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PUBLISHER Brigitte C. Madrian
MANAGING EDITOR Robert G. Gardner
EDITOR Kellene Ricks Adams
ART DIRECTOR Jon G. Woidka
COPY EDITOR Krista Holmes Hanby

CONTRIBUTING WRITERS, EDITORS, DESIGNERS, & PHOTOGRAPHERS
Caitlyn Alldredge
Katelyn Bowen
Haley Butterfield
Maren Cline
Madeline Dewsnup
Parker Eldridge
Ellen Ford
Amanda Kae Fronk
Todd Hollingshead
Chadwick Little
Clarissa McIntire
Zach Miller
Brittany Salinas
Whitney Steele
Ashley Young

MAGAZINE DESIGN BYU Publications & Graphics

ALL COMMUNICATION SHOULD BE SENT TO
Marriott Alumni Magazine
490 Tanner Building
Brigham Young University
Provo, UT 84602
PHONE: 801-422-7696 **FAX:** 801-422-0501
EMAIL: marriottmag@byu.edu

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OVERHEARD IN THE TANNER

It's a weird room. It's got thirteen TVs and no front. • This weather though. • I wouldn't do another year if I was as cool as him. • I mean, you'd only need a couple thousand dollars for travel. • Yeah, I'm kinda hoping it stops before I have to stop it. • No one's preventing you from being awesome. • He knows how to catch a train, right? • I'm afraid to find out if it's a fake number. • That's my cue. Wanna come watch me crash and burn? • Like seriously? How is anyone supposed to finish that test in only an hour? • He's one of the BYU kids with kids. • Can we twist the brand? • If I go to bed at 7:30, I might live to see tomorrow. • If I just stalk you on LinkedIn, is that good? • I'll take any advice I can get at this point. • Someday I'll have the ability to say no. • Gee, freshmen are rich these days. • We could take it to another level, but . . . • We need to start a movement for two reading days again. • If I spell surprise with a "z," will you hate me? • It's finals week; everyone's sad. • Think I can ask for an extension and say it's because Easter is on Sunday? • I don't have hope, but I do have Coke. • You get lost? *No, I went on an adventure.* • We're gonna need a lot more sound effects to make this work. • I'm getting too many responses I didn't ask for. • He seriously needs to figure out the teeth situation. • It's not the test that gets to me. It's all the projects that don't make me any smarter. • Pretty sure that class is doomed. • Can we socialize? *No. No socialization. No socializing for you.* • I wish I could care more, but it's just not an option at this point. • There's never enough pizza. • I thought I was gonna quit, but here we are. • Like double-dog dare? • No pressure! Except, y'know . . . pressure. • Think parking will be easier when we graduate? • I'm gonna start keeping a tally of how many strollers I see come off the elevator. • I didn't know food could make you sad. • When I typed "help," it autocorrected to all caps. • You know the one guy, the funny one? He's my favorite professor. • Dude, I am going to be clocked in and ready to go, totally 100 percent. • I am treating myself to the elevator today. • I see your point, but why does every class have to have ten minutes dedicated to it if it's not on the test? • This is my last semester single. • Everyone wants to be famous on YouTube, and I'm just trying to start my own business. • Think you're a bit premature with the sandals there? • Text and drive? I can barely text and walk.

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Cover photo by Bradley Slade

by **TODD HOLLINGSHEAD**
illustrations by **TAVIS COBURN**

RISKY BUSINESS:

The Harm of Violent Rhetoric on Ethics

Despite what we've heard since we were children, words really *can* be as harmful as sticks and stones—especially if those words are harsh, angry, or violent.

Unfortunately, violent language permeates much of our modern lives, from sports press conferences and motivational speeches to children's games and religious sermons. Sure, we've witnessed hateful language on social media, but we don't often recognize the pervasiveness of more subtle violent words and phrases in our daily routines. Don't believe it? See if these sound familiar:

- Bring out the big guns.
- Set your sights on the prize.
- Rally the troops.
- "Onward, Christian soldiers! Marching as to war."[1]

These oft-used phrases seem harmless enough. We say or sing them frequently—certainly not with the intent to inflict violence on others. However, though we may not intend violence, the ever-present violent wording is doing actual harm to our resulting attitudes and behaviors, according to a growing body of research from David Wood, a BYU Marriott associate professor of accounting and expert on ethics.

Wood, along with BYU political science associate professor Joshua Gubler, has produced a trio of studies that show the blood in the water. Whether a CEO is declaring "thermonuclear war" on the competition or politicians are talking about taking the fight to the opposing party, the professors' studies are showing that violent language is causing us to play fast and loose with ethics and become more aggressive in our personal interactions.

"Violence has saturated our culture, and we need to step back and explore what the effects of this are," Gubler says. "Exposure to violence, even if just through language, seems to be connected to aggression, and that aggression makes us more willing to cut corners to get to a goal and more extreme in our political views. Words matter."

Peaceful Beginnings

Just how an accounting professor and a political science professor ended up working together on research about violent language seems like a detail worth sharing. Wood, after all, has research expertise in technology and internal auditing, while Gubler specializes in political psychology and the Middle East.

The two first met in 2011 when Gubler moved into Wood's ward in Orem. The two worked together first in the Young Men organization and then in the bishopric, and their research interests became part of their almost-daily conversations. It was while they were discussing the annual BYU–University of Utah football game that they began to formulate the idea for research on violent rhetoric. The rivalry game, which pits two of the largest universities in the state of Utah against each other, is nicknamed the Holy War.

Wood had read a *Wall Street Journal* article that analyzed rivalry games and found them to have more personal foul penalties than regular football games.[2] He got in touch with the paper's editors and asked if they could provide the data they compiled for the story; he wanted to see if violently worded rivalry games—think the Civil War (Oregon vs. Oregon State), the Border War (Kansas vs. Missouri), or the Backyard Brawl (Pittsburgh vs. West Virginia)—had even more penalties than other rivalry games.

Sure enough, the data showed that rivalry games with a violent name have a higher number of personal foul penalties than rivalry games with more neutral names. "We said, 'Wow, there is something going on here,'" says Wood. "This violence angle is meaningful."

Wood and Gubler are not the first to consider the impact of violence on humans—nor do they claim to be. They do, however, claim a connection to one of the foremost thinkers and researchers in this particular space: Ohio State University professor of communication and psychology Brad J. Bushman.

CEOs who try to motivate employees by using violent rhetoric toward competitors spur rival employees to be less ethical toward their own organizations.

A National Expert on Violence

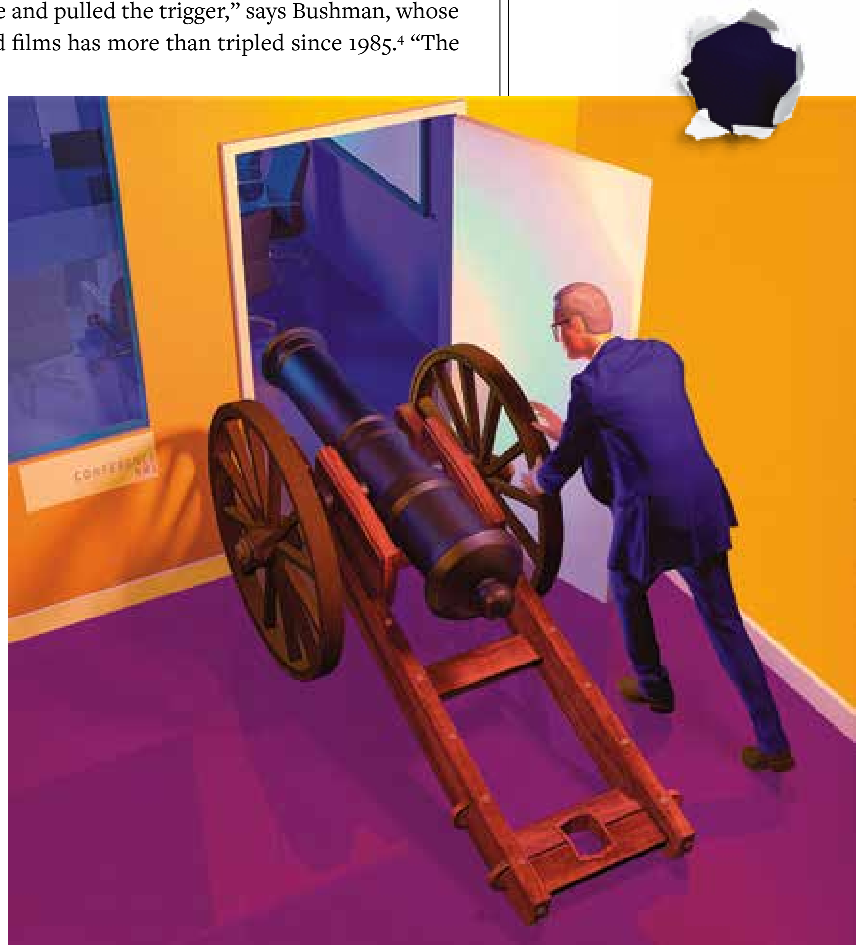
Bushman has studied the causes, consequences, and solutions of human aggression and violence. As a result of his research, several myths have been challenged, including the ideas that violent media has a trivial effect on aggression, violent people suffer from low self-esteem, and violence and sex sell products. Bushman's research, which has been published in more than two hundred peer-reviewed journal articles and cited more than thirty-five thousand times, earned him an invitation to be part of President Barack Obama's committee on gun violence; he has also testified before Congress about youth violence.

