablo decided to move back to Latin America in the role of Senior Vice-President Latin America for Publicis Worldwide with direct report to Richard Pinder, Chief Executive Officer (C.E.O.) Publicis Worldwide, and Maurice Levy, Chairman Publicis Groupe. During this time, Pablo expanded current international business into new product categories and built strong relations with some key clients of Publicis Groupe. At the end of 2009, Pablo decided to take on yet another new challenge and moved back to Miami, this time with TBWA Worldwide as Managing Director Multinational Clients, Latin America, for TBWA. In this new role, Pablo's main responsibility was to start up TBWA Miami, the Latin America coordination center for TBWA's Global and U.S.-based clients. Pablo also was responsible for TBWA's worldwide and regional multinational accounts across the region, leading the Visa and Adidas teams as his main assignments.

At present, Pablo is at Ogilvy & Mather as C.E.O. of the Miami office as well as running new Business and Global Business Management for the LaTam Region, with direct report to Marcos Golfari, Chairman Ogilvy Latina.

Pablo is currently single – and enjoys a great relationship with his parents, brother, and sister who live in Buenos Aires, Argentina, a place he visits quite often. Pablo loves films, music, and photography, and he practices sports regularly. Travelling is part of his DNA.

Interview **by Dr. Hagai Gringarten**

Q1. Life is about stories. Do you have a favorite story you use as an icebreaker?

As an ice breaker, I always start with humor related to the subject matter I am going to talk about.

Q2. What are the top three characteristics that contributed to your success?

I would say being a team player, persevering, and having a positive attitude toward any challenge that may arise in either my personal or professional life.

Q3. What life-changing events or decisions have guided your career?

I consider myself an international citizen, since when I was 18 years old, I moved from my country (Argentina) to the U.S.A., lived there almost a decade, then moved back to my country, and after another seven or eight years lived in U.K. for almost seven years, travelling around the world for business. After being in my country a couple of years, I moved back to Miami. In every

change, always growing as a professional and as a person. So, I have to say travelling, and meeting different people, markets, and cultures, gave me a broad view and helped me a lot in guiding my career.

Q4. Tell us of any expressions your parents often repeated with you.

“Always follow your dreams, and with perseverance, you can accomplish whatever you want.”

Q5. What is the biggest misconception about how to achieve success?

People think you have to get lucky in order to achieve success. Reality tells you it is a mix in which luck is important but a small percentage. There is a quote by Thomas Edison that says, “Success is 10 percent inspiration and 90 percent perspiration.” I would say it is 10 percent inspiration + 30% great teamwork and creativity + 10 percent luck + 50% perspiration (even though if you love what you do, perspiration is gratifying).

Q6. What books have you read lately?

Most of them about the advertising and media industries.

Q7. Imagine your phone rings, and it's you from ten years ago. If you only had a minute to talk, what would you say?

From a professional point of view, I would say, “My parents were right, follow your dreams, sometimes it gets tough, but it is worth it.” As Steve Jobs would have said, “I have connected the dots looking backwards, and I was on the right path.”

Q8. What elevator speech would you give children about success in life?

The same advice my parents gave me plus: “Do what you love and love what you do.” And one from Walt Disney that says: “If you can dream it, you can do it.” Success comes from those three quotes.

Q9. What is the best advice you've ever received, and who gave it to you?

In every step of my career and personal life, I've received great advice from different people. I cannot mention just one because you learn from every great piece of advice you receive in different steps of your life. But, I can say advice comes from teachers, family, friends, and employers as well as people you work with or colleagues.

Q10. What would you like to see as your life's legacy?

First, a good person, who helped many others to achieve their dreams, and in second place, a great professional who has left a legacy of wisdom in the advertising industry.

To Cite this Interview

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V. C. (Vince) Hennessy

**Retired Executive, Exxon Mobil Corporation
Real Estate Lender and Developer**



V. C. (Vince) Hennessy is a retired executive of Exxon Mobil Corporation who is currently involved in real estate lending and development in Texas and the Washington, D.C. area. During his 25 years with Exxon, Mr. Hennessy held a variety of management positions in Exxon's petroleum, chemical, international marine transportation, and mining businesses. His last position prior to retirement was as Acting President for Exxon's worldwide non-petroleum mining businesses.

Mr. Hennessy became a Certified Public Accountant in 1969 and was licensed to practice law by the State of Florida in 1971. He is a graduate of St. Thomas University in Miami and of the Law School of the University of Miami, where he currently serves as a member of the President's Council.

Mr. Hennessy and his wife, Betty, have a small ranch outside San Antonio, Texas, where he raises longhorn cattle. They have five grown children and ten grandchildren. When not involved in one of their grandchildren's activities, the Hennessys are avid tennis players and participate in a variety of local charitable and civic events.

Interview **by Dr. Hagai Gringarten**

Q1. Life is about stories. Do you have a favorite story you use as an icebreaker?

I have several favorites, but when talking to a new group I try to avoid using stories or anecdotes that I've used with large groups before for two reasons. First, in case there is someone in the group who has previously heard me speak, I don't want to start off by giving them the impression this is "old news." Second, and more importantly, I want to make sure that I'm focused on tailoring my remarks to the specific audience, considering what their needs and interests are, and how what I have to say can address those issues.

Whichever anecdote I use, I try to present it in a way that people can see the innate humor in most everyday experiences. And, if at all possible, I try to make the humor at my own, and not someone else's, expense. Most of life is tinged with humor, although it sometimes takes years to appreciate the humor in some of our experiences.

Q2. What are the top three characteristics that contributed to your success?

I once heard an NBA superstar answer that question with "Learn everything you can, work your tail off, and get lucky." I think that's about right but needs some elaboration.

Learn everything means starting with a good educational foundation but then being driven to acquire all the information, knowledge, and understanding you can about your chosen field of endeavor. In the business world, at least, that requires a disciplined approach to whatever you do and a data-driven decision process so your choices, even if based in part on intuition or judgment, are the most well informed choices possible.

Work your tail off means more than just putting in the hours. Yes, you probably will have to put in long hours if you want exceptional results, but it also means using your time wisely and in a disciplined manner. And, it especially means not backing away from the difficult and unpleasant tasks that are part of the effort.

Get lucky isn't just hoping you have good fortune. That always helps, but you immensely improve the likelihood of good fortune by doing the first two things above and by being open to opportunities when they come along, even if the opportunity has a significant price in terms of personal inconvenience. It's hard to be lucky if you keep turning down the chances to do something new.

Q3. What life-changing events or decisions have guided your career?

The first, and by far the most important, was marrying my wife, Betty. She has provided the support, stability, and happiness in my personal life that made it possible for me to put the

energy, focus, and time into my professional career. She's been a sounding board for many of my ideas and occasional complaints about work. She's been a cheerleader for what I chose to do but wasn't reluctant to slap me upside the head when I made a bone-headed decision. She made it possible to move around the world to various locations and still have a safe and familiar home life. The importance of choosing the right life partner can't be overestimated.

A happy home life isn't absolutely essential to be successful in your career, but it makes it immeasurably easier. I have, unfortunately, seen too many promising careers undermined by marital or family problems that made it difficult for the individual to perform at his or her best in a chosen field.

The second was accepting a job offer from Exxon Mobil Corporation. About ten years after graduating from college, I was looking for employment in the corporate world and was fortunate to have multiple offers from some world-class multinational companies. Exxon's offer was the least attractive financially, was in a location I would have preferred not to work, and the position wasn't exactly what I was looking for. I could tell, however, from the people I already knew in Exxon and the people I met in the interview process that it was an organization with the type of people, business methods, and corporate ethics that would be best aligned with my personal characteristics, values, and long-term goals. In retrospect, I'm certain I had more success in my career with Exxon than I would have had with any of the other job offers.

Q4. Tell us of any expressions your parents often repeated with you.

"Don't tell me you can't do it!" My parents believed you could accomplish virtually any objective you set your mind to if you were willing to exert your total mental energy, physical energy, or both. They believed that once you made a commitment to do something, you were personally accountable for the results, and fulfilling your commitments was a moral obligation. They also were wise enough to teach me to carefully evaluate commitments before I make them so I don't chew off something that is impossible.

Q5. What is the biggest misconception about how to achieve success?

Defining what "success" means. Often, people let others define success for them and then go out and strive to achieve that. While they might be successful in the eyes of others, they sometimes wind up not being particularly happy with their success.

To be successful in anything requires a certain amount of introspection. You have to understand what is really important to you, how your values and abilities align with whatever you've chosen to do, what your strengths and weaknesses are, and how much effort are you willing to exert to achieve whatever you define as success. "Success" isn't an end in itself; it's a by-product of doing what is important and doing it well.

Q6. What books have you read lately?

- a. *The Libertarian Mind: A Manifesto for Freedom*, by David Boaz of The Cato Institute. A powerful and comprehensive set of arguments for individual freedom from an historical, social, economic, political, and cultural perspective.

- b. *Killing Jesus*, by Bill O'Reilly. We've lived in Rome and traveled throughout the Biblical lands and found this book among the best descriptions of the political, cultural, social, and religious environment surrounding the life and death of the man Jesus of Nazareth.
- c. *America in Retreat: The New Isolationism and the Coming Global Disorder*, by Bret Stephens of *The Wall Street Journal*. A sobering review of the current state of United States foreign policy, its historical context and antecedents, and an assessment (generally unflattering) of politicians on the left and the right in terms of their views on the role of the United States in world affairs and how to pursue the country's interests.
- d. *The Structure of Evolutionary Theory*, by Stephen Jay Gould. A 1,400-page review of the historical development, data, argumentation, and competing ideas around both classical and modern evolutionary theory. I've been working on this for the last year as it's not exactly bedtime reading.
- e. *Return of the Native*, by Thomas Hardy. Since I retired, I've been rereading all the literature I read (or failed to read) in high school, college, and grad school. I really disliked this book when I read it in my high school English Lit class. Fifty years later, it seems completely different than what I remembered, and I understand it differently now in light of my own life experiences.

Q7. Imagine your phone rings, and it's you from ten years ago. If you only had a minute to talk, what would you say?

The ten-year-ago me probably didn't need much of my current advice because I was already well-established in who I am and the trajectory of my life. I could counsel the 30- or 40-year-ago-me for hours. The one-minute speech would be "Spend more time with your wife and kids. Time goes by too quickly, and little children turn overnight into adults. And, oh, by the way, be humble, you still have a helluva lot to learn."

Q8. What elevator speech would you give children about success in life?

Success isn't in money or things. Success is in how you live your life and the people you affect along the way. Make sure your actions are well-grounded in your values. Always try to do the best you are capable of in all things. When given an opportunity, help others. Believe in God, His works are everywhere in your life. Enjoy whatever you have in life. Strive to be happy.

Q9. What is the best advice you've ever received, and who gave it to you?

My parents told me in word and deed to "Learn as much as you can, and do everything you can to improve yourself. It's the key to a good life." And I've heard essentially the same message from several mentors I've had over the years. My parents each had only a tenth-grade education, but they viscerally understood the value of learning. It was my mother who instilled in

me the love a reading, a focus on acquiring knowledge and an awareness of the importance of formal academic training. My father was a machinist, and he taught me the importance of understanding how things worked and learning how to fix and/or improve things, the value of hard physical labor, and the discipline to make sure you got it done correctly.