"We know that exposure to violent media has a number of effects," Bushman says. "It increases angry feelings and aggressive thoughts and decreases feelings of empathy and compassion for others. There's a large body of evidence indicating the harmful effects of violent media."

One of Bushman's most recent studies shows with shocking clarity the ways in which violent media can impact kids. Two groups of eight- to twelve-year-old children were shown twenty-minute clips from two PG-rated movies: *National Treasure* and *The Rocketeer*. One group saw unedited clips where guns were used, and the other group saw the same clips but with the guns edited out. The children were then put in a room with toys and allowed to play for a while. The room also held a cabinet that contained a real—but disabled—gun.

The youth who watched the movie clips with guns held the gun longer than those who saw the edited clips (an average of 53.1 seconds vs. 11.1 seconds). In addition, the same group actually pulled the trigger on the unloaded gun an average of 2.8 times compared to 0.01 times for the other group.[3]

"One kid put the gun against another kid's temple and pulled the trigger," says Bushman, whose research has found that gun violence in PG-13-rated films has more than tripled since 1985.[4] "The children were engaging in pretty risky behavior with a real gun."



In the wake of the mass shooting at Marjory Stoneman Douglas High School in Parkland, Florida, Bushman led a group of aggression scholars to create a report listing the known risk factors for youth violence. Bushman was joined by Sarah Coyne, a BYU associate professor from the School of Family Life, to provide policy makers with the science needed to make decisions on the increasing amount of violence among youth.

The results of the study listed seven environmental risk factors for youth violence, including easy access to guns and media violence.[5] That report was sent to President Donald Trump, Vice President Mike Pence, Secretary of Education Betsy DeVos, every member of Congress, and every state governor in the country.

"The science suggests that exposure to media violence is a small but significant risk factor in subsequent youth violence," Coyne says. "Many things contribute to youth violence—being in a gang, growing up in an abusive home, genetics, access to guns—so media violence is not the only reason why people choose to be violent. But more than a thousand studies now suggest that media violence is one important factor and, importantly, one that we can modify and is under our control."

Shining a Light on Harmful Words

All of this well-established literature on the effects of violent media from Bushman, Coyne, and others piqued Wood's and Gubler's interest, but it seemed to them there were still important questions that remained unanswered when it came to everyday violence.

After all, they surmised, most people aren't going to watch a movie such as *Rambo* and immediately head out to rob or hurt someone. Instead, the two professors hypothesized, violence and violent words were having effects on a subconscious level.

"The link between violent media and aggression is well documented," Wood says. "But we wanted to know about the impact of lower levels of mistreatment of others. Specifically, we wanted to know, Does violence influence ethical decision-making?"

So the curious pair formulated a plan: Wood brought his expertise on business ethics to the table, Gubler applied his knowledge on the psychology of aggression, and a third author, Nathan Kalmoe—a colleague of Gubler's from his PhD program at the University of Michigan—shared his depth of experience gained by studying the power of metaphors.

The result was three high-profile studies over the course of three years that illustrated how violence and violent rhetoric affect ethical behavior—both personal and business ethics—and how violent rhetoric impacts partisan politics. Key findings confirmed the professors' suspicions that there was something happening below the surface:

- There is a link between exposure to human violence and unethical business behavior.
- Politicians using violent rhetoric polarize those on the other side of the political divide.

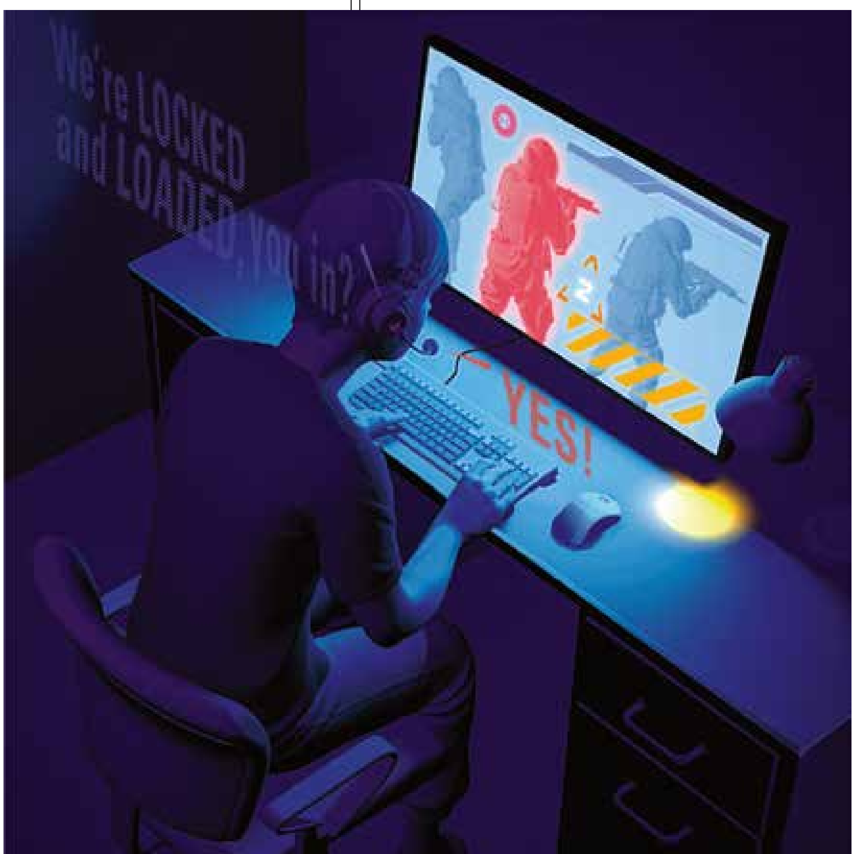
- Companies headquartered in violent neighborhoods are more likely to fraudulently misstate financial statements and exhibit more aggressive financial reporting.
- CEOs who try to motivate employees by using violent rhetoric toward competitors spur rival employees to be less ethical toward their own organizations.
- Common violent metaphors—fight, battle, etc.—drive aggressive partisans further apart on issues.

The underlying truth to all these findings, Wood likes to point out, is that words matter, and not just on the playground or in personal relationships. Words matter in business, in government, and in virtually every other professional setting. Wood observes that not understanding that words matter can have damaging effects on any company.

"Business executives use violent language all the time," Wood says. "They say, 'We're going to kill the competition,' or 'We're going to war.' Our research shows they should think twice about what they're saying."

For example, in one study, Wood and Gubler found that people were more likely to post fake negative reviews and ratings for a competitor or their competitor's product when a rival CEO used violent rhetoric against them. While a contentious declaration of war on the competition may seem like a great way to motivate your employees, that very act may cause significant harm to your organization as it spurs employees from competing companies to play dirty when fighting back.

According to Wood and Gubler, the research supports the notion that moral justification for wrongdoing is easier when somebody else throws the first punch.



"This language primes a certain set of associations related to conflict, war, and battle," Gubler says. "Things that are not normally allowed become a little more acceptable. You might not lie, cheat, or bend moral rules in a normal context, but if it's war, then there might be more justification for that."

What's really disconcerting, adds Wood, is that people don't think they're being unethical in these situations.

Fortunately, this intriguing work—and its results—has not gone unnoticed. The team's research has garnered local and national media coverage, including an in-depth story in *The Washington Post*,[6] and has landed them a recent interview on the *Rework Podcast*.

Although reactions to the media coverage have been mostly positive, Wood and Gubler are still miffed by how much pushback there is to this line of social science.

They're not alone.

Breaking Through to a Mass Audience

Craig Anderson has been doing research on aggression for several decades now. The Iowa State University Distinguished Professor of Psychology has spent a good portion of that time looking specifically at video game violence and its effects on youth and children. His research has proven conclusively that exposure to violent video games makes more-aggressive and less-caring kids, regardless of their age, sex, or culture.

According to Anderson, his findings have made him a target of hardcore video gamers and others in the video game industry. Anderson keeps a collection of all of his hate mail because he believes it may be worth a study of its own somewhere down the line. He also notes that several of his colleagues have decided to get out of the business of researching media or the effects of video game violence because they don't want to deal with the harassment.

But Anderson is up to the job. In fact, much of his research has been backed by fellow researchers, and he is well respected across the board by his academic peers. His decades of research have "quite convinced" him that the effects of violent media are real and large enough for us to be concerned about them.

"When people hear extreme statements, violent kinds of statements, it sort of changes the way they think and eventually the way they act," Anderson observes. "For some people, violent language resonates with them but not in a good way. If you start demonizing particular groups, then you get more hate crimes. In today's hostile political environment, hate crimes have increased for immigrants, religious people, LGBT people, and others."

Anderson's research aligns with the research that Wood and Gubler have published in the arena of violent rhetoric.

Wood and Gubler's research has found that politicians who use violent language—even if it is subtle—motivate a significant portion of their base to take more extreme policy positions, thus increasing political polarization. Meanwhile, the politicians who embrace that violent rhetoric become even more extreme in their political views.

Luckily, and unlike Anderson, their research findings haven't put a target on the BYU duo, if you'll excuse the violent figure of speech. It has, however, engrained in them a greater desire to capture the public's attention, so much so that Gubler has shifted his research in the past year to focus on what makes people listen to something that clashes with their current mind-set.

Exposure to violent video games makes more-aggressive and less-caring kids, regardless of their age, sex, or culture.

A Battle Worth Fighting

Some of Wood and Gubler's research has manifested itself in their own homes as they've interacted with and provided guidelines for their own children. Both Wood and Gubler have become much more sensitive to the amount of violence and violent language in everyday life. This sensitivity has made them pickier about what movies they watch or let their children watch and what type of music or other media is consumed in their own homes.

"It is hard, especially if you have children saying they're the only ones in the world that haven't seen this cool new movie," Wood acknowledges. "A lot of the violence in media is entertaining, and our kids, just like most everyone else, don't want to hear or think about its negative effects."

Still, to Wood and Gubler, the battle is worth fighting.

Gubler concedes that their approach may be a bit extreme for some, but he believes everyone should take stock of the violence surrounding them. At the very least, he suggests, people should try a violence fast and become more aware of how often something influences them.

"When you eat bad food, you have bad outcomes," Gubler says. "People need to expose themselves to less violence. There are effects outside of your consciousness; what you take in affects what you put out. People may be surprised at how saturated the world is with violent imagery and violent rhetoric." M

About the Author

Todd Hollingshead is a media relations manager in BYU's University Communications Office. A former journalist, Hollingshead holds a bachelor's degree in journalism and a master's degree in mass communications, both from BYU. He lives in Springville, Utah, with his wife, Natalie, and their four children.

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around the
COOLER

BY CLARISSA McINTIRE

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1. SUFFRAGE IN ACTION

More than 8 million women voted for the first time in 1920—and they took it seriously. A Denver bookseller reportedly sold more books on politics in the eight months after women got the vote than in the previous fifteen years combined. Since 1964 female voters have outnumbered male voters in every presidential election.

A Century of Suffrage

Today's office-holding, business-owning, C-suite-level women are fulfilling the dreams of turn-of-the-century activists from the women's suffrage movement. Suffragists struggled to improve women's rights in every societal sphere, and this year marks the one-hundredth anniversary of one of their greatest victories: in 1919 Congress passed the nineteenth amendment, guaranteeing women the right to vote and accelerating the pursuit of equal gender rights.

2. TWEET-SIZED TEXT

The nineteenth amendment—only 39 words, or 215 characters—was written in 1878 by well-known suffragist leader Susan B. Anthony and Senator Aaron Sargent of California. The Senate rejected bills introduced by Sargent and other senators for forty years until pressure from activists helped pass a bill with Sargent's original text in 1919.

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3. SUFFRAGE IN COLOR

Susie Fountain, an African-American woman, had to take a literacy test to register to vote; the "test" was a blank sheet of paper. For decades, similar underhanded tactics were used to prevent women of color from voting. These women are often discounted in suffragist histories, yet their contributions to the movement were significant.

4. FIRST TO THE POLLS

In 1896 the Territory of Utah gave women full voting rights—one of the first territories or states to do so, behind Wyoming and Colorado. On the other hand, even after the nineteenth amendment was adopted, some states didn't officially ratify it for decades. The last was Mississippi in 1984, more than sixty years after the amendment became federal law.

5. RIPPLE EFFECT

Recent research links women's suffrage with various seemingly unrelated social achievements. For instance, suffrage appears to have led to increased spending on social programs, greater acceptance of gender equality, children staying in school longer, more progressivism in politics, and as much as a 15 percent dip in child mortality.

6. CANDIDATES WHO CAN'T VOTE

Even before women could vote, they ran for office. In 1866 Elizabeth Cady Stanton was the first woman to run for the House of Representatives; she received 24 of 12,000 votes. The first woman mayor was elected in Kansas in 1887, and the first woman state senator was elected in Utah in 1896.

7. FROM BLOOMERS TO PANTSUITS

The famous bloomer trousers worn by some suffragist leaders were the precursors for many politics-related fashion changes for women: harem pants, WWII work pants, bell bottoms of the Vietnam War era, and pantsuits—the last accepted in Congress only since 1993.

LIMITLESS

By Sara Smith Atwood

Photography by Bradley Slade

STEPHANIE CROOK *was close to her breaking point. Pregnant with her fourth child and traveling frequently for work, she felt that things were slipping. An overachiever from childhood, Crook set high expectations for herself: she had finished her undergraduate degree in three years, earned her master's in organizational behavior, and immediately started climbing the corporate ladder at Intel.*

LEADING ALUMNI

Stephanie Crook
MOB, 1997

At that pivotal point, Crook was an organizational development manager at Intel. “I always come to the table wanting to do my best work,” she says. “And I was frustrated because I was feeling like I wasn’t at the bar I had set for myself for all I wanted to be able to do.”

Consequently, she sat down for a heart-to-heart with her manager. “He told me that as long as a person has strong skills, they shouldn’t worry about their employability,” she recalls. “He told me I could always come back to work. ‘You can always return to your career,’ he said, ‘but you can never go back and re-raise your kids.’”

These life-changing words inspired Crook to take a seven-year time-out from her career to raise her kids and build a family business with her husband, Matt. Today the Crooks are thriving: Matt is the main touchpoint at home, their children are prioritizing education, and Crook is back at Intel, taking the company shuttle jet for meetings at Intel’s Santa Clara, California, headquarters and returning home near Folsom Lake by 5 p.m.

She has learned that opportunities to grow and serve—personally and professionally—are limitless when you’re striving to follow a path that is right for you.

“I’ve learned invaluable things with each step I’ve taken, whether it’s been at home or at work,” Crook says. “I have tried to do good and become known for that rather than a title. Follow the work, don’t follow the title—progress and promotions come when you’re involved in work that makes a difference.”

Strong Foundations

Crook grew up in Holladay, Utah, as a middle child of six siblings. Her parents—an attorney father and creative stay-at-home mom—practiced a “free-range” sort of parenting.

“They had high expectations of all of us but gave us a lot of freedom,” she remembers. “We were able to do a lot on our own and start small jobs on the side. I had a lawn-mowing business when I was young. It was a nice way to grow up.”

The family was dedicated to learning and education. The question was never *if* she and her siblings would attend college but where. Each one went to college, with five earning advanced degrees.

Crook attended Utah State University, where she studied psychology and Russian, paying her way with scholarships and part-time work in HR at Kennecott. “I had a great set of professors who invested in me,” Crook recalls. With this support, plus her passion for learning and her drive to achieve, a PhD in psychology felt like a natural next step. She began applying to doctorate programs and conducting group therapy sessions. “I recognized fairly quickly that although I love the field of psychology, I probably wasn’t as well suited to practice as a psychologist from a patient’s perspective,” she says. “I am a bit impatient at times.”

So Crook set out researching fields that fit naturally with her undergraduate degree: “I went back to my psychology professors, and they suggested going into the fields of either industrial-organizational psychology or organizational behavior.”

That’s what led to her 1997 degree from BYU Marriott’s Master of Organizational Behavior (MOB) program, which has since been included in the school’s MBA program, OBHR emphasis. The program was an ideal match for her background in psychology and work experience in HR. “So much of what we know about organizational systems and behavior has a lot of grounding in behavioral sciences—being able to understand motivations and habits and why people behave how they behave,” she observes. “It was a nice marriage of disciplines.”

"I realized that being a mother was the most important identity for me. I needed to learn how to just be okay with being present, being with my kids, playing with them, and spending time with them."

Building Careers

Crook met Matt in a Russian class at Utah State, where he was studying finance. He put himself through school by running a small auto-glass business, eventually moving operations down to Provo when Crook began her MOB program.

"My husband is a free spirit," Crook says. "He likes to be outdoors. He grew up on a dairy farm fixing equipment. He loves people, he's very outgoing, and he realized that doing his own business, being able to interact with customers and use his hands, was more suited for him than a corporate position. Matt has had flexibility in his work while I historically had a corporate job," she says. "And that worked well. We have had a nice balance."

Crook began her corporate climb by accepting a job offer with Intel after finishing her MOB. The couple headed to Arizona, where Crook worked at Intel's campus and Matt built up his business, Service Auto Glass. Two years after the move, and with their careers off to a great start, the two welcomed their first child.

"Intel is such a lovely company for a working mom," Crook says. Leaving her son was difficult, but her managers helped to ease the transition. "They let me work part-time, they let me work some flexible hours, and they allowed me the ability to ramp back in to work. They were so great baby after baby."

As her family expanded, so did her career-growth opportunities. Crook was working with international teams and traveling regularly to Asia, Europe, and the Middle East when she found out she was pregnant with her fourth child. Feeling the competing demands of family and work closing in, Crook sat down with her manager for that pivotal discussion in which she realized that, while her skill set would always be in demand, her kids wouldn't be young forever. After that chat, Crook was set: her next gig would be stay-at-home mom.

Focusing on Family

Crook's dive into the world of full-time diaper, homework, and carpool duty was not easy. Staying home was a challenge. Until that point in her life, Crook had been intently focused on achievement; there were outcomes to deliver, goals to execute, and jobs to do.

"I was always doing," Crook explains. "I followed an extremely regimented schedule. When I quit, I realized that I had put a lot of my identity into my career. You get a lot of accolades while you're at work, especially if you're a strong performer. Your job becomes part of who you are."

She came to enjoy the slow pace while keeping her mind sharp by reading, attending alumni functions, and keeping her professional network alive. She also helped with her husband's auto-glass business, overseeing HR as they built up the business in both Arizona and California. "I had to realize that I wasn't just what I did from a career perspective," Crook says. "I realized that being a mother was the most important identity for me. I needed to learn how to just be okay with being present, being with my kids, playing with them, and spending time with them."