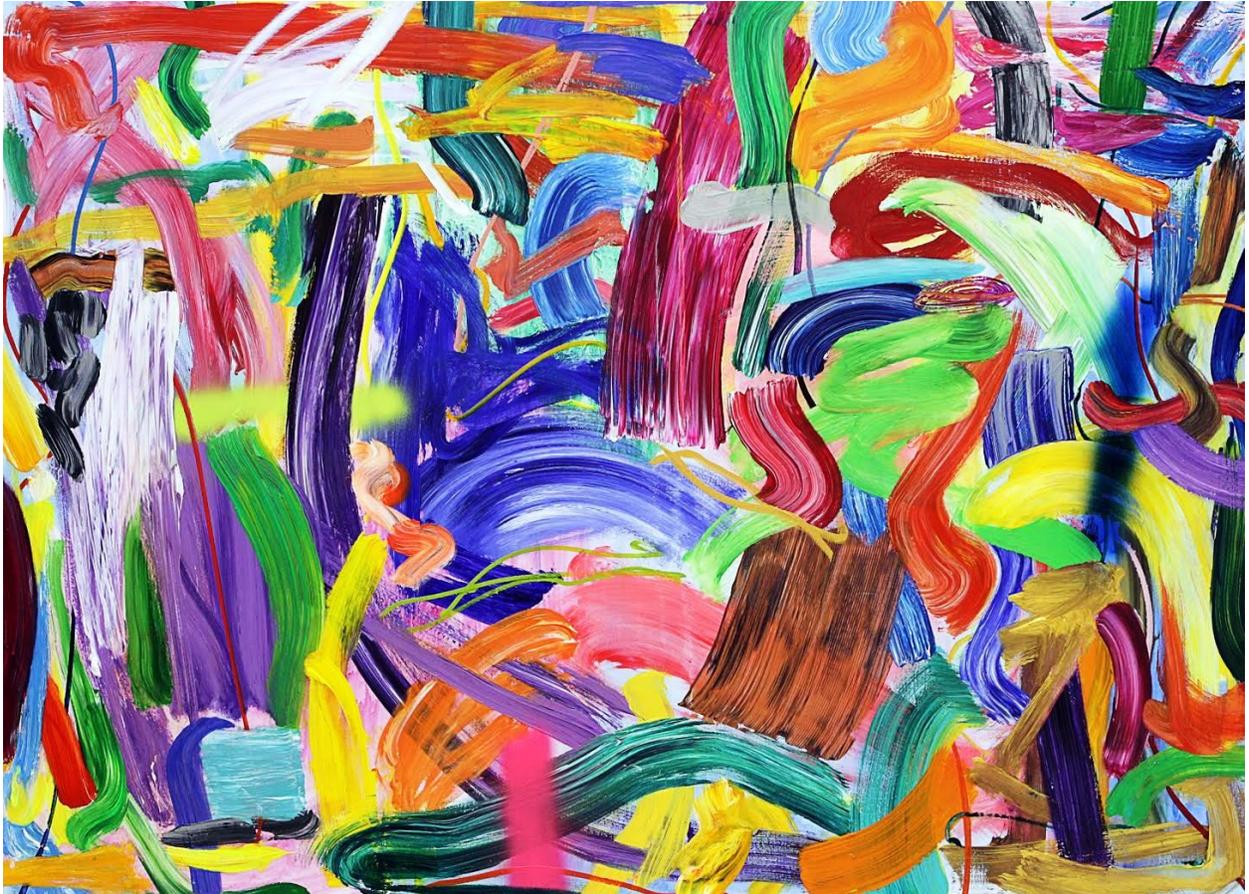
Q10. What would you like to see as your life's legacy?

I already see my legacy in the lives my children and grandchildren are leading. The purpose of a career is not an end in itself but rather a means to create value for yourself and those who are important to you. Individual lives are ephemeral; their accomplishments are best measured by what they have done for others both during their lives and for those who survive them. In my business career, the various things I accomplished were enjoyable, but the real satisfaction came from the people I was able to help along the path to their own success.

The most insightful epitaph I ever came across was on a headstone in a small English graveyard that said simply, "He was a good and decent man." That seems to me to get to the essence – all else are mere details.

To Cite this Interview

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“Experiential Feelings”
2014

Mixed media on canvas by Pablo Contrisciani

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Len Herstein

Founder and Chief Executive Officer ManageCamp Inc.



Len Herstein is the Founder and Chief Executive Officer of ManageCamp, Inc., a company that specializes in brand consulting and producing brand marketing conferences and events, including the annual Brand ManageCamp conference. Prior to starting ManageCamp, Len served in various brand marketing roles for the Campbell Soup Company, Coca-Cola, Nabisco, and a dot-com startup called CyberCrop.com. Earlier in his career, Len was a consultant for Andersen Consulting. He holds both a Bachelor of Science and an M.B.A. from Cornell University and currently resides in beautiful Colorado with his wife and two daughters where they enjoy skiing, hiking, playing with their dog, and off-roading with their '95 Jeep Cherokee.

Interview by Dr. Hagai Gringarten

Q1. Life is about stories. Do you have a favorite story you use as an icebreaker?

Our company origin story comes off a bit like a cliché, so it is fun to tell. I was on a plane coming home from another in a long string of disappointing marketing conferences I had attended. I picked up the cocktail napkin given to me with my soda and started writing a list of all the attributes the next conference I attended had to possess. That cocktail napkin amounted

to a first draft of our business plan. We couldn't find any events that matched my requirements, so we started building them ourselves.

Q2. What are the top three characteristics that contributed to your success?

- a. Work Ethic – This, to me, is becoming one of the most differentiating factors in business today. There are lots of people who want to think and talk—just not so many willing to DO.
- b. Ability to Take Calculated Risks – Everybody knows that you must take risks to gain rewards. However, the ability to properly assess risk and potential rewards and make the decisions that have the greatest probability of long-term success is a delicate skill. Too often, people are either unwilling to accept what they perceive as risk or do a poor job of actually evaluating the true risks and rewards. For example, when I started ManageCamp Inc., I spent three years working nights and weekends while maintaining my day job before I reached a point where it made sense to devote 100% of my time to the endeavor. Even then, though, many of my colleagues were convinced I was making the wrong choice. To them, the idea of leaving behind the security of full-time employment with a major corporation behind for the uncertainty of a new venture was pure madness. Ten years later, though, hindsight would prove that what was considered the safer route back then turned out to be not as safe as one would have thought. One needs to have an appetite for risk while being able to correctly evaluate it.
- c. Level-Headedness – Life is full of ups and downs—both personal and business-related. We will all make mistakes, and we are surrounded by people who also will make mistakes. Our success is not gauged by how few mistakes we make, it is determined by how we react and adapt to those mistakes. The ability to maintain a level of calm, continually assess rapidly changing dynamics, and make the optimal decisions given the information available at the time—without being over-run by emotion—is a critical success factor for leaders today.

Q3. What life-changing events or decisions have guided your career?

Where I am today is not so much a result of one or two life-changing events or decisions—it is the accumulation of all the events and decisions that have taken place over the last few decades.

If I had not gone the consulting path right out of college, I would have never figured out all the things I *didn't* like doing—allowing me to focus in on brand marketing as my true career passion. I would have also never met my wife, who helped me develop the adventurous side of me that would later be necessary in becoming an entrepreneur.

If I had not gone back to business school, I would have never worked at Nabisco. If I had never worked at Nabisco, I would have never worked for an ex-P&G alum who then recommended me for a position at a dot-com startup in Colorado. If that hadn't happened, I may have never realized my true passion for entrepreneurship.

If that start-up had not failed, I would not have gone to work for Campbell Soup, and I most certainly would have never attended the kids marketing conference that finally prompted me to start my own business.

The point being: Understand that life is a journey and that we, now, are a product of all the decisions we have made along the way.

Q4. Tell us of any expressions your parents often repeated with you.

My parents are not ones of pithy expressions or uber-meaningful one-liner expressions. However, they communicated what they felt was important in life through their actions. Hard work, getting an education, being productive, doing the right thing, and taking care of your family – these were the values they communicated to me through what they did, not what they said.

Q5. What is the biggest misconception about how to achieve success?

I think the biggest misconception is that success is a zero-sum game. In reality, success is very rarely achieved alone and should not be seen as it being either ‘me’ or ‘them.’ Focus on making the people around you more successful, and you will naturally end up there as well.

Q6. What books have you read lately?

I put on conferences for a living, and most of our speakers are best-selling business authors—so I have a lot of books on my shelf! My most recent ones are usually those of the current year’s speakers, so right now it includes the following:

UnSelling: The New Customer Experience by Scott Stratten.

Buyer Personas: How to Gain Insight into your Customer’s Expectations, Align your Marketing Strategies, and Win More Business by Adele Revella.

Z.E.R.O.: Zero Paid Media as the New Marketing Model by Joseph Jaffe.

Winning the Story Wars: Why Those Who Tell (and Live) the Best Stories Will Rule the Future by Jonah Sachs.

Epic Content Marketing: How to tell a Different Story, Break through the Clutter, and Win More Customers by Marketing Less by Joe Pulizzi.

SmartTribes: How Teams become Brilliant Together by Christine Comaford.

Return on Relationship by Ted Rubin and Kathryn Rose.

The Risk Factor: Why Every Organization Needs Big Bets, Bold Characters, and the Occasional Spectacular Failure by Deborah Perry Piscione.

Likeonomics: The Unexpected Truth behind Earning Trust, Influencing Behavior, and Inspiring Action by Rohit Bhargava.

The Road to Reinvention: How to Drive Disruption and Accelerate Transformation by Josh Linkner.

Micromarketing: Get Big Results by Thinking and Acting Small by Greg Verdino.

Q7. Imagine your phone rings, and it's you from 10 years ago. If you only had a minute to talk, what would you say?

Well, it was almost 10 years ago exactly that I quit my day job and focused on my new company full time. It was a stressful time filled with fear and doubt, and I would tell my past self not to worry so much! Things are going to turn out just fine. ☺

Q8. What elevator speech would you give children about success in life?

Work hard, treat people well, take care of your family, and make sure you have fun and joy in your life. Everything else will take care of itself.

Q9. What is the best advice you've ever received, and who gave it to you?

In the early years of our business, at one of our first few Brand ManageCamp conferences, we had a speaker by the name of Kevin Carroll. Kevin had led an extraordinary life that started with adversity and just had a continuous upward trajectory since then. His most recent position at that time had been Katalyst for Nike, and his job was traveling the world and being a creative change agent. He had recently left Nike to create his own company committed to elevating the power of sport and play around the world. He had written a book called *Rules of the Red Rubber Ball*, which delivered seven rules I have always found particularly inspiring:

- a. Commit to it.
- b. Seek out encouragers.
- c. Work out your creative muscle.
- d. Prepare to shine.
- e. Speak up.
- f. Expect the unexpected.
- g. Maximize the day.

Q10. What would you like to see as your life's legacy?

First and foremost, my legacy will be my children. I want to raise them to be happy people who are good to others and productive members of society. I also have been recently focusing on my legacy beyond my family—and that needs to extend way beyond my career choice. I am grateful my business provides for my family. At the end of the day, though, marketing consulting and event production do not really make an impact on society in any meaningful way. So, I am focusing on giving back, volunteering, and trying to leave a legacy of service to others in the community.

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Andy Hibel

Co-Founder and Chief Operating Officer HigherEdJobs



Andy Hibel is the Co-Founder and Chief Operating Officer of HigherEdJobs. HigherEdJobs' amazing growth over the past 19 years has established the website as a leader in the academic recruitment field. Mr. Hibel holds a bachelor's and a master's degree from the University of Illinois and a law degree from Indiana University, Indianapolis. Mr. Hibel's first career was in the field of planned giving, and he remains actively involved in the work of many nonprofits. Mr. Hibel is the husband of Elizabeth Hibel and the proud father of two energetic and hilarious daughters.