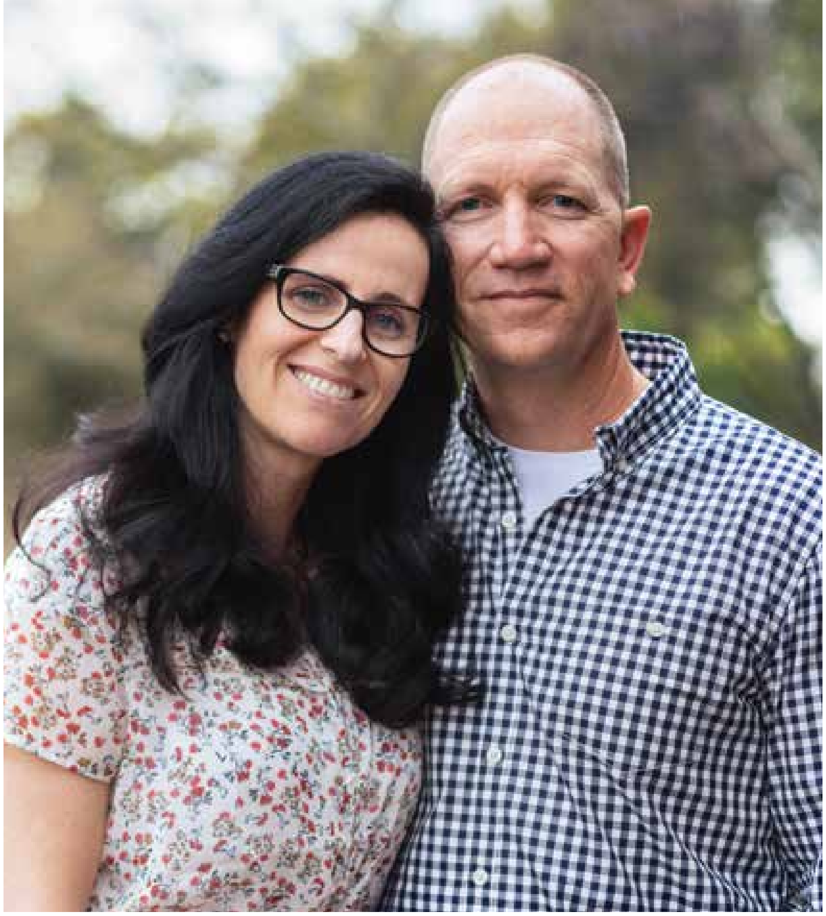
Looking back, Crook feels confident that the choice to stay home was the right choice for her.

For one thing, the mom gig paid off in the form of four great teenagers. "We've been lucky to have wonderful kids who are nice, respectful teenagers, and I feel like a lot of that is because of the investment that I had put in when they were little," she explains.

And Crook's manager at Intel was right: when the time came, her career was still there waiting.

Back to the Office

After the last of her babies started first grade, Crook says that she felt



"He and I have always been equal partners. I married someone who wanted me to be my best self. He loves it when I'm selected for a special assignment or promotion—he's proud."

excited about the idea of going back into the workforce and using her skills again.

Jumping right back into full-time work, she landed a senior organization consultant job at Blue Shield of California as Matt stepped away from daily involvement in his business to become the kids' primary resource at home. The arrangement was not without its growing pains. Crook says her mind initially wasn't as fast as it had been before, but she caught up quickly.

The family also needed to adjust on the home front. She and Matt sat down with their children and established clear expectations. "I realized early on that my family is a system, and when you change one piece of that system, the rest naturally changes too," Crook explains. "I had been the go-to person for my kids for so long, and when I wasn't as available, things didn't work as smoothly at first."

Ultimately, Crook returned to Intel, where she always felt she belonged. "I jumped on that opportunity because Intel's culture simply spoke to me," Crook says. "Intel is a fast-paced, high-results company with high integrity and lots of discipline. And it was a company where I always kind of understood how to navigate."

Human Capital

As Intel's senior director of HR strategy, planning, and standards, Crook notes that people are the best part of her work. While today's culture often focuses on actors and celebrities, Crook says, she rubs shoulders every day with the people who are actually changing the world.

"These people have PhDs from Stanford and MBAs from MIT, and the way their brains work is just unreal," Crook says. "Sometimes as they're talking about the algorithms that they are building and the things that they're working on, I feel like I'm among rock stars. They are building technology that changes our lives and transforms industries."

After celebrating its fiftieth anniversary last summer, Intel welcomed a new CEO and is focusing on the future. "We are in a place where we have an opportunity to transform Intel and grow into different markets," Crook says. "We come from a long legacy of amazing leaders who pivot when it is needed. And so that too, I think, is one of the draws—to be in a company that is led by folks who are willing to constantly adjust."

Investing in Relationships

The perennial peeve of any career-oriented family woman may be that she simply can't have it all—the competing priorities of family or career ultimately suffer at the hand of the other. Crook believes she may have sidestepped this issue thanks to one key element: Matt.

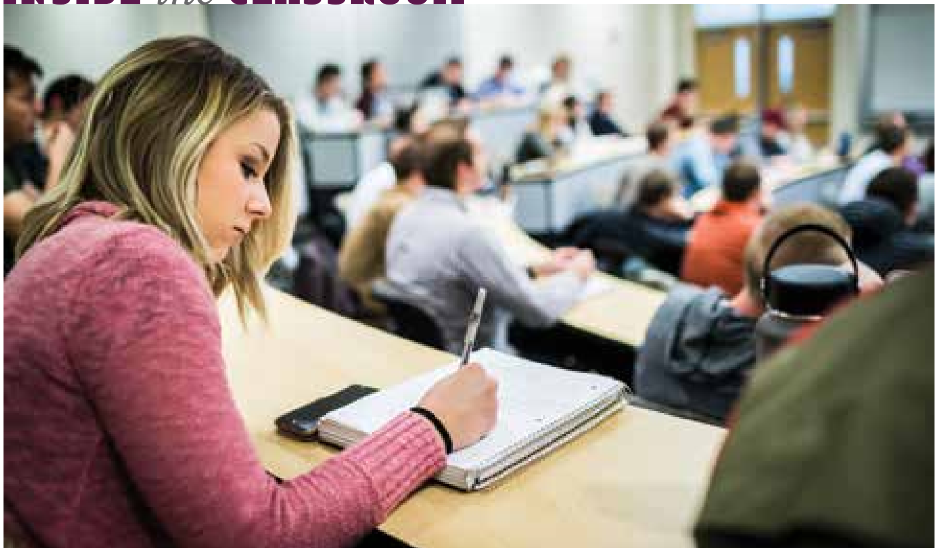
"He and I have always been equal partners," she says. "I married someone who wanted me to be my best self. He loves it when I'm selected for a special assignment or promotion—he's proud. It means that he carries more of the water at times, but he feels like it has been a real blessing for him to see more of the kids."

Relationships, says Crook, have been at the heart of her success.

"I've been blessed by good coaches," Crook says. "I've been blessed by great colleagues, and I had amazing professors whom I've stayed in contact with and whom I still leverage to do work within Intel. I would say investing in those relationships made a big difference for me because I wouldn't ever qualify myself as the smartest person by a long shot, but I'm fairly resourceful, and that's because of the relationships I invest in. There's just no way, at the pace things are changing, that a person can know enough, so you have to be able to count on resourcing all of the thought and knowledge from others around you." M

About the Author

Sara Smith Atwood worked in magazines before becoming a freelance writer. A BYU grad, she lives in Orem with her husband and their two children.



Creating a More Inclusive Environment

WHEN THE BYU MARRIOTT INCLUSION COMMITTEE gathered data about students' experiences in the business school, the committee discovered a common theme. While the school had done well with preparing students to meet job qualifications, many individuals desired further guidelines on developing inclusive behavior that they could carry with them into the workplace.

Two BYU Marriott courses already being taught—HRM 391 and MSB 390—covered the business and moral reasons for creating diverse workplaces. Although these classes formed an important groundwork for students, the committee saw an opportunity—and a need—to build upon that foundation.

"With these academic and theoretical bases, the inclusion committee thought practical methods of working with diverse individuals and real-world tips to be more inclusive were also important for our students," says Taeya Howell, a member of the inclusion committee and an assistant professor of organizational behavior and human resources.

Many individuals desired further guidelines on developing inclusive behavior.

The committee concluded that a curriculum on inclusion would benefit students by helping them respect differences in others, be comfortable with diversity at work, and abandon outdated ideas of gender capacities. By learning how to exhibit these essential attitudes in today's workplace, BYU students and alumni would not only strengthen their value in the world around them but also change the views others may have about the university and its students.

"Fairly or not, our graduates have sometimes been perceived as judgmental and insular," says Lisa Thomas, a curriculum developer and adjunct faculty member in the Department of Management. "Our students have great goodwill, but some have had limited interaction with diverse populations."

With this reality in mind, the inclusion committee asked Howell and Thomas to prepare course materials on inclusion and diversity. The two embraced the assignment, working to compose a valuable curriculum that would reach all students.

"The inclusion committee used its data gathered from students to identify issues of concern," Howell notes. "Our primary goals were to improve student experiences within the business school by creating a more inclusive environment and to better prepare BYU Marriott students to succeed in diverse workplaces."

The resulting inclusion curriculum was piloted at the end of the Fall 2018 semester in all twenty-two sections of MCOM 320: Communication in Organizational Settings. The curriculum was introduced as supplementary material to be taught in addition to the standard MCOM 320 topics.

Following the pilot program, the final inclusion curriculum was launched at the beginning of Winter 2019 semester. Based on the results they have already seen, Thomas and Howell are confident that the curriculum will have a positive long-term effect on the BYU Marriott School of Business.