Interview **by Dr. Hagai Gringarten**

Q1. Life is about stories. Do you have a favorite story you use as an icebreaker?

I don't have a single favorite story as an icebreaker. When I find myself using a story, it is often a story about my wife or our children. I enjoy sharing stories about the daily joys of life with others as well as hearing about how others experience joy in life.

Q2. What are the top three characteristics that contributed to your success?

Ignorance, Perseverance, and Hard Work. If I had known what challenges would be further ahead on HigherEd Jobs' path to success, I would have had a lot more questions about my ability to succeed than I did. The determination of my partners and I to keep trying to solve the problems that seem impossible has helped us tremendously. As it is often said, there is no substitute for hard work.

Q3. What life-changing events or decisions have guided your career?

I was born without a thumb on my right hand as well as orthopedic birth defects in my left hand and both arms. When I was a child, my parents made a decision to work with a doctor to help construct a right thumb and fix the issues with my left side. The physical ability the surgeries gave me is incredible. Meeting my orthopedic surgeon, Dr. Robert Carroll, was clearly a life-changing event for me. Because of this experience, it was important to me to find a career where I could use my skills to help others.

Q4. Tell us of any expressions your parents often repeated with you.

My parents really led by example. They showed an amazing amount of courage and dedication to the lengthy process of working on my hand and arms. My dad has often said, "Don't sweat the small stuff, and it is all small stuff." I know he's right, but it is sure hard to remember that some days.

Q5. What is the biggest misconception about how to achieve success?

The biggest misconception about success is that the individual has control of the factors. Many of the factors are outside of the control of the person who is trying to achieve a goal, and it's likely a good portion of those factors are not even known. This is one of the reasons that at HigherEdJobs we try to demystify the academic hiring process. We know job seekers are focused on a goal, but they have a lot of unknowns. That uncertainty can cause a lot of anxiety.

Q6. What books have you read lately?

I've been reading and re-reading *Mesillat Yescharim* (The Path of the Just), by Rabbi Moshe Chaim Luzzatto, as part of a study group. The text is part of the Jewish movement of musar. The movement has its roots in 19th-century Lithuania and focuses on the goal of striving to perfect one's character. I find that despite the age of the text the issues of how to live one's life with purpose and integrity are timeless.

Q7. Imagine your phone rings, and it's you from ten years ago. If you only had a minute to talk, what would you say?

Buy Apple stock? You should remember who you are and why are here. You need to cherish the simple moments of life.

Q8. What elevator speech would you give children about success in life?

You will find your success in life by following two thoughts:

(1) You should share your soul with those who you care about the most.

(2) You should find every way to make your difference in this world. You will never cease to be amazed with what you are capable of doing.

Q9. What is the best advice you've ever received, and who gave it to you?

My wife Elizabeth gave me the best advice I have ever received. My career was at a crossroads. I had worked very hard to achieve success as a planned giving officer and had landed what was clearly my dream job. However, years before, I had founded HigherEdJobs with my business partners (Eric Blessner and John Ikenberry) while I worked at Penn State University in planned giving. The three of us had worked for a number of years in our first careers while moonlighting to help grow HigherEdJobs into a viable business model. I needed to choose between putting my career as a planned giving officer on hold and sticking with HigherEdJobs or giving up HigherEdJobs forever. Elizabeth said that I needed pursue what was closest to me. I decided to pursue HigherEdJobs full-time. While I was passionate about being a planned giving officer, our desire to help people find work in academia was already a part of me.

Q10. What would you like to see as your life's legacy?

This question is the most difficult for me. I am not sure I live life for a legacy. I think I will answer it with my single most important goal in life. With my wife, I want to see our children find happiness and fulfillment in their relationships with others and how they choose to make a mark in this world.

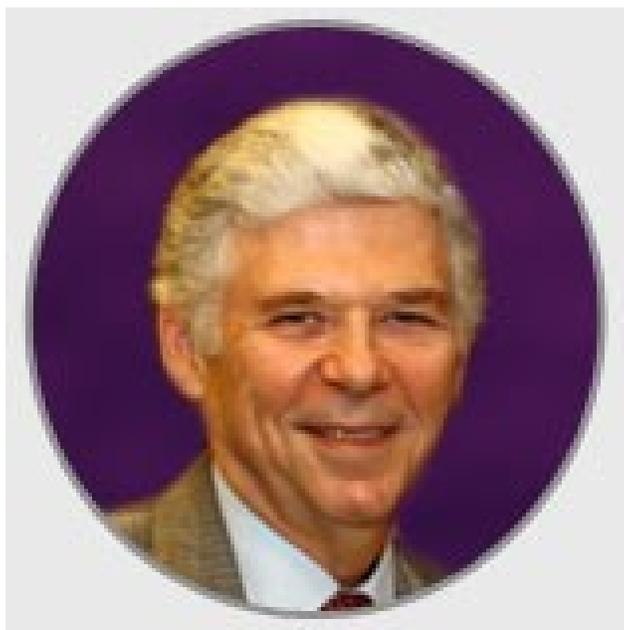
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Shmuel Katz, M.D.

Army Officer, Medical Doctor, and Surgeon



Dr. Shmuel Katz was born in Hungary and was raised in Israel. He served as an officer in the Israeli army during the Six Day War (1967) where he decided to become a doctor. He enrolled in the University of Milan's Medical School and graduated summa cum laude. He gained extensive trauma experience while serving during the Yom Kippur War (1973). Dr. Katz further enhanced his formal education by obtaining C.S. and M.S. degrees from the University of Tel Aviv. Dr. Katz is double-boarded in Surgery, a Fellow of the Israeli Surgical Society and a Fellow of the American College of Surgeons and is a member of multiple other medical societies. Dr. Katz is currently a Senior Vice President and past Chairman of the Executive Board of the Greater Miami Hebrew Academy; is currently on the board and served as the Past President of the Greater Miami chapter of the Friends of the IDF; on the National Board of the FIDF; on the Board of Trustees of The Shul of Bal-Harbour; a member of the international Board of StandWithUs, PJTN, and Jerusalem U, and has played a key role on multiple additional advisory boards and committees in the USA and abroad.

Interview by Dr. Hagai Gringarten

Q1. Life is about stories. Do you have a favorite story you use as an icebreaker?

For example, an interesting event occurred to me while visiting Israel during the recent indiscriminate rocket attacks from Gaza on the civilian population in Israel. We were visiting the people who were living in the area next to the Gaza Strip, who had only 15 seconds to take shelter from the incoming rockets. One of the places we went to see was the bunker of the local hospital, where they had to keep permanently the neonates and their incubators, as the hospital staff could not move the babies to safety in 15 seconds. While we were in the bunker, the sirens sounded. A few of us decided to go out to see what was going on, first hand. We saw three rockets flying from Gaza in the direction of the hospital and three Israeli Iron Dome rockets taking them out in mid-air in front of us. The director of the hospital told us this hospital also is taking care of Arab patients from the Gaza strip, and attacking this hospital is a totally irrational criminal act. The director continued to tell us that the insanity of these cruel acts, the incitement, and the misinformation was evident also in the story of a little boy from Gaza who was treated in this hospital. Upon his discharge, he was given a shirt of the Israeli sports team "Maccabi Tel Aviv." Interestingly, after his discharge, there was a demonstration of Hamas in the Gaza Strip, and the person who was carrying the flag was this little boy wearing the shirt with the emblem of "Maccabi Tel Aviv." The director showed us the picture of the boy carrying the flag – we could not believe our eyes.

Q2. What are the top three characteristics that contributed to your success?

Wisdom, perseverance and encouraging others to take charge and get the credit for their performance.

Q3. What life-changing events or decisions have guided your career?

My experience as an officer in the Israeli defensive Six Day War, in 1967, convinced me to change my original plan to become an electrical engineer into becoming a surgeon. In addition, following the unjust attempts to delegitimize the state of Israel, I have made an effort to share the facts and the truth about the state of Israel and about the Jewish people with as many people as I can, personally and through other competent organizations, cutting back on my work as a surgeon.

Q4. Tell us of any expressions your parents often repeated with you.

Anything that you do, you should do it well. Do not postpone doing things if you can do them now. You are in charge of your own happiness. You do not have to put anybody down in order to succeed, as you want to excel among the good and not among the mediocre.

Q5. What is the biggest misconception about how to achieve success?

You do not have to be able to do everything by yourself and micromanage others to perform well. If you work with self-motivated, competent individuals, give them directions and set them free. They will perform beyond your expectations.

Q6. What books have you read lately?

Financing the Flames by Edwin Black, and *Industry of Lies* by Ben-Dror Yemini.

Q7. Imagine your phone rings, and it's you from ten years ago. If you only had a minute to talk, what would you say?

Face reality and make sure to act upon it. Share your experience with as many people as you can, in order to alert the free world to current and future dangers, hoping the free society will be able to do something, to secure a better future for all people of good will.

Q8. What elevator speech would you give children about success in life?

Set your goals as clearly as you can. Make every effort to get the proper education that will help you achieve them. Get involved in society, and introduce yourself to people who will be able to give you valuable advice and help, to achieve your goals.

Q9. What is the best advice you've ever received, and who gave it to you?

If anybody is spitting in your face, do not say it is raining. Take the appropriate action to make the wrong, right. This was one of the messages given to me by my Holocaust survivor mother, to share with a delegation of friends of the IDF and high-ranking officers of the Israeli military, to the death camps of Auschwitz. My mother shared with me her concern that the international events today reminded her of the period leading to World War II. Irrational demonization of the Jewish people and many others, who did not fit the mold of the Nazis, which was ignored or minimized, by the free world, was among the reasons leading to the atrocities in Europe. Once the war started, the villains did not distinguish between their victims. They abused everybody. She told me that people must face reality, be up-to-date with the truth and the facts, and be ready to resist evil. The facts must be shared with as many people as possible, to generate widespread popular interest in self-preservation, which hopefully, will discourage and marginalize the villains.

Q10. What would you like to see as your life's legacy?

Success in educating many people about the truth and the facts, helping them identify the villains in the world, giving them enough courage to stand up against evil, in order to secure a better future for the Jewish people, for the state of Israel, and for all people of good will, from all walks of life.

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Peter Klugsberger

Management Consultant



Peter Klugsberger has worked and lived in more than 9 different countries, speaks 3½ languages, and made the successful mid-career change into the illustrious world of management consulting after having spent close to 25 years in opening and running hotel casino operations around the globe. Peter holds an M.B.A. from the prestigious IESE Business School and currently lives in Australia with his wife and 3 young children.

Interview **by Dr. Hagai Gringarten**

Q1. Life is about stories. Do you have a favorite story you use as an icebreaker?

Early in my career, I came across an internal magazine containing a photo of some very attractive female staff from our Argentinian operation. I decided right there and then to head over there to meet and secure a future wife. After some back and forth with the C.E.O. – he kept sending me to any other country with the excuse that I did not speak the language – I finally cornered him one day in his office, having learnt Spanish at my own expense. Having prepared for yet another tango-style negotiation, I felt pretty certain of success this time around. After exchanging mandatory pleasantries, I straight went on the offensive asking “Argentina?” to which he replied “Spanish?” to which, for the first time, I was able to reply with a forceful “Sí!”

My reply was unexpected to the C.E.O., and he needed a minute to compose himself. After that, he opened up and said, “I have to be honest with you, I went to an office party, things got a bit out of hand, and I gave the job to someone else, but you can go to Australia instead.”

After my initial shock wore off, I went to Australia and met my wife of more than 21 years – never looked back at not going to Argentina.