"The deans have made clear the importance of this topic and the need for our students to be inclusive," Thomas says. "Given this specific information, their own good intentions, and the explosive light of God's love, I think our students will be even better able to express understanding for the good of all people."

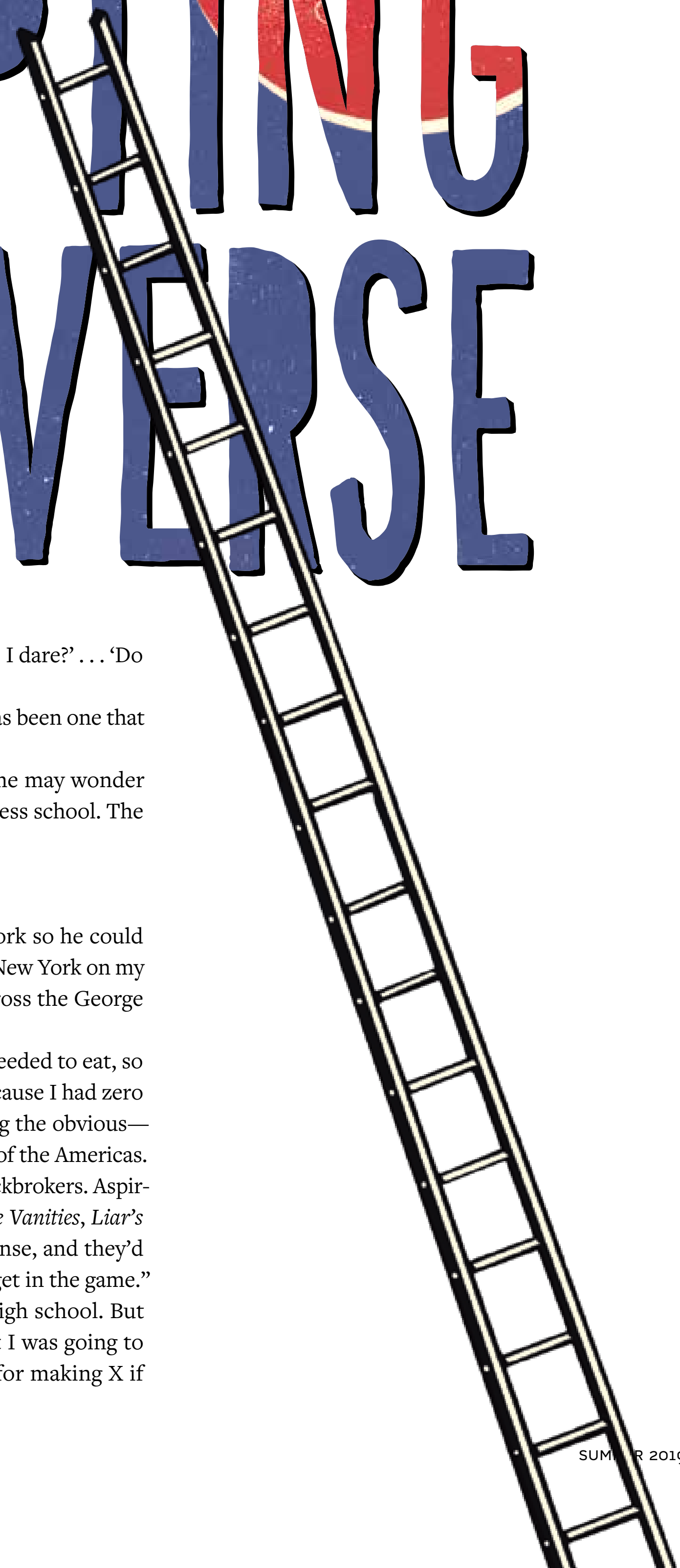
—BRENDAN GWYNN

"Our primary goals were to improve student experiences within the business school by creating a more inclusive environment and to better prepare BYU Marriott students to succeed in diverse workplaces."


mooove

By Whitney Johnson
Illustrations by Jakob Hinrichs

Disrupting the Universe



In "The Love Song of J. Alfred Prufrock," T. S. Eliot wrote, "'Do I dare?' . . . 'Do I dare?' . . . Do I dare / Disturb the universe?"

Although I haven't always recognized it, this simple question has been one that has guided my journey through life.

I started my educational career at BYU as a music major. Some may wonder how a music major ends up giving a graduation speech at a business school. The answer? You disturb—or disrupt—yourself.

Getting in the Game

When I graduated from BYU, my husband and I went to New York so he could earn his PhD in microbiology. I would never have chosen to go to New York on my own. I can still remember the terror I felt as we were driving across the George Washington Bridge into Manhattan.

For the first week, I wouldn't go anywhere by myself. But we needed to eat, so I had to leave our seventeenth-floor apartment and find a job. Because I had zero connections and very little confidence and—at the risk of stating the obvious—was a woman, I started as a secretary at Smith Barney on Avenue of the Americas.

Across from my desk there was this bull pen of young, male stockbrokers. Aspiring masters of the universe. This was the era of *The Bonfire of the Vanities*, *Liar's Poker*, and *Working Girl*. The pressure to open accounts was intense, and they'd say things to each other like, "Throw down your pom-poms and get in the game."

At first, I was a little offended. I had been a cheerleader in high school. But after hearing things like that again and again, and knowing that I was going to be working for at least five years, I asked myself, "Why settle for making X if ten times X was a possibility?" Besides, these guys weren't any smarter than I was.

I realized it was time for me to throw down my pom-poms.

At the time, I didn't know what to call what was happening to me, but I do now. This was the beginning of me disrupting myself.

I started taking business and economics and accounting and financing courses at night. Within two years, I moved from being a secretary to being an investment banking analyst. And just so you know, that type of move rarely happens.

In the next few years, I moved from banking to equity research, had two children—a huge disruption—left Wall Street to become an entrepreneur, and cofounded an investment firm with Clayton Christensen at the Harvard Business School. And now, several disruptions later, I've become an author and a researcher, and I've codified a framework of personal disruption that I use to teach businesses around the world.

But none of that was what I had in mind in the beginning as my husband and I drove over the George Washington Bridge.

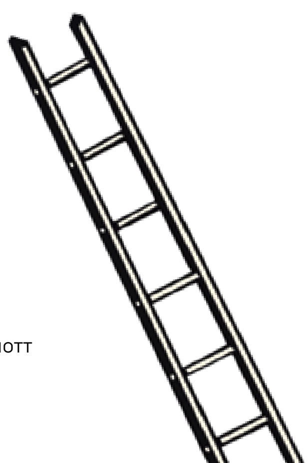
And that's my message. As you graduate, you're at a beginning. Now is the time to start disrupting yourself. Disrupt yourself over and over and over and over again.

CLIMBING LADDERS

What do I mean when I say disruptive innovation?

Think what the telephone did to the telegraph, the light bulb did to the gas lamp, and the automobile did to the horse and buggy. That's disruption. More recently we've seen Netflix disrupt Blockbuster and now cable TV. Uber is disrupting taxis, and Amazon could very well upend Walmart.

A disruption isn't always a bad thing. A disrupter secures a foothold at the low end of the market and moves upward. When Netflix entered the market in the 1990s, initially



"that feels like going from flying a jet to flying a cargo plane. my ego took a huge hit. but this disruption was a career maker."

the service was inferior, and the product was weak. Blockbuster could have crushed the upstart like a cockroach. But it didn't, because market leaders rarely bother with the little guys. "It's just this silly little DVD service," people thought. "Let's go after bigger, higher, better margins."

The bad news—or the good, depending on your point of view—is that once a disrupter gains a foothold, it too is motivated by bigger, better, higher. And so it goes.

Personal disruption is taking those same ideas and applying them to yourself. Make them meaningful to you. As we disrupt, we start out like an Amazon with our sights on Walmart. We start at the bottom of the ladder and climb to the top. And when we get to the top, we jump to the bottom of another ladder, kind of like the children's game Chutes and Ladders. We can do this every time we get a new Church calling or start a new job or move into a new neighborhood.

Companies disrupt industries, and you can disrupt your lives.

STEPPING BACK TO STEP UP

I'd like to share three examples from my life to illustrate what this can look like. After several years in investment banking, the bank I was working for was acquired. There was a shake-up, my boss was fired, and I was moved—shoved, actually—into equity research.

In case you're wondering, that feels like going from flying a jet to flying a cargo plane. My ego took a huge hit. But this disruption was a career maker. I still remember receiving a priesthood blessing in which the Lord told me that equity research would teach me how to build a case to persuade people and that it was something I needed to know how to do.

Before launching coverage of my first stock, my financial model was ready to go, but from an evaluation perspective, it wasn't a clear buy or sell. I was doing a lot of hand-wringing. Was it a buy? Was it a sell? What if I was wrong?

Then a colleague said to me, "Stop being a shrinking violet."

Ouch. But hearing that was exactly what I needed. Having an opinion and learning to build a case and persuade gave me confidence to be a good stock picker. Those same traits have been invaluable as I've written books and tried so many other things in my career. My cargo-plane days provided me with some of the most valuable professional development I've had.

Example number two: After eight years as an award-winning equity analyst, I tried to move into management stock. I was met with "No. We really like you, but you're doing such a good job right where you are."

I had read Clay Christensen's *The Innovator's Dilemma*, and I believe the theory also applies to people. I realized that to move ahead, I was going to have to take a step back.

When I quit, my boss said, "You'll regret this." Which, by the way, is often what disruption looks like to the observer.

Going from a well-paying job to no job at all was not easy. But it was this decision that led to my connection with Christensen and creating the foundation for the work I do now.