The lesson I took away was that while your plans might not come to fruition at the time, no matter how painful, rolling with the opportunities that present themselves, rather than being fixated on a singular outcome, is by far more prone to success.

Q2. What are the top three characteristics that contributed to your success?

- a. Perseverance – There is no success without failure, so the sooner you get up and dust yourself off, the sooner you will carve out your niche.
- b. Thirst for knowledge – Invest into yourself by continuously learning things. The more diverse your knowledge, the more valuable.
- c. Get out of your comfort zone – If everything is working smoothly and you are hardly breaking a sweat then it is time to ask yourself if you are challenged enough. Like the racing car driver Mario Andretti once said, “If everything seems under control, you are just not going fast enough.”

Q3. What life-changing events or decisions have guided your career?

There were many inflections points in my life. One that comes to mind readily is of me failing in a university exam – by two points. This rather painful failure was instrumental in forcing me to re-evaluate my course choice, and I switched to pursue a master’s degree with a branded business school instead, which I graduated top-of-class.

Q4. Tell us of any expressions your parents often repeated with you.

It wasn’t the expressions my parents shared with me but rather the sense of duty in their professions and that you should take pride in whatever you do.

Q5. What is the biggest misconception about how to achieve success?

That there is no hard work involved and that others are always luckier than you.

Q6. What books have you read lately?

Too many too remember. I have about 20 books on the go at one time. I only read non-fiction, and I am particularly fond of biographies. Recently read *Act like a Success, Think like a Success* by the comedian Steve Harvey. I am also a huge fan of Tim Ferris’ book *The Four Hour Workweek*.

Q7. Imagine your phone rings, and it's you from ten years ago. If you only had a minute to talk, what would you say?

Take more risks and push harder, stay away from conformity, and be very selective who you work for. Don't waste your time in soul crushing work places and hope it gets better. Honestly, who at their deathbed would look back and say, "I wish I would have taken less risks" – not many.

Q8. What elevator speech would you give children about success in life?

If you do and act as everyone around you, don't expect to live an extraordinary life. Pay close attention and learn to engage people around you. No matter how smart you are, without the ability to truly connect with people around you, your ideas and smarts will never see the light of day.

Q9. What is the best advice you've ever received, and who gave it to you?

Too many to remember, but two of my favorite ones are

- a. Frank Macquire (Co-Founder of FedEx): "Life is about choosing your pain, the pain of discipline or the pain of regret," reiterating the fact that one must work hard to get somewhere or bear the consequences.
- b. Chris Gardner (Author of *In Pursuit of Happiness*): "The Cavalry ain't coming," referring to having to come up with solutions yourself and not waiting for others to help you.

Q10. What would you like to see as your life's legacy?

I would interpret my life's legacy on two primary dimensions: First would be looking at if I made the most of my talents and abilities, and second, how many peoples' lives around me did I truly enhance. Anything else is superfluous.

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Ronald R. Kogos

Trial Lawyer, Developer, Investor, Philanthropist



Ronald R. Kogos was born May 31, 1940, in Boston, Massachusetts. From the seventh grade on, he worked continuously, motivated by a drive for success and self-employment. He graduated from Brookline High School at 17 and then attended Boston University College of Business Administration and Law School, a six-year program, and graduated at age 23.

He became a member of the Massachusetts Bar Association in 1964, and the New Jersey Bar Association and the Federal Courts in 1967. He practiced in Massachusetts for two years and then moved to New Jersey where he practiced for 40 years.

During his legal career, he tried civil and criminal cases throughout New Jersey, changed the law twice, and argued more than 50 appeals. His thoughts were, "Give me your problem and I shall find a solution." Creativity and hard work produce results. Between his clients and himself, there was a mutual respect. Humility and sensitivity are the keys to success.

While practicing law, he owned commercial property – a restaurant, land, a body shop, and an office building. He built, developed, owned, and managed a 27,000-square-foot

racquetball-health club from 1979 until the present. Currently, the club is leased by a major Health Club corporation, the lease having been renewed for five more years.

He sold his law practice when he was 60 years old. He was not afraid to change, and he relished the challenge to move forward.

His wife Helene and he have been married for 32 years and are still going strong. They are soul mates and are together 24/7. They have four children and six grandchildren and are never bored.

They live in Miami Beach and Chicago, and manage their financial investments and donate to their charities. Their motto and their religion teach them that they have been blessed, but they must give back.

Interview **by Dr. Hagai Gringarten**

Q1. Life is about stories. Do you have a favorite story you use as an icebreaker?

I was trying a civil case in Dorchester, Massachusetts District Court, when I split the rear of my pants. I went into the bathroom and used paper clips to hold the split seams. I finished the trial wearing my trench coat. Afterwards, I stopped at a tailor shop and explained what happened. The tailor sewed up my pants but refused any payment. My plight brightened his day.

Q2. What are the top three characteristics that contributed to your success?

- a. I have the ability to evaluate all aspects of a problem.
- b. I am thorough in analyzing my endeavors and only develop and invest in financial projects that yield a positive cash flow.
- c. Due to my tenacity, I never give up. I always keep moving forward.

Q3. What life-changing events or decisions have guided your career?

I moved from Massachusetts to New Jersey, where trial lawyers were in great demand. I came to Perth Amboy, New Jersey, where I secured a law partnership. The burgeoning law office was in total disarray. I completely reorganized it, and over 10 years, the practice grew from 4 people to more than 19. I was permitted to spread my wings.

In Perth Amboy, I met my second wife. Helene is an energetic, bright, hard-working individual who is also my soul mate, best friend, partner, and support system.

Q4. Tell us of any expressions your parents often repeated with you.

Work hard. Don't complain. Money matters. Be a Mensch.

Q5. What is the biggest misconception about how to achieve success?

Entitlement: Nobody is going to give you anything for nothing. Nothing is going to be just handed to you. You need to work for what you deserve.

Q6. What books have you read lately?

Boston Girl
Alex
Kill Fee
Cop Town
The Burning Room
Peony
Molokai
The Light between the Oceans
The Citizens of London
The Cellist of Sarajevo
In the Garden of Beasts
The First and Final Nightmare of Sonia Reich.

Q7. Imagine your phone rings, and it's you from ten years ago. If you only had a minute to talk, what would you say?

I would tell my brother Lenny, "Listen Up. You have the opportunity to have a liver transplant and save your life." My brother did not take advantage of two liver transplants and died of cancer within six months.

Q8. What elevator speech would you give children about success in life?

Life is a batting average—One step at a time. You do not have to hit home runs. Singles and doubles will do.

Know who you are and who you are not. Operate within your parameters.
Function within the box, but think outside of the box. Be creative and continue to strive.
If you fall down, get up, keep moving forward.
Do not be lazy and disorganized. Be focused and disciplined.
Develop a realistic game plan. It must continually be reevaluated and revamped.
Follow up and follow through on your ideas.
Push yourself to complete your commitments.
No one experiences success who has not realized failure.
Wisdom comes from experience.
Invest the time and effort to achieve and accomplish.
Humility and communication are the cornerstones of life.
Use common sense to deal with problems in a positive way.
Bridge the gap between the past and the future.
Invest in the future, but live in the present.

Be fulfilled and satisfied.

Q9. What is the best advice you've ever received, and who gave it to you?

Professor Alan Beckwith, Boston University (BU) marketing professor, suggested I go pursue a BU undergraduate and law school six-year program. This plan would be more beneficial than completing my fourth year at BU and then attending Graduate Business School.

Q10. What would you like to see as your life's legacy?

I wanted to succeed, and I did it by being the best person I could be.

I cultivated mutual respect and trust with everyone, including my employees and my clients.

Most importantly, I developed a good name. My word and my handshake mattered.

I did not imitate anyone. I was myself.

I chose a path that was most appropriate for me.

I believe everything we have is only on loan to us. I have given back and helped others who are less fortunate.

Family matters.

You may close one door, but there is always another door ahead of you. I was never afraid to move forward.

Life is a journey. Embrace every moment of it.

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Ronnie Lidor, Ph.D.

**Professor and President
Zinman College of Physical Education and Sport Sciences
Wingate Institute (Israel)**



Dr. Ronnie Lidor is a Professor of Motor Behavior and is the President of the Zinman College of Physical Education and Sport Sciences at the Wingate Institute (Israel). The Zinman College is considered to be the leading higher education institution in Israel that offers undergraduate and graduate programs in the area of sport and exercise sciences. Dr. Lidor's main areas of research are cognitive and learning strategies, talent detection and early development in sport, and sport development. Dr. Lidor has published more than 150 articles in peer-reviewed scientific journals, in addition to book chapters and proceedings chapters, both in English and Hebrew. He is the senior editor of several books, among them *Sport Psychology: Linking Theory and Practice* (1999) and *The Psychology of Team Sports* (2003). He is also a co-editor of a number of books, such as *Conditions of Children's Talent Development in Sport* (2013) and *Case Studies in Sport Development: Contemporary Stories Promoting Health, Peace, and Social Justice* (2013). Dr. Lidor resides in Tel-Aviv with his wife and three children. In his free time, he likes to read, jog, and play basketball.

Interview **by Dr. Hagai Gringarten**

Q1. Life is about stories. Do you have a favorite story you use as an icebreaker?

I agree that life is about stories; however, I do not have a favorite one to use as an icebreaker. I am not good at telling stories. I prefer to listen to the stories of others, and if they are good, to enjoy them. What I like to do, when necessary, is to use relevant up-to-date anecdotes from sports, politics, and business, as well as from other fields, to emphasize my ideas and thoughts, change the atmosphere in the group or room, or provide the audience with a short break. By using these anecdotal cases, I am also trying to create a bridge between the topics we are discussing and what is actually happening on the outside—the reality.

Q2. What are the top three characteristics that contributed to your success?

I believe the main three characteristics that contributed to my achievements are intrinsic motivation, hard work, and the will to learn from my colleagues and students. As far back as I can remember, my actions have always been intrinsically motivated. I did not care about grades, rewards, positive feedback, or recognition. I did what I did because I wanted to do it and because I enjoyed doing it. I truly believe that today the concept of “talent” is overrated and that you will not be able to fulfill your potential based solely on your own talent. This is why I have always worked hard to achieve my goals. I spent a considerable amount of time preparing myself for what I wanted to do. I preferred to spend additional time on preparation and practice so I would be ready to do my assignments. Finally, I have always “opened my eyes and ears” in order to obtain new pieces of information from colleagues and students. I have adopted the approach that I can learn from everyone, particularly from my students, who typically exhibit a fresh way of thinking and a creative way to look at and solve problems. To me, the ability to learn from others is a key factor in achieving one’s goals.

Q3. What life-changing events or decisions have guided your career?

After completing my undergraduate studies in exercise and sport sciences at the Zinman College of Physical Education and Sport Sciences (the College where I am currently serving as President), I worked as a physical education teacher for a number of years in a large high school in Tel-Aviv. I also coached youth basketball players for Maccabi Tel-Aviv, one of the best basketball clubs in Israel. I enjoyed teaching and coaching and felt at that time that I had selected the best occupations to match my interests. I liked to work with young people and enjoyed the interactions with them. However, I began to feel the need to increase my knowledge in a number of areas in exercise and sport sciences, particularly in motor learning and sport psychology. One of the most important decisions I made in my professional life was to stop teaching high school and coaching basketball and go back to school. I decided to move to the United States for a number of years, and while living there, I earned a Master’s degree in education from Boston University and a Ph.D. degree in motor behavior from the University of

Florida. I was fortunate to be surrounded by excellent professors, leading researchers in their domains of interest, and dedicated staff members at both Boston University and the University of Florida. I learned a great deal in both programs, developed my skills as a researcher, and, most importantly, acquired the relevant instructional tools that would serve me in my future professional development. I have no doubt in my mind that my years in the United States shaped my future attitudes and policies about different aspects related to the academic domain.

Q4. Tell us of any expressions your parents often repeated with you.

I do not remember any unique verbal expressions that my parents often said to me. Neither my mother nor my father was a “great speaker.” However, both of them were hard-working individuals who showed great loyalty to their organizations and fellow workers. They never complained about the time they had to invest in their work, and they were highly disciplined in what they did. In essence, my parents’ day-to-day life habits, behavior, and actions were their best expressions, even though they were not always verbalized to me and my younger sister.

Q5. What is the biggest misconception about how to achieve success?

As indicated before, I believe talent is overrated today by people from various professional domains as well as by the public at large. Many people consistently claim that talent is the most important contributor to individuals achieving success in their selected fields. Reading the relevant literature on talent detection and early development of individuals, not only in sports but also in other fields such as the arts, music, science, and business, as well as examining some anecdotal evidence in these fields, I have come to realize that talent is indeed a valuable variable in achieving a high level of proficiency. However, it is not the most important variable in the “formula for success.” I agree with the observations that a number of environmental factors, among them the quality of the instruction, the support provided by the family, and the involvement of the community in the process of early talent development, are just as important as the contribution of talent. Individuals should understand that without a robust contribution of the above-mentioned environmental variables, the individual may face difficulties in his or her journey to achieving success. Therefore, in terms of educational perspectives, we should stress those variables that not only are associated with the pure talent of the individual but also are closely related to what he or she is actually doing to reach the summit.

Q6. What books have you read lately?

In the last few years, I have found myself reading books related to my professional fields of interest. For example, I read Daniel Willingham’s *Why Don't Students Like School?*, which discusses recent evidence on how the mind works and what it means for teachers who work with children in schools. I also read *David and Goliath*, by Malcolm Gladwell, in which the author attempts to shatter the myth that those who are perceived as better than others usually outperform those who are considered weaker. Another book I read that breaks myths, and which deals with how people think and process information, is *Thinking, Fast and Slow*, by the Nobel Prize winner Daniel Kahneman. The book summarizes findings from various experiments on cognitive human processes. Finally, I like to read biographies on great achievers in sport. One of

the books I recently read was about Jose Mourinho, the sensational soccer coach, entitled *The Special One – The Secret World of Jose Mourinho*, by Diego Torres. This book analyses the relationships the coach had with his players when he was coaching Real Madrid, one of the most famous soccer clubs in Europe.

Q7. Imagine your phone rings, and it's you from ten years ago. If you only had a minute to talk, what would you say?

I would probably say that no matter what you do and what you achieve in life, you should try to be yourself and stay as you are. Sometimes, when individuals reach the summit in their domain, they “forget” some of their good features and habits. In Hebrew, we say they “forget where they came from.” I truly believe the (good) nature of human beings should be stronger than any task they are going to perform. We should always remember that the good characteristics and features that assist us along the way should be maintained when we reach a higher rank in our professional development, and they will serve us well.

Q8. What elevator speech would you give children about success in life?

“Work hard. When you fail, figure out why, and then work even harder.” I truly believe that hard work is the most important key for achieving success in any endeavor in life. To work hard is very important to me, but to persevere for long periods of time is even more important. In this regard, I admire the words of John Wooden, the legendary American basketball coach, who said “Success is peace of mind, which is a direct result of self-satisfaction in knowing you did your best to become the best that you are capable of becoming.” It is a nice lesson to teach young people.

Q9. What is the best advice you've ever received, and who gave it to you?

One good piece of advice was given to me by a great Israeli basketball coach, Ralph Klein, who had a very successful long-term career in both Israel and Germany. I had many talks with Ralph about basketball (he used to coach basketball at the Zinman College). He always told me that when we have to make decisions about individuals (e.g., basketball players), we have to take into account not only our own thoughts and actions but also those of the individuals. He said, “You have to go inside his or her mind, understand what he or she feels and thinks, and only then make the decision.” I try to apply this advice each time I have to make a decision. Another good piece of advice was given to me by my mentor when I was working on my Ph.D.—sport psychologist Robert Singer. Bob used to tell me that when a group of individuals work on a project (e.g., a research project), each of those involved should know in advance precisely what they have to do, what is expected from them, what their own responsibilities will be, and what credit they will be given for their contribution. I have found that if these actions are taken, misunderstandings can be avoided.

Q10. What would you like to see as your life's legacy?

During the last 25 years, after completing my doctoral studies and beginning to work at the Zinman College of Physical Education and Sport Sciences, I have been involved in three areas, as are many academics who work at colleges and universities—research, teaching, and administration. I would be very satisfied if I could focus solely on doing research. Unfortunately, in Israel it is not enough to only be a researcher in the field of sport and exercise science. Therefore, I have tried to do my best in all three areas. I have worked at developing skills that allow me to carry out my duties in each area, such as time management, focusing attention, and establishing task-specific groups. I hope my colleagues and students appreciate my motivation and efforts to effectively manage the multi-task assignments we have to deal with.

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“Sacred Sensuality”
2014

Mixed media on canvas by Pablo Contrisciani

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Mario Murgado

**Principal, President, and Chief Executive Officer
Brickell Motors**



Since 2001, Mario Murgado has served as Principal, President, and Chief Executive Officer of Brickell Motors, Miami Automotive Retail, which currently generates revenues in excess of \$260 million. Prior to leading Brickell Motors, Mr. Murgado served as partner and chief operating officer of Braman Automotive with responsibilities including overseeing the direct operation of dealerships with annual revenues of more than \$1.4 billion and assets of more than \$280 million.

Mr. Murgado feels it is his duty to give back to his community through various organizations. He has served on the boards of the Beacon Council, the Greater Miami Chamber of Commerce, Miami Children's Hospital, the Orange Bowl Committee, St. Thomas University, and Florida International University. Mr. Murgado has earned numerous awards for his active community and civic involvement. Some of these include his selection, in 2006, as *Time Magazine* Dealer of the Year, Florida; in 2012, *Business Leader Magazine* as a *Top 50 Entrepreneur*; and every year since 2007, in *Wards Top 50 Dealerships*.

Interview

by Dr. Hagai Gringarten

Q1. Life is about stories. Do you have a favorite story you use as an icebreaker?

There are numerous stories we can discuss but a few that come to mind that I share depending on what frames the situation. It could be a challenge in business, and then I bring up David and Goliath; it could be about leadership and teamwork, then I bring up Ernest Shackleton and the Endurance expedition to Antarctica. I like using a one-word icebreaker as well; I find it works well in every meeting, training, and team-building session.

Q2. What are the top three characteristics that contributed to your success?

- a. Laser Focus.
- b. Persistence.
- c. Perseverance.

Q3. What life-changing events or decisions have guided your career?

Coming from Cuba without my parents five days before my fourth birthday made an impact and changed us forever, and contributes to my love for this country. My father fostered an incredible work ethic and taught me that, through hard work, I can achieve all of my dreams.

Q4. Tell us of any expressions your parents often repeated with you.

My father would always tell me we are guests in this country, and I had to work harder than others and put forth more effort, that I had to succeed and never accept anything less than the best of myself.

Q5. What is the biggest misconception about how to achieve success?

There are numerous misconceptions, and one that comes to mind is the one at the top of my list—Luck. I do not believe anyone should depend on luck or seek to move forward thinking he or she will get lucky. Success requires thoughtful process, strategic thinking, a game plan, and short-term and long-term vision – constant vigilance, flawless execution, drive, and determination. One of my mantras is “persistence removes resistance.”

Another misconception is that of entitlement – that we are entitled, that we deserve to have success, fame, money. I have three posters at our Honda service department where every customer who comes in sees the monster-sized posters, and every associate has to look at them all day. One poster reads, “Excellence.” I share with our associates that we are required, and should want, to bring excellence to everything we do. The second poster reads, “Hard work,” meaning

that is how you bring excellence to all you do every day, and that you apply yourself and look forward to working hard so it will translate into an opportunity for a win! We are not handed success, fame, or money; we have to work hard day-in and day-out to attain our goals.

Another thing I ask members of my team is to define success. Success means something different to everyone, and often, we are told what success is or should be, and it should always be what we define as success for ourselves.

Q6. What books have you read lately?

I am a voracious reader, and below are some of the books I have read over the last 60 days.

The Art of War by Sun Tzu.

Y-Size Your Business: How Gen Y Employees Can Save You Money and Grow Your Business by Jason Ryan Dorsey.

Good Leaders Ask Great Questions: Your Foundation for Successful Leadership by John C. Maxwell.

Waterloo: The History of Four Days, Four Armies, and Three Battles by Bernard Cornwell.

Harvard Business Review (monthly publication).

It's Your Ship: Management Techniques from the Best Damn Ship in the Navy by D. Michael Abrashoff.

Start with Why: How Great Leaders Inspire Everyone to Take Action by Simon Sinek.

Selling with a Noble Purpose: How to Drive Revenue and Do Work that Makes You Proud by Lisa Earle McLeod.

Guns, Steel, and Germs: The Fates of Human Societies by Jared M. Diamond.

Q7. Imagine your phone rings, and it's you from ten years ago. If you only had a minute to talk, what would you say?

I am now 14 years into my business, so 10 years ago, we had just begun. I would say, "Stay the course, be true to your convictions, and never quit!"

Q8. What elevator speech would you give children about success in life?

You live in the greatest country in the world, you have great opportunity, and your destiny is in your hands to control it. It is your choice: You choose to participate and drive the course of your destiny, or you let it slip by.

Q9. What is the best advice you have ever received, and who gave it to you?

I have been blessed with many amazing people in my life who have provided me with valuable advice. As a child, I had to grow up faster than most kids and again was privileged to meet wonderful people in my journey. However, I will leave you with something my father told me: "There is a reason why God gave us two ears and one mouth. If you use your two ears more than you use your one mouth, you will listen and hear what others are saying, and you will learn

and evaluate, and the window to the world will open up.” My Father, my hero, and a great man!

Q10. What would you like to see as your life’s legacy?

There are different kinds of legacies. However, the legacy I want to leave behind is that I was a good father, that I made a difference in my children’s lives, that I taught them well, and that they are independent and productive men leaving their own unique footprint in this world. The most important role a man or a woman will have in life is that of a parent. If you do that right, everything else will fall into place.

I would like them to remember and witness that my faith was a constant in my life. That I believed in prayer and reflection. That I believed that without God, there is no virtue because there’s no prompting of the conscience. Without God, we’re mired in the material, that flat world that tells us only what the senses perceive. Without God, there is an eroding of society.

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Quentin Dart Parker

International Architect



With over thirty years of professional experience in private practice as a registered architect, Quentin Dart Parker, AIA, operates an architectural office specialized in luxury residential design. His commissions range from mid-sized commercial building development to exclusive, luxury, single family houses. With a majority of ArchWork.com commissions located in Southern California, his focus has been defined by out-of-state commissions from Florida, Vermont, and New York as well as residences in Singapore and Europe. Quentin is N.C.A.R.B. licensed and accredited to practice architecture internationally.