In a 2004 fireside address, Elder Jeffrey R. Holland said, "God is eagerly waiting . . . to answer your prayers and fulfill your dreams. . . . But He can't if you don't pray, and He can't if you don't dream."

And He can't, I would add, if you don't disrupt yourself.

Enduring Free Fall

The last example is one that I rarely share. When I was still at BYU, I met a young man. I liked him a lot. But I was afraid. My parents' marriage had not been good. I was conceived out of wedlock, and they never really loved each other. My dad attended church on Sunday, but during the week, he was a serial philanderer and embezzler. And unfortunately, I transferred feelings about my father over to this relationship. I also had to grapple with my idea that in becoming a wife and a mother, I would somehow lose my identity.

So I sabotaged our relationship. Our courtship and the first two years of our marriage were miserable—just ask my husband. I clearly had to disrupt my way of thinking if I didn't want to lose my marriage.

Sometimes we need support from others to disrupt. Thankfully, with a little help from above, my husband saw my potential and didn't give up.

With the exception of my decision to follow Jesus Christ, marrying Roger Johnson is the best decision I've ever made. How could I have known that in having our two children, I would not only lose myself, but I would also become more me than ever?

And how could I have known that by starting as a secretary, I would be able to pursue a career that I love?

The most important and hardest disrupting you will ever do is integrating to a new version of you, jumping from who you are to the ladder of who God wants you to be.

That's one of the things that no one tells you. The textbooks on disruption don't talk much about the fact that, by definition, disruption is scary and lonely. When you leave the comfortable perch at the top of the ladder of doing what you've always done, there's a moment of free fall, a loss of identity. You feel like you're on a thrill ride, and your PE (puke-to-excitement) ratio is uncomfortably high.

That doesn't mean you shouldn't disrupt. It just means that if it's scary and lonely—if you feel like you're wandering in the desert like Lehi and his family—you may be on the right path.

In fact, if you have a feeling in the deepest part of yourself that you need to try something new and you don't, you will die inside just a little. That's why it's a dilemma. When you innovate—when you graduate and start a new journey—there's a risk.

T. S. Eliot knew that when he queried, "Do I dare disturb the universe?"

And I know it when I ask, "What is your disruptive path?"

Regardless of whether you jump from one ladder to another of your own accord or someone shoves you to your next ladder, when you stay close to the Lord, personal disruption can bring the greatest joy and satisfaction, the greatest growth and success, that we experience in our lives. M

About the Speaker

Whitney Johnson was named one of the 50 leading business thinkers in the world by Thinkers50 and is an expert on disruptive innovation and personal disruption. She has authored or coauthored several books on the subject. This text is adapted from the convocation address she gave to BYU Marriott on 27 April 2018.


5th South

THE  MIGHT  OF THE FIVE 

BY KELLENE RICKS ADAMS
PHOTOGRAPHY BY BRADLEY SLADE

FOR PERHAPS the first time in modern history, five generations are coming together in ways that significantly impact how we live. Differences between generations (both real and perceived) have existed since the beginning of time, but the study of those differences has never been more scrutinized and researched than it is currently—and for good reason.

A person's age is one of the most common predictors of differences in attitudes and actions. Whether we're looking at saving money or spending time, at establishing priorities or building relationships, the generation we are born into impacts our behavior.

"The year we were born determines two important things about us: our place in the life cycle . . . and our membership in a group of individuals who were born during a similar time," says Lori Wadsworth, associate professor and MPA director at the Romney Institute of Public Service & Ethics. "And although the conclusions are broad and general (and there are always exceptions to the rules), there is enough consistency to give validity to the nature of each different generation."

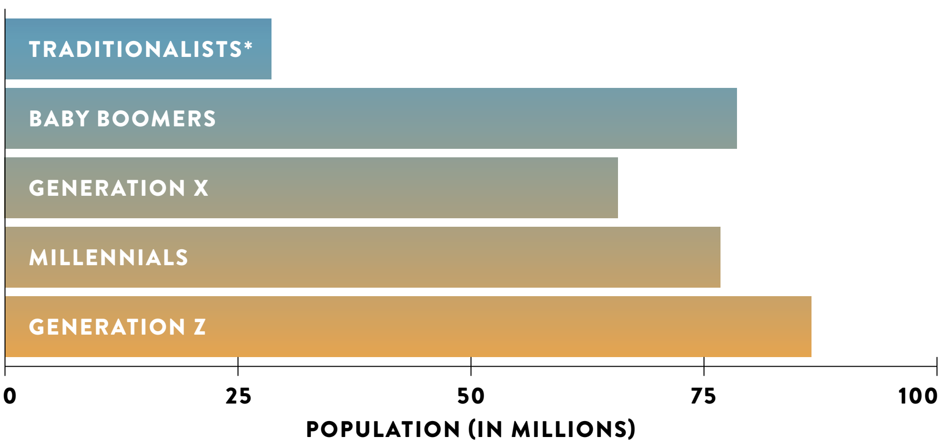
Wadsworth remarks that she "fell into" studying this area of demographics and has since become something of an expert in the field. She has provided more than two dozen workplace trainings around the state to help individuals from different generations become aware of their differences and learn to manage those differences and communicate effectively.

While defining and researching the generations is not an exact science, it is based on some consistent parameters, including certain historical events, technological advances, and even the increase or decline of birth rates. The only generation with an official designation from the US Census Bureau is the Baby Boomer generation, but that hasn't stopped demographers from labeling and defining generations into generally agreed upon designations.

The value of understanding the different generations and their general characteristics is significant, observes Wadsworth. "It's a real thing," she says, "and understanding what makes each generation distinctive can have a tremendous impact on the way we get along at work, at home, and everywhere we go."

US POPULATION BY GENERATION

325.72 MILLION TOTAL POPULATION



Also includes those born before 1928* **Source: US Census Bureau, as of 1 July 2017

TRADITIONALISTS

(born 1928–1945†)

CURRENT AGE

73–92

DEFINING EVENTS

Great Depression

New Deal

World War II

Birth of rock and roll

CHARACTERISTICS

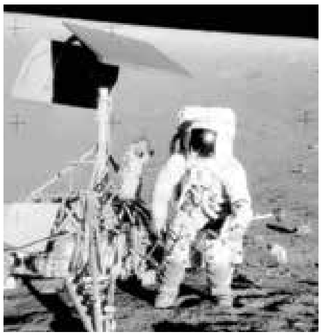
- Traditional values
- Conformity
- Respect for authority
- Duty before pleasure
- Thorough
- Hard workers
- Reluctant to make changes

BABY BOOMERS
(born 1946–1964†)

CURRENT AGE
54–73

DEFINING EVENTS


Vietnam War


Moon landing


JFK assassination


Civil rights movement

CHARACTERISTICS
- Optimistic
- Team oriented
- Personal enrichment
- Value-giving service
- Willing to go the extra mile
- Not budget minded
- Multitaskers

GENERATION X
(born 1965–1980†)

CURRENT AGE
38–54

DEFINING EVENTS


First personal computers


Oil crisis


Challenger disaster

Fall of the Berlin Wall

CHARACTERISTICS
- Looking for balance
- No corporate allegiance
- Motivated by fun
- Adaptable
- Independent
- Impatient
- Tend to be cynical

MILLENNIALS
(born 1981–1996†)

CURRENT AGE
22–38

DEFINING EVENTS


Economic recession


Oklahoma City bombing


9/11


Online gaming begins

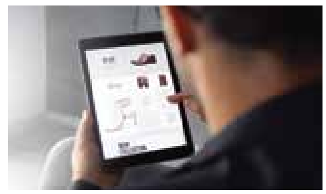
CHARACTERISTICS
- Confident and optimistic
- Value diversity
- Egalitarian
- Overly scheduled
- Prize achievement
- Entitlement mentality
- Look for feedback

GENERATION Z
(born after 1996†)

CURRENT AGE
22 and younger

DEFINING EVENTS


Global peer pressure


Advance of the internet

Mass shootings


Use of smartphones

CHARACTERISTICS
- Tech savvy
- Want instant gratification
- Fiscally conservative
- Entrepreneurial spirit
- Short attention spans
- Anxious
- Eco-conscious

† Year ranges used by Pew Research Center


Coca-Cola
Hostess
DING DONGS
AQUA NET
$1 OFF

MARKETING TO THE FIVE

In the world of business, no one should be surprised that extensive research has been done on the best way to market to each generation. Recognizing a target audience and knowing how to capture the attention—and dollars—of that audience can be the difference between a business succeeding or failing.

Savvy companies know that every generation is looking for a great deal—but they find those deals differently. Gen Xers are more likely to pull out paper coupons at the supermarket while Millennials opt for clicking on a digital coupon when shopping online. These differences are what makes generational marketing both fascinating and valuable.

TRADITIONALISTS

With a waste-not-want-not mentality, the Traditionalists hold a large part of the nation's wealth, and they spend it carefully. They respond to traditional marketing methods and still read newspapers and other print publications. They are also the most active television viewers, which means that commercials are a viable marketing tactic. A growing number of Traditionalists are on the internet, but they're still most comfortable with face-to-face interactions.

BOOMERS

Boomers control 63 percent of America's financial assets and have the highest value as consumers in today's market. They spend the most money per shopping trip and are more likely to splurge on unplanned items. Surprisingly, this generation even spends the most on technology—everything from premium cable to the latest smartphone. Generally speaking, Boomers still leave and listen to voicemails, and they prefer talking to real people.