Quentin's design experience, professional ability and architectural knowledge is very broad. His understanding of sustainable architecture is exceptional, from CA permit execution, in design specification, and in built-form construction. In 1990, Quentin was selected as the "1990 Dream House Architect" for L.A. West Magazine. In the late 1980s, he worked as senior Project Manager for Cannell & Chaffin Commercial Interiors, Los Angeles, with administration,

construction management, interior design, and tenant space planning duties. He was assigned a resort cottages refurbishment prior to his new startup company, Art Function Inc., for sole proprietor architect services. From 1985 to 1987, he worked as a Senior Project Manager for Terry George Hoffman & Associates in multiple hospitality and medical care office projects. In 1983, he was elected to the board of directors, Alfred Browning Parker, Architects Chartered, in Miami, Florida, with projects including designs for 137 luxury apartments in Miami Shores, commercial retail centers, churches, schools, retail, HUD development, and elderly housing, with a primary focus on the luxury, residential market.

In September 1977, Quentin enrolled at Harvard University, Graduate School of Design, where he was awarded the Master in Architecture postgraduate degree in 1980. He licensed in Florida as a registered architect in 1981. He received his first professional degree, the Bachelor of Environmental Design in Architecture (m.c.l.), from North Carolina State University in 1976, with high honors, including membership in *Phi Eta Sigma* and *Phi Kappa Phi* societies. He is an accomplished speaker for professional education seminars.

Interview by Dr. Hagai Gringarten

Q1. Life is about stories. Do you have a favorite story you use as an icebreaker?

This really depends upon context. Relating an interviewer to an interviewee is a critical component of the review process, since smiles, intonation, and communicative ability are factors influencing your evaluation. The more they can relate to you, the better their perception becomes. Telling stories is a relevant relational context that more often than not results in better impressions. The more he or she can recall you as a candidate above others, the better your success in the desired outcome.

Q2. What are the top three characteristics that contributed to your success?

First and most important, whether to clients or for discussion, it is the ability to listen. Hearing and understanding are two different criteria. The second most important quality is to relate to the person you are conversing with. Understanding his or her need before you reply is an excellent quality. For instance, I speak to contractors differently than to Building Agency reviewers because their needs are so different. The same applies to my clientele. Often, they do not know the answers, or even the questions to ask. Patience, understanding, and determination will fuel the successful conversation, and results.

Q3. What life-changing events or decisions have guided your career?

The courage of choices made. Life is short. I believe we all have only a one-time go-around. This means we must make best with what we have and be able to risk much to achieve a given desired outcome. Some people indicate we need to follow our dreams. Nonsense, most of this feel-good stuff falls by the wayside because they are dreamers, not realists. I think we all thrive best on challenges, since these determine so much of what we want to win at or how our

contribution changes an outcome. Often enough, in my commissions, I have chosen to seek an extreme answer. Sometimes, our clients seek simpler solutions. This doesn't mean that I'm right or that they may be wrong. Every consideration carries certain validity, and the respect you garner in listening offers great satisfactory solutions.

Q4. Tell us of any expressions your parents often repeated with you.

Truth and honesty in your expression. This is the basis of trust, an inherently simple requirement of communicating. My father always believed in building simply with inherent strength. "Elegance is a complex solution stated simply." And finally, he always believed in "getting paid for what you are worth." All too often, I have politely walked away from architectural commissions where the budget was simply disproportionate to the effort required. There was no understanding of the commitment to an appreciated aesthetic. In our realistic world of many architects competing for fewer real commissions, budgetary considerations are often paramount in the decision process. If you do not value your own work, why should your client?

Q5. What is the biggest misconception about how to achieve success?

I believe success is a determination of your personal happiness. It's not about peer recognition, project accolades, or outright fame. Success often is misunderstood by value.

Essentially we are all on this planet to help each other out. As Henry David Thoreau stated: "The greatest gift is of thyself." The people who come to me to design and build a great house first carry an inherent trust in my ability then have joy in the process of designing and constructing a solution, but most of all, my success comes in the recognition of how much we enjoy the process of a building solution – something that is shared.

Q6. What books have you read lately?

I am a voracious reader, and I think my recent list of books will surprise you.

Classic Yachts by Francois Chevalier
Miami's Maverick Architect, Alfred Browning Parker by Randolph Henning
Eaarth by Bill McKibben
Farewell to Reality by Jim Baggott
The Bully Pulpit by Doris Kearns Goodwin
Away & Beyond by A.E. Van Vogt
Vault of the Ages by Poul Anderson
A Fall of Moondust by Arthur C. Clarke
Enchantment by Harold McGrath

Classic Yachts is about maritime architecture, where form and function of sailing boats is explained. *Miami's Maverick* – I can never learn enough about my father's heritage in architecture. It is a reference I use often. Sustainability is a complex problem, as Bill McKibben clearly defines. The more we know, the better our choices. Baggott writes about the inherent

fallacy of modern theoretical physics, from multiverses to anthropic principles. Nature is simple and direct. String theory, M-branes, and other delusional fairy tale concepts take Metaphysics beyond reality. Teddy Roosevelt was one of my most revered presidents, and *Bully Pulpit* clearly defines this. The Van Vogt book was a first edition paperback, an original idea long before SF [science fiction] became prominent. Visionary. Same with Anderson's *Vault* and Clark's *Moon dust*. I love SF because it enhances the creative approach to imagine anything. Finally, McGrath's first edition short stories are about people relationships before 1905. No telephones, faxes, messaging, instant cell access, and internet. Relationships were developed over great lengths of time. Great reads – glad you asked.

Q7. Imagine your phone rings, and it's you from ten years ago. If you only had a minute to talk, what would you say?

There is no such thing as to having too many architectural clients. There is never a challenge that is too great. I rejoice in receiving a new client with a very limited budget to design his retirement house in Bloomington, Indiana, in part, because he is a Nepalese monk...I love – cherish – developing his own personal, special meditation spaces. Reach out socially, in relationships, foster the values of those you know, and offer an appreciation to their contribution in your life. Most of all, don't take anything too seriously – life certainly wishes you should smile often and always make new acquaintances rejoice with you! Who wants to build with me, now?

Q8. What elevator speech would you give children about success in life?

What fun do we want to have today? What do you like to do most, and shouldn't we get out of this elevator now, find the nearest sandbox, and design some really cool sandcastles? I can't say I know about yours, but my success is in hearing you laugh, having fun, and being excited about sharing a bit of time. Now *that's* success.

Q9. What is the best advice you've ever received, and who gave it to you?

My mother, as she was convalescing, said to me how much she missed seeing her friends, having dinner together, and sharing their stories. "Death comes all too soon, and we simply do not appreciate or reward our time enough, with what we have..." What I would give to share a few more moments with this amazing woman, who raised six kids, took us to Europe to grow up in astonishing places, from Monte Carlo, to Vevey, to Paris, Frankfurt, and Cologne. People and places – let's all try to connect them in our lives.

Q10. What would you like to see as your life's legacy?

"You use a mirror to see your face. You use works of art to see your soul."

– G.B. Shaw

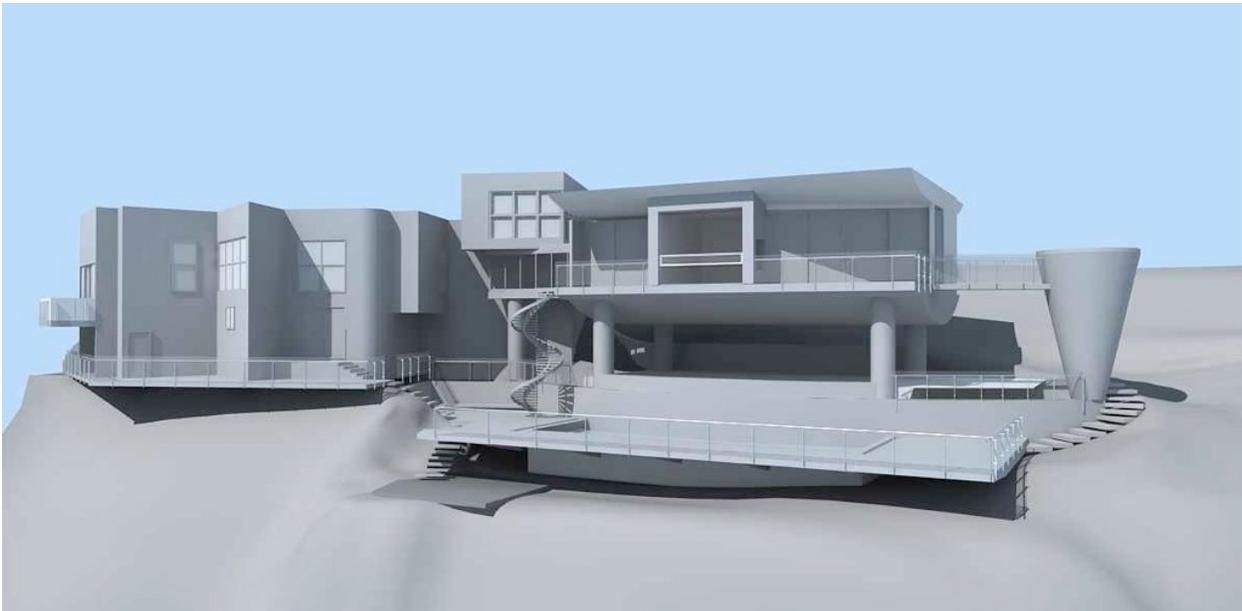
Louis Kahn built only 12 projects in his lifetime. He started late, at 55, I think. His legacy, like mine, is *not* in the architecture but in the process we leave behind. My greatest legacy has not been built yet. Yes, I have, perhaps, influenced many people from many different walks of life, but few will be as important as that one last project, the one we never finish. My father was never

one to consider retiring. To his last days, he planned on designing and building his next home. If building is fun then designing is the hope for the future. I doubt my legacy is in the architectural projects we create. I believe it is in that which we influence within each other. That I will be missed is not as important as is: “Let’s learn from what Quentin provided.”

“If you think you are too small to make a difference,
try sleeping with a mosquito in the room.”
– Dalai Lama

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Zoltan Pinter

Associate General Counsel Del Monte Fresh Produce Company



Zoltan Pinter is currently Associate General Counsel for Del Monte Fresh Produce Company (a subsidiary of Fresh Del Monte Produce Inc. (“FDP”)) having returned to the company in December 2011. Mr. Pinter is a produce executive with more than 15 years of experience in the growing, shipping, and distribution of produce. Mr. Pinter’s experience includes a broad range of corporate counsel and management experience with both publicly held and privately held companies, including Securities and Exchange Commission matters, corporate finance, corporate governance, mergers and acquisitions, litigation, governmental relations,

contracts, and a variety of other matters. In addition, he has been involved in initial and secondary public offerings as an accountant and an attorney. Mr. Pinter is a licensed attorney in Florida, New York, and Minnesota, and is a C.P.A. in Florida. He is also fluent in Spanish.

Mr. Pinter is a cum laude graduate of the University of Alabama in accounting and holds a J.D. (cum laude) from the University of Miami. Previously, he was Senior Vice President – Administration and Finance, and General Counsel at Brooks Tropicals, LLC, the largest importer of fresh papayas to the North American market. From the late 1990s to the mid-2000s, Mr. Pinter served as Vice President, General Counsel, and Secretary as well as Associate General Counsel and Assistant Secretary at FDP. From 1997 to 1998, he served as General Counsel and Secretary for IAT Group Inc.

Interview by Dr. Hagai Gringarten

Q1. Life is about stories. Do you have a favorite story you use as an icebreaker?

An icebreaker story will vary with the situation and culture. But, in general, a story wherein I laugh at myself or discuss a common experience. It makes the person laugh, and it puts people at ease.

Q2. What are the top three characteristics that contributed to your success?

- a. Hard work.
- b. Persistence.
- c. Luck.

Q3. What life-changing events or decisions have guided your career?

Being fired by a malicious and insecure boss.

Q4. Tell us of any expressions your parents often repeated with you.