GENERATION X

The first tech-savvy generation, Gen X may be the greatest hybrid when it comes to marketing. They grew up shopping in brick-and-mortar stores but have fully embraced the online buying experience. More than 80 percent of Gen Xers spend a significant amount of time on social media. Saving money is important to these Doc Marten–loving, denim-wearing shoppers. They're always looking for a great sale, but value is important as well.

MILLENNIALS

Millennials are the least frequent in-store shoppers but tend to spend large amounts when they do walk through the door. This generation appears to be the least responsive to traditional marketing methods and the most responsive to online shopping opportunities and recommendations from friends and family. They rely on reviews when they're deciding where to eat, what to buy, or what to wear.

GENERATION Z

There is still much to be learned about the newest spender on the block, Gen Z. Adopting what simplifies their lives, Gen Zers place accessibility and convenience top on their list of priorities. They are also all about crowdsourcing: user-generated content drives their purchasing decisions, although creating a unique identity is important to them as well.

"Obviously knowing the demographics of each generation and how to reach each generation can provide huge payoffs for companies," says Jeff Dotson, BYU Marriott associate professor of marketing. "Grandparents are still watching TV and paying attention to commercials, while their grandchildren are sitting next to them, plugged into social media. Each marketing channel offers different ways to sell your product or services to a targeted audience, but you've got to be aware of who you're reaching out to and why."

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sets=Equity + Liability
AFC
Debt
Treasury
Key clients
Debt
Value
proposition
Highly
Mission

GENERATIONS AT WORK

For the first time ever, many workplaces are employing members of all five generations. Traditionalists are working across the desk from Millennials and Gen Zers, sometimes playing the role of manager—and sometimes not. The dynamic of five generations working together creates myriad workplace challenges and opportunities.

"Being aware of generational differences among coworkers can be crucial as we work alongside each other," says Ben Galvin, BYU Marriott associate professor of organizational behavior and human resources. "We each have unique talents and abilities—some that come from the generation in which we were born. Whether we are coworkers or managers, recognizing and respecting these differences only strengthens our ability to create a workspace that is both productive and enjoyable to work in."

By 2024, about 25 percent of the workforce is projected to be over the age of fifty-five (compared to only about 12 percent of the workforce in 1994). In fact, in some office spaces, employees who are fifty-five aren't even considering retiring. It's not uncommon to see people in their sixties, seventies, and even eighties choosing to continue to work, either full-time or part-time.

But even though Traditionalists and Baby Boomers are sticking around longer, Millennials have become the largest generation in the labor force, composing 35 percent of people heading to work every day. Within the next two years, 50 percent of the US workforce is expected to be made up of Millennials, and that number will increase to 75 percent by 2030, according to the US Bureau of Labor Statistics.

The Gen Xers are close behind, constituting 33 percent of those showing up to earn a paycheck. And the oldest members of Generation Z are now joining the ranks of the gainfully employed, numbering 6 percent.

Here are a few tips from the *Harvard Business Review* on how to utilize differences among these varied generations:

DON'T DWELL ON DIFFERENCES

Think about each generation's stereotype: the Traditionalist who refuses to retire; the Boomer wary of social media; the Gen Xer who's only out for oneself; the Millennial who wears shorts and a T-shirt to work; and the Gen Zer who can't put the smartphone down. There seems to be a tendency to focus more on what is different about each generation than on what is the same. Moving past labels is essential. While recognizing—but not focusing on—differences can help, remember that within each generation we find a world of diversity. Taking the time to get to know each other individually allows us to value what each person can bring to the table.

DO:

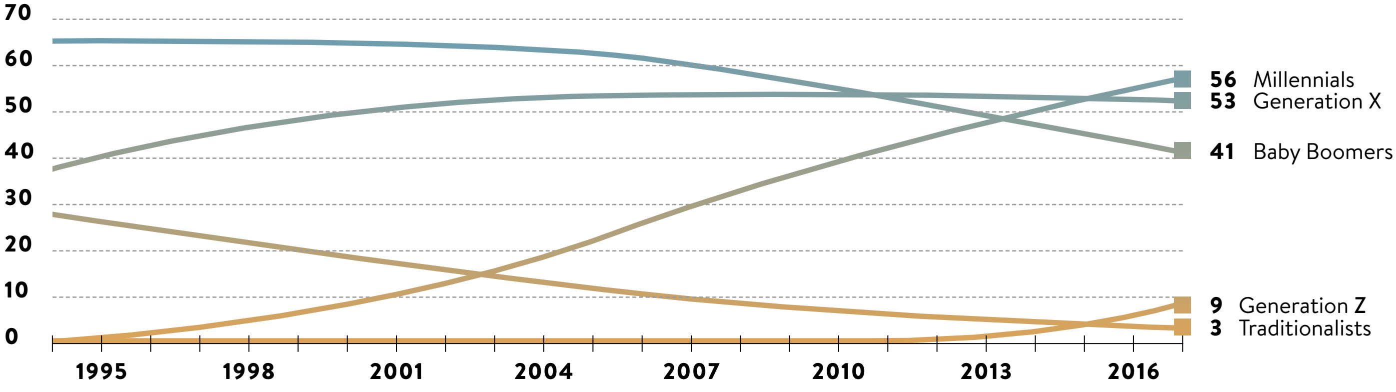
- Organize mixed-age teams and hold reciprocal mentoring programs in which older and younger employees interact with and learn from each other.
- Develop incentive plans geared specifically for the different generations.
- Conduct consistent HR surveys to evaluate your employees' demographics and needs.

DON'T:

- Create generation-based employee affinity groups; they generally reinforce stereotypes.
- Act like a top-down manager. Instead, forge partnerships with employees of different ages and encourage them to share their opinions.
- Assume you already know how to motivate employees who are older or younger. Rather, ask them what they want out of their professional lives.

GENERATIONS IN THE LABOR FORCE

IN MILLIONS



NOTE: *Labor force includes those ages 16 and older who are working or looking for work. Annual averages shown.*

Source: Pew Research Center, from 1994–2017 Current Population Survey

BUILD COLLABORATIVE RELATIONSHIPS

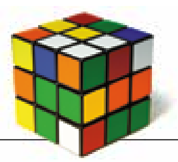
Look for opportunities to interact with fellow workers from different generations. Creating these opportunities can help build relationships and minimize misunderstandings. Whether you're working together as equal partners or a younger person is managing an older person, the goal should be to work together and involve each other as you strive toward an end result.

STUDY YOUR EMPLOYEES

As a manager or supervisor, understanding the demographics of your workplace as well as the communication preferences of your employees can be key. Consider conducting annual surveys to help identify both differences and similarities among various employee groups. Each year, add pertinent questions to help you gain insight into employees' goals, preferences, and values. Use that information to evaluate your work processes, environment, and structure.

CREATE OPPORTUNITIES FOR CROSS-GENERATIONAL MENTORING

This can work both ways—don't automatically assume that only younger generations can be mentored by older generations. All age groups can learn from each other. Use reciprocal mentoring programs, which pair younger workers with seasoned executives to work on specific business objectives usually involving technology. These programs are increasingly prevalent in many offices. Mixed-age work teams are another way to promote cross-generational mentoring. Studies show that colleagues learn more from each other than they do from formal training, which is why it is so important to establish a culture of coaching across age groups.



CONSIDER LIFE JOURNEYS

Recognizing where employees are on their life journeys in terms of responsibilities and interests outside the workplace can provide both empathy and understanding. Younger people generally don't have as many outside obligations and are often looking for new experiences and opportunities. Employees in their thirties and forties, on the other hand, may have children and mortgages, need flexibility, and are looking for increased income and advancement. Workers nearing the end of their careers may be motivated by interesting work and maintaining a work-life balance. Recognizing the characteristics around these somewhat predictable situations in life can help us better understand each other. And the better we understand each other, the better we are able to work together. Considering where individuals are on their life journeys should not, however, lead us to make assumptions. It's important to remember that employees, regardless of generation, share differences and commonalities.

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***WHY ARE WORKERS STICKING AROUND** when retirement is such a tempting option?*
The following points may be reasons why:

- ***Financial stability.*** The economic turmoil of the past decade has significantly impacted the financial security of employees.

- ***Social expectations.*** Traditionalists and Baby Boomers are not retiring in the same way that previous generations did.

- ***Longer life spans.*** The 2015 World Population Ageing Report notes that "virtually every country in the world is experiencing growth in the number and proportion of older persons in their population."

- ***Technological advances.*** Constant evolutions in the world of technology are resulting in new ways of working. This allows for older generations to remain employed while younger generations are getting involved in businesses and organizations earlier than ever before.


PRIORITY MAIL
prime

LIVING AND LEARNING

In addition to differences among the generations at work and in the marketplace, we see variety on the home front too—from where we live to the way we spend money.

"My kids don't know how to write a check, and my parents have never heard of Venmo," observes Brigitte Madrian, dean of BYU Marriott. "But we all share a desire—at some level or another—to manage our money wisely and enjoy some level of financial security."

A ROOF OVERHEAD

Regardless of how we pay it, mortgage or rent eats up about a third of everybody's budget. But some broad generational differences can be found within housing purchases.

Millennials are waiting longer to buy homes, perhaps because they're paying 39 percent more than Boomers, who on average bought their first home in the 1980s. Gen Xers spend the most annually on their homes. Three-quarters of Baby Boomers and nearly 80 percent of Traditionalists own their homes, with roughly half having paid off their mortgages.

And the much-joked-about trend that adult children are refusing to leave their parents' basement isn't actually a joke. Despite being one of the best-educated generations—more than 65 percent have graduated high school and have at least some college experience—Millennials live with their parents longer and are slower to form their own households compared with previous generations.