Work hard, have integrity, and be nice to people. Be a good person – believe and stand up for your principles.

Q5. What is the biggest misconception about how to achieve success?

Success requires luck besides hard work.

Q6. What books have you read lately?

Ken Follett's *The Century Trilogy*.

Q7. Imagine your phone rings, and it's you from ten years ago. If you only had a minute to talk, what would you say?

Relax, smell more roses, and realize bad things will get better.

Q8. What elevator speech would you give children about success in life?

No matter what happens to you, always persist and press on, as persistence has solved, and will always solve, the problems of the human race.

Q9. What is the best advice you've ever received, and who gave it to you?

When you make a decision, do not second-guess it. You made the best decision with the choices you had at the time. My dad.

Q10. What would you like to see as your life's legacy?

I lived, loved, laughed, cared, and, most importantly, my daughter is proud of me.

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The Honorable Tomas P. Regalado

Mayor of the City of Miami



Mayor Tomás Pedro Regalado was born in Havana, Cuba, in 1947. The son of an attorney-journalist who was the last president of the Cuban Association of Journalists and Reporters and a political prisoner for more than 22 years, Regalado experienced his father's absence as a constant reminder of the responsibilities and sacrifices of the Fourth Estate.

In 1962, at the age of 14, Regalado and his younger brother were placed on a flight to Miami, Florida, as participants in the Peter Pan Project. Their mother arrived in Miami a year later. Regalado began his journalism career as an unpaid 17-year-old intern at WFAB, La Fabulosa. He became the youngest staff reporter at WFAB and quickly ascended from reporter to assistant producer. Regalado then worked as the Latin American News Editor and host of the news program *Tele-Amigo* for WCKT, an NBC affiliate. Regalado also worked for Channel 7 and WLTV Channel 23, but returned to radio in 1977 as the News Director in charge of all programming for La Fabulosa, WFAB. He later became the station's first international news correspondent, travelling to Africa to cover the civil war in Angola; the riots in Soweto, South Africa; and the civil war in Mozambique.

In 1983, Regalado became the first Cuban American member of the White House Press Corps. He traveled with Presidents Ronald Reagan, George Bush Sr., and Bill Clinton on foreign

trips and covered the presidential campaigns and national party conventions. While a full time News Director on Spanish-language radio, Regalado also worked for *El Miami Herald* as a weekly columnist. He has covered the civil war in Nicaragua and El Salvador and has visited more than 78 countries throughout the world. Along with his wife and fellow radio commentator Raquel, Regalado spoke several times against human rights violations in Cuba before the Human Rights Commission of United Nations in Geneva, Switzerland.

In 1996, Mayor Regalado was elected citywide as Commissioner. He was re-elected two times and successfully ran for Mayor of the City of Miami in 2009.

Interview **by Nina Rose, J.D.**

Q1. Life is about stories. Do you have a favorite story you use as an icebreaker?

I have several, but maybe the one I use most, because people ask, is how I got into politics. I tell them that as a journalist, many people approached me with problems, and then I would go to elected officials to try to help. So, one day I decided to cut out the middle man and run for office. This way, I could do more and do it faster to help constituents.

Q2. What are the top three characteristics that contributed to your success?

I had success as a journalist first, and later as an elected official, because I liked what I was doing. I enjoyed the time I spent covering the news and researching events. I put a lot of passion into finding the most detailed information for listeners and viewers. I never looked at my watch when I was doing my work.

Q3. What life-changing events or decisions have guided your career?

There are several, but maybe the two most important ones were when I decided to leave a safe position as TV anchor to become an international correspondent, and later when I decide to “switch” from journalism to public service.

Q4. Tell us of any expressions your parents often repeated with you.

My father, also a journalist, always said, “Tell the truth, and stick to your position, even if criticism arises. At the end, people will recognize your honesty and character.”

Q5. What is the biggest misconception about how to achieve success?

I believe the biggest misconception is that everything has to do with being lucky.

Q6. What books have you read lately?

Unseen Cuba, by Marius Jovaisa, a book of aerial pictures of the island.

Q7. Imagine your phone rings, and it's you from ten years ago. If you only had a minute to talk, what would you say?

One minute would not be enough to tell myself the things I should not have done.

Q8. What elevator speech would you give children about success in life?

I would tell children to learn about every available subject and make a good use of their time because any lost time will never be available again.

Q9. What is the best advice you've ever received, and who gave it to you?

Many good people have given me advice. I am grateful to them all.

Q10. What would you like to see as your life's legacy?

That people remember any or all the good I did, and supremely, to see my children succeed in life.

To Cite this Interview

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“Pumping Heart”
2014

Mixed media on canvas by Pablo Contrisciani

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Jorge Rico

Co-Founding Partner and Managing Director MBF Healthcare Partners



Jorge Rico is a Co-Founding Partner of MBF Healthcare Partners, L.P. (“MBF”) and has served as Managing Director of the firm since its inception. He has directed MBF’s development since its inception and manages all aspects of MBF’s investment activities. His background includes 26 years of progressively responsible positions in healthcare companies, specializing in the development and implementation of strategic plans that create value.

Mr. Rico is a former member of the board of directors of Navarro Discount Pharmacies, NutriForce Nutrition, SunCrest Healthcare (Chairman), Simply Healthcare Holdings, and Medical Specialties Distributors (Chairman) and is currently on the board of directors of Strategic Health Services, Concordia Behavioral Health, and E-Mindful. He is also a member of the Board of Trustees of St. Thomas University.

Mr. Rico holds a Bachelor’s degree in Computer Science from St. Thomas University and a Master’s in Business Administration specializing in Healthcare Administration from the University of Miami.

Interview **by Dr. Hagai Gringarten**

Q1. Life is about stories. Do you have a favorite story you use as an icebreaker?

Sometimes in life, it takes the combination of a tragic event like the Cuban Revolution of the 1950s and the courage of people, such as my parents, who came to the United States with not a single penny and no understanding of the language, to create a culture driven to succeed at all cost because failure is not an option. These are the values instilled in immigrants who have lost everything and who have taken incredible risks for the betterment of themselves and their children. Thank God my family was given the opportunity and had the courage to come to this great country. My parents, like those of so many immigrants, took the risks, and we have the obligation to make them proud.

Q2. What are the top three characteristics that contributed to your success?

- a. Listen politely, but follow your gut and instincts always.
- b. Failure will humble you and make you stronger.
- c. Surround yourself with the best people—bet on the jockey and not the horse.

Q3. What life-changing events or decisions have guided your career?

I have been blessed in my career with amazing opportunities, but I have always been a risk-taker, and I have always been confident I will succeed and overcome my failures—five years ago, we lost a \$25 million investment in a company we thought had all the right fundamentals, including Goldman Sachs as a co-investment partner. It was my biggest failure, but I bounced back from it, and the next three deals generated more than \$1 billion to our investors.

Q4. Tell us of any expressions your parents often repeated with you.

I remember my mother asking me every day after school where I was going, and my response would always be, “I am not sure Mom” or “I don’t know Mom.” She would respond, “If you don’t know where you are going, you will never get there,” or “If you don’t know where you are going, you will end up somewhere else.” Both phrases provided me with a different, yet subtle, meaning and were incredibly powerful: (a) Define goals for yourself and for your executives; and (b) When you do define these goals, the outcome might be different, and that’s okay. I have never started a company that ended up exactly like I planned it initially.

Q5. What is the biggest misconception about how to achieve success?

Success is not measured by one event or a certain moment in time. Success is a lifetime achievement, which cannot be measured until the end.

Q6. What books have you read lately?

Humbled by the Journey, written by Mike Fernandez—I can relate to this book.

Q7. Imagine your phone rings, and it's you from ten years ago. If you only had a minute to talk, what would you say?

To my Father—I love you Pops, and I thank you for teaching me to be a good person, good husband, good father, and good steward to people through your example.

Q8. What elevator speech would you give children about success in life?

Find a career that will make you happy, something you are passionate about, something you will want to work on and think about every day and every minute of the day, and if you are lucky enough to find that, then practice it every hour of every day until you are the *best* at it, and you will be successful.

Q9. What is the best advice you've ever received, and who gave it to you?

In business, you must always be hard on the issues, but soft on the people. If someone is not working out then make a change quickly, do not wait, sever yourself and the company from the person immediately, but do it in a polite, respectful, and fair way (fair means provide them enough time and severance to find a new job). Luis Lamela, Chief Executive Officer of Ramsay HMO.

Q10. What would you like to see as your life's legacy?

The one thing I am passionate about outside of my family and my business is assisting young adults to succeed in life through education and mentoring. I will continue to support universities and high schools in our community to achieve that objective one student at a time.

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Laura Sturaitis

**Executive Vice President for Media Services
& Product Strategy, Business Wire**



Laura Sturaitis is the Executive Vice President for Media Services & Product Strategy at Business Wire, the global newswire, a Berkshire Hathaway Company. Laura is a Marketing and Communications Executive, Business Strategist, News Junkie, St. Thomas University Alumna, Lifelong Learner, Ukulele Player, Film Buff, Philanthropist, and Jeopardy! Champion.

Laura's areas of professional expertise include Business Strategy, Project Management, Media Relations, SEO, Social Media, Content Licensing, Business Partnerships, Public Relations and Investor Relations Services, Web Measurement & Analytics, Integrated Online Marketing, and Business Communications.

Interview **by Dr. Hagai Gringarten**

Q1. Life is about stories. Do you have a favorite story you use as an icebreaker?

When I am introduced when giving a speech, despite all my degrees and professional accomplishments, and the personal wisdom and experience I am there to share, the one thing people always end up asking me about is, “What was it like to be on Jeopardy!?”

Q2. What are the top three characteristics that contributed to your success?

- a. Curiosity about people, the world and how to get things done.
- b. Dependability, steadfastness, and loyalty.
- c. A positive outlook and hopeful disposition that things can always be better.

Q3. What life-changing events or decisions have guided your career?

It is funny what one looks back upon as the life-changing moments in a career. They didn't seem particularly momentous at the time, just a little push in one direction or another or a word of advice, an idea or an opportunity presented, which you couldn't stop thinking about. Something inside that says, “Yes, this is it! Go for it!” over and over, until you do.

Then, there are the moments you realize, as it is happening, that this is BIG, and you must take a mental video of it in order to remember everything because you need to be able to archive those mental videos when you are on top in order to access them when you have moments of doubt or difficulty. One of those professional highlights for me was ringing the opening bell at the New York Stock Exchange at the side of Warren Buffett on Business Wire's 50th Anniversary.

Q4. Tell us of any expressions your parents often repeated with you.

I have a quote from Leonardo da Vinci taped to my computer that is motivational to me: “People of accomplishment rarely sit back and let things happen to them. They go out and happen to things.”

Q5. What is the biggest misconception about how to achieve success?

By far, the biggest misconception about success is the concept of the so-called ‘permanent record’ in your early school life and career. I believed and behaved as if there really was such a thing, only to find out that in life the people whom I have admired and who have succeeded in life and in business often screwed-up and failed. In fact, that is what made them try harder and reach farther to show the greatness they knew they had inside, even if they themselves did not

always conform to the accepted view of normal or work within the system. There are numerous success stories of great leaders with ‘blemishes’ on their so-called ‘permanent record,’ and in many instances, these imperfect bumps in the road in their life and career are just what made them strive to succeed, accomplishing great things.

Q6. What books have you read lately?

I always enjoy and recommend the books of Seth Godin, particularly *Linchpin: Are You Indispensable?* and his new book *What to Do When It's Your Turn*. I am also currently reading David Brooks' new book *The Road to Character* and plan to give it as a gift to some new grads in my life this month. I also love to read biographies particularly the life stories of musicians and artists for creative inspiration.

Q7. Imagine your phone rings, and it's you from ten years ago. If you only had a minute to talk, what would you say?

I would say, “Laura, don't worry so much, exercise more, buy a ukulele, and have more fun, and get a social media profile on all the platforms that come up to test them out.”

Q8. What elevator speech would you give children about success in life?

I'd tell them to remember that success in life boils down to who you are over the whole course of your life both as a professional and as a person, so keep moving forward, don't talk yourself out of trying harder, pay attention, be useful, be positive, be curious, and be grateful. Remember, you are not as great as people say, but you are also not as bad as some people might think - only you know you.

Q9. What is the best advice you've ever received, and who gave it to you?

I have had some great role models in my life from my Mom to my husband of 30 years as well as mentors in my professional life. I am a person who generates a lot of ideas, ‘to-dos,’ and bucket lists, so a lot of the people around me have given me some version of “Go ahead and try – what's the worst thing that is going to happen?” and that has given me the encouragement and support to keep trying and discovering. Every experience, for better or worse, has value if you learn from it.

Q10. What would you like to see as your life's legacy?

In David Brooks' book, *The Road to Character*, he talks about the ‘resume virtues vs. the eulogy virtues,’ how one wants to be remembered. When I think about legacy, I think of a quote from another of my favorite people who also is my boss, Warren Buffett, who said, “Someone is sitting in the shade today because someone planted a tree a long time ago.” I think this keeps one mindful of approaching all things in life by applying the campground rule, “Leave the place in better shape than you found it.” If you can do that through your actions, your philanthropy, your support of those in your family, workplace, and community with a happy outlook, a helping hand,

and a long term horizon then modeling that behavior and living a life with meaning and gratitude is quite a nice legacy.

To Cite this Interview

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The Honorable Ricardo Treco

Bahamas Consul General to Miami



Coming together is a beginning; keeping together is progress; working together is success.
--Henry Ford

Consul General Treco brings more than 30 years of expertise in the business management industry to his leadership role at Consulate General Miami. Prior to being appointed to his current position, CG Treco worked in the capacity of President & Chief Executive Officer, Managing Director & Chief Operating Officer, Regional Vice-President of Operations, Operating Chief, and Vice-President of Sales and Marketing for several successful businesses in The Bahamas. His proven leadership in business is based on a foundation that started many years ago. His accolades include outstanding recognition from the Bahamas Chamber of Commerce, Nassau, Bahamas, and from the Whirlpool Corporation.

He began his career as an operations manager and business developer where he learned many of the core management values that guide him today in the management and operation of The Bahamas Consulate General office in Miami. Throughout the year, he is able to attend events that speak volumes about the government's initiatives in areas such as culture, education, economic advancement, trade and investment opportunities for investors, and tourism development.

The Consul General has committed himself to strengthening the Bahamian Diaspora in this jurisdiction through national and cultural projects. His diplomatic platform has afforded him the opportunity to visit other Consul Generals, attend United Nations forums, and have fruitful dialogues with ecclesiastical leaders throughout South Florida.

As an advocate for academic development, CG Treco has forged partnerships with Bethune Cookman University, Florida Memorial University, Barry University, Florida International University, St. Thomas University, and Miami-Dade College through an Educational Partnership Initiative to foster strong academic success and support for Bahamian students throughout its jurisdiction.

Consul General Treco's passion for Economic Development has encouraged him to engage in discussions with other entities to devise a strategy of how to develop and advance economic projects and figure out how significant the project basis is in order to improve economic growth for Bahamians through business development, education, entrepreneurship, technology, and job creation.

Interview **by Dr. Hagai Gringarten**

Q1. Life is about stories. Do you have a favorite story you use as an icebreaker?

My father owned a construction company, and I was hired to work with his company at the age of nine. At the end of the week, I received a paycheck for working and proceeded to the store on Bay Street to purchase a few toy matchbox cars. The following week, I return to work with my toy matchbox cars, and I became distracted and wasn't able to perform on the job like I should.

The Foreman for the construction project told me to put the toys away and do my work. I didn't listen to him. When my father arrived to the site, the foreman told him of my inability to perform due to me playing with my matchbox cars.

My father fired me, and gave me a stern lecture about work ethics and the importance of respecting those who are in charge. He told me that not because I am his son, I can do as I like. Father stated these words that are guiding principles in my life to this very day: "When you come to work for me, you aren't only my son, but in this environment, you are my employee: Remember you not only are 'Privileged' but also must be 'Responsible.'" After this experience, I was assigned to assist my mother at home with household duties and to shine the shoes of everyone in our household; I believe I had to shine at least 50 pairs of shoes per week. What a Lesson!

Q2. What are the top three characteristics that contributed to your success?

- a. Ambition.
- b. Integrity.
- c. Humility.

Q3. What life-changing events or decisions have guided your career?

Becoming a Christian has guided and contributed to my career in substantial ways.

Q4. Tell us of any expressions your parents often repeated with you.

Lying lips are an abomination unto the Lord. The eyes of the Lord roam the earth observing the evil and the good.

Q5. What is the biggest misconception about how to achieve success?

One will have to possess an intense killer instinct that causes one to mishandle others in order to achieve success.

Q6. What books have you read lately?

ShowTime by Jeff Pearlman.

The Purpose Driven Life by Rick Warren.

Q7. Imagine your phone rings, and it's you from ten years ago. If you only had a minute to talk, what would you say?

I am so glad I made the decision to move out on my own business venture. It has been a total success, and I am looking forward to the future.

Q8. What elevator speech would you give children about success in life?

Is there a reason why some people achieve so much, while others not at all or just show a small percent of their possibilities? If it is not magic, so what? There is a story that gives an answer.

Many years ago, the Brothers Grimm told a story that somehow became one of the things people like to remember. Take a deep breath, and listen.

Years ago, there was a land that had its king. The king had a daughter. One day, it was early in the morning when the girl decided to go to a wood. She had with her a golden ball, her favorite toy. Just after entering the wood, she rushed to her favorite place, a river, and sat by the side of it. Then, she took the golden ball out of her purse and started throwing it up and catching

again, until it fell into the water. Anxiously, she tried to find it, but the spring was so deep and water running so fast that she couldn't spot it. There was she, crying and looking for the toy, but it was gone – when something happened.

She noticed a movement under the surface of the water, and in less than a minute, a tiny frog showed up, who said:

“I saw what has happened, and I can help you, but you need to promise – that you will take me with you to your home if I find the golden ball.”

Without a moment of hesitation, the girl agreed.

So, the frog disappeared in the water and found the toy.

The girl was too happy to remember about her promise given to the creature, and left the place quickly. But, the frog didn't forget. He followed her to her castle, and knocked on the doors.

He was let in as you don't break the word you give.

Three days passed, while the frog was fed and allowed to sleep beside the girl.

In the morning of the fourth day, the frog turned into a man, who smiled, and said:

“You had kept your word, and let the troublesome frog stay under your roof, and this transformed me into the man I used to be.”

And this reveals the answer to the question:

Is there a reason why some people achieve so much, while others not at all or just show a small percent of their possibilities?

Do you have any frogs in your life?

Very often, just the sheer act of seeing a problem from a different perspective changes it into a real opportunity.

Most of us fear change, the unexpected, or a crisis, or we try to avoid looking into the future, at any cost. But, once in a while, we go ahead and kiss that frog, to see with amusement what happens next.

Some say that Real Opportunities show up only a few times in our lives.

The Truth is that You Choose the Situation. You may have as many breakthrough points and astonishing chances as you wish. Here is one, prepared for you.

Q9. What is the best advice you've ever received, and who gave it to you?

Proverbs 3:5-6 (King James Version, KJV):

5. Trust in the Lord with all thine heart; and lean not unto thine own understanding.

6. In all thy ways acknowledge him, and he shall direct thy paths.

Q10. What would you like to see as your life's legacy?

To be known for having a common touch: Everyone who encountered my existence will be able to say that I added to their life by treating them with love and respect: “The Legacy of Human Appreciation.”

To Cite this Interview

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Book Review

Book Details

Isaacson, W. (2014). *The innovators: How a group of hackers, geniuses, and geeks created the digital revolution*. New York: Simon & Schuster, \$35, hardcover, ISBN 9781476708690.

Reviewer

John R. Marks, IV, J.D.

Synopsis and Evaluation

The Innovators, by Walter Isaacson, details the history of the development of information technology, and, in doing so, offers a sorely missed perspective in our modern era: namely, that advancement in technology is as much a product of shared collaboration as it is individual genius. When it comes to sorting out “how we got here” in terms of technology, pop culture tends to focus on a handful of individuals (Gates, Jobs, Zuckerberg, et al.) working within a “traditional capitalist” framework. From this book, however, we get a snapshot of the bigger picture; many different individuals, personality types, and institutions (public and private) have all, sometimes unwittingly, joined forces to give us the set of technologies we live with today.

Indeed, one perhaps senses that *The Innovators* may be a response to Isaacson’s previous work, a biography of the late Steve Jobs. While it is certainly true that Jobs’s legacy is an important one with regard to the development of communication technology, some have suggested his contributions are somewhat overstated—perhaps as a result of his legendary ability to persuade and force changes of mind among those around him. Indeed, this “reality distortion field” seems to persist even after Jobs’s untimely death; even so, it does not seem unreasonable that *The Innovators* was written as something of a correction to Isaacson’s own ostensible prior augmentation of Jobs’s enormous personality.

Regardless of Isaacson’s intent, he provides a colorful and compelling picture of the complex, intertwining relationships between theory, practice, and personality. The layers of the technological landscape we inhabit are revealed, one by one, not as a logical, sequential series of necessary steps, but as a near-random amalgamation of coincidences and opportunities that have fortuitously aligned themselves into our current technology-heavy landscape.

However, the author does not include much on the ways in which the technology was not advanced by these luminaries because stubbornness or missed opportunity perhaps stifled it.

Additionally, the author attempts to draw conclusive lessons from the behavior and interactions of the books’ subjects. Most of the time this works quite well to illustrate

counterintuitive lessons about the development of technology. However, these summaries occasionally sacrifice consistency in favor of presenting an easily digestible narrative.

Of particular note is Isaacson's quick insistence on the necessity of Bill Gates's infamous "Open Letter to Hobbyists," the legendary missive in which a young Gates scolds the software-producing community for giving away their work for free, instead of wrapping property rights around it in order to sell it. A common theme of the book is that open (and frequently random) collaboration tends to foster innovation, and the idea of "pay-for-play" software development is essentially missing from the book—until this fateful moment. It is an odd choice, then, to suggest that software (that was already in development by hobbyists who loved it) requires the incentive of financial gain as well.

Nevertheless, the book is a triumph; it brings a necessary layer of complexity to the seemingly clean and simple facade echoed in many of our modern devices; there is much more going on under the hood than what you see.

In the Author's Own Words

"We talk so much about innovation these days that it has become a buzzword, drained of clear meaning. So in this book I set out to report on how innovation actually happens in the real world. How did the most imaginative innovators of our time turn disruptive ideas into realities?" (pp. 1-2).

Reviewer's Details

John R. Marks, IV, J.D. (jmarks@fsu.edu), is an Associate in Information Studies at Florida State University in Tallahassee, Florida, where he currently serves as the chair of its Master's in Information Technology program. He teaches information policy, legal research, web programming, communications, and project management. His career has focused on the social implications of Internet broadband and new media technologies. He received his B.S. degree in 1999 from Harvard University and his Juris Doctorate in 2003 from Columbia University. He is a member of the Florida Bar.

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