THE MARITAL PLUNGE

Moving out isn't the only thing that Millennials are slower to do. Many in this generation are thinking twice before getting married. Recent numbers indicate that 46 percent of Millennials aged twenty-five to thirty-seven are married, a sharp decrease from the 83 percent of Traditionalists married at that age. That number has been dropping consistently for each generation (67 percent of Boomers, 57 percent of Gen X).

These statistics reflect a general trend in society of taking the marital plunge later. In 1968, the average age for an American woman to marry was twenty-one and an American man was twenty-three; today those numbers are twenty-eight for a woman and thirty for a man. The age when each generation has begun having children has similarly risen.

EATING IN, EATING OUT

The older we get, the more likely we are to cook food at home—and then perhaps keep leftovers for dinner the following night. After all, Traditionalists lived through times when food was scarce, and starving children in third-world countries became motivation for Baby Boomers to not waste food. For younger generations, eating is a major social experience. Gen Xers, Millennials, and Gen Zers spend almost half of their food budget on dining outside the home—or having food delivered.

IN PURSUIT OF EDUCATION

The number of individuals with bachelor's degrees or higher has risen consistently since 1968, with almost 40 percent of Millennials nabbing that precious college diploma, an impressive increase over the 15 percent of Traditionalists, 25 percent of Boomers, and 29 percent of Gen X. (Numbers are still out on Gen Z, many of whom are currently attending secondary school.)

Of particular interest is the increase of women who are earning degrees. Today's Millennial women are four times more likely than their Traditionalist predecessors to have completed the same education at the same age. Both Millennial and Gen X women outpace their male counterparts in earning a bachelor's degree (Millennials: 43 percent of women, 36 percent of men; Gen X: 31 percent of women, 28 percent of men).

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HARNESS THE POWER

Studying differences between generations may be fun for statisticians and sociologists, but what these researchers discover can prove beneficial to all. When we appreciate what makes us distinct, we can communicate better and build stronger relationships, wherever we interact with others.

"We always get along better with others when we recognize what we have in common and respect what makes us different," says Wadsworth. "While broad generalities serve a valuable purpose in providing general guidelines in communication and interaction, it's profoundly important that we realize that each one of us is individual.

"At our core, each of us—regardless of when or where we were born—share the need to be loved, respected, and valued," she continues. "Taking the time to understand some of the factors that contribute to who each of us have become only enhances our ability to respect and empower those around us."

While Wadsworth typically focuses her generational training on helping coworkers interact better in the workplace, several of the principles she teaches can be applied in any situation where various generations come together.

"One of the most important places where generations need to show love and respect is within the family," she points out. "These are the relationships that matter most and that last beyond careers and community service. And these principles can go far to help grandparents, parents, young adults, and teenagers alike develop a deeper understanding and respect for each other."

Three of those principles that can help harness the power of the generations are (1) respecting differences, (2) encouraging collaboration, and (3) evaluating yourself.

Dallin Farrell, a second-year MAcc student, grew up in a home with guidelines surrounding screen time. "We didn't have our phones out at the table," he recalls, "and we didn't watch TV while we ate. When we were together as a family, my parents insisted that there were no media distractions."

Although the family rules sometimes frustrated Farrell as a teenager, he recognized that family time was important to his parents. He also found that, when he cooperated with his parents and worked to respect and honor their feelings, they were equally eager to respect and honor his feelings.

"Today when we're all together—whether at the dinner table eating or just sitting around talking—our phones aren't out and the TV isn't on," he says. "We simply enjoy being together."

Now married and starting his own family, Farrell plans on following many of the same rules his parents had. "I want to teach my children to treat others the way my parents taught me," he says. "And that starts by listening to others and genuinely caring about them." M

School News

MBA Program Tops Worldwide Ranking

Bloomberg Businessweek

BYU Marriott MBA graduates are catching the attention of recruiters from across the globe. When it comes to who best trains their graduates, the MBA program was awarded a No. 1 worldwide ranking by *Bloomberg Businessweek*. BYU Marriott's program ranked above Harvard, Stanford, and the Wharton School.

In addition to recognizing the training of students for postgraduation success, Businessweek also used MBA recruiter insights to rank the BYU Marriott MBA program No. 10 for entrepreneurial reputation and No. 12 in three other categories: schools that produce the most creative graduates, the value of a school's brand, and a school's entrepreneurial training.

"While it is rewarding to be recognized by publications such as *Bloomberg Businessweek*, the ultimate measure of achievement for our program is the successful careers and lives of our graduates," says **Grant McQueen**, BYU Marriott MBA director. "The high praise from recruiters reinforces our continued efforts to focus on what is best for our students."

These rankings were compiled from 3,698 surveys of employers that recruit MBA graduates. *Businessweek* wanted to know what mattered most to company recruiters when they were looking to hire students from MBA programs. *Businessweek's* rankings, including BYU Marriott MBA's No. 1 ranking, were determined using results from the top thirty ranked MBA programs in the publication's 2018 global business school rankings.

U.S. News 2020 Rankings: BYU Marriott Up

#32

Another round of graduate school rankings from *U.S. News & World Report* brings another round of good news for BYU programs. BYU's business and law programs each moved up in the 2020 rankings, with BYU Marriott coming in at No. 32 and the J. Reuben Clark Law School landing at No. 39.

#4

#29

BYU Marriott jumped three spots from the 2019 rankings. Within BYU Marriott, two graduate specialties got additional high marks: accounting ranked No. 4 and public management came in at No. 29.

"These rankings continue to recognize the high-quality education that our students receive as we prepare them to become leaders who will positively influence the world," says **Brigitte C. Madrian**, BYU Marriott dean. "We are proud that our graduates are continuing to lead the way forward in their organizations and their communities."

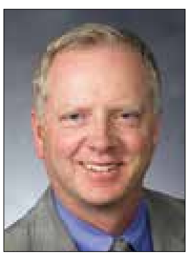
#53

Several other BYU graduate programs also landed in the Top 100, including the BYU Marriott MPA program at No. 53.

U.S. News releases two sets of rankings each year: the Best Graduate Schools rankings come out each spring and the Best Colleges (undergraduate rankings) come out in the fall.

FACULTY NEWS

Award for Impressive, Sustained Research



With his impactful research record, years of academic service, and distinguished publication history, BYU Marriott former associate dean and K. Fred Skousen professor **Steve Glover** was an obvious choice for the Outstanding Auditing Educator Award.

The award is given annually by the American Accounting Association (AAA) and recognizes outstanding auditing achievements in research or teaching. Glover received the award in January 2019 in Nashville, Tennessee, at the AAA midyear meeting.

Glover has contributed to the accounting and auditing profession while working for BYU Marriott over the last twenty-five years. "It's incredibly impressive to conduct this amount of research while working with a university as an administrator," says **Doug Prawitt**, SOA director and close colleague of Glover's. "Often when a professor takes on an administrative position, their research falters. But Steve has done the opposite. He's sustained an incredible research record while also carrying a heavy administrative load."

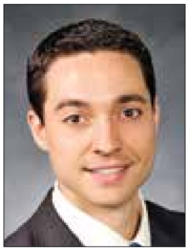
After receiving his master of business administration and his PhD in business from the University of Washington, Glover came to BYU to teach undergraduate- and graduate-level courses in financial statement auditing. Glover also served as director of BYU Marriott's School of Accountancy before becoming an associate dean in 2013. He served as president of the auditing section of the AAA and recently completed a term as a member of the Auditing Standards Board of the American Institute of Certified Public Accountants.

Glover's articles have appeared in the *Journal of Accounting Research*, *Contemporary Accounting Research*, and *Auditing: A Journal of Practice and Theory*, among other prestigious publications.

Glover finds satisfaction in researching areas that are current pain points in the business world and using research to provide viable solutions. "As academics, we are able to step into a professional debate and provide a way forward through complex issues that arise in industry," he explains. "Offering potential solutions to practicing professionals provides a nice two-way relationship between the academy and the profession."

Alleviating Statistical Suffering

From the comfort of his office, BYU Marriott information systems assistant professor **James Gaskin** has taken on



some of the most difficult concepts in statistics and taught them to a global audience. He was recently awarded the Outstanding Contribution to Information Systems Education by the Association for Information Systems for his statistical service to the world community and impact in the field.

The impact Gaskin has had within the field is expansive. "When the award was given, the announcer asked the audience of hundreds of scholars from around the world to raise their hands if they had ever benefited from my service," says Gaskin. "Nearly every hand was raised. It felt good to know that I have not been wasting my time."

In order to help people, Gaskin set out to make the complexities of statistics understandable, a cause leading him to innovate differently from typical in-class teaching methods and conventional mentoring techniques. While he was earning his PhD at Case Western Reserve University, he began exploring teaching using videos and has since created more than two hundred YouTube videos designed to teach the intricacies of complex statistics topics. Those videos have garnered upward of 5.1 million views and more than 19,000 subscribers.

In 2012, Gaskin realized his videos weren't enough to convey certain complexities, which inspired him to develop an additional Wikipedia-like resource called StatWiki.

Beyond his YouTube channel and curation of StatWiki, Gaskin has offered an annual on-campus statistics boot camp since he became a professor at BYU in 2012. He hosts the three-day Structural Equation Modeling (SEM) Boot Camp with lectures, demonstrations, and interactive exercises that scholars from around the world attend. "I present three semesters of doctoral-level statistics in three days," he says.

Gaskin's contributions don't stop there. In addition to answering emails from his students, Gaskin spends forty-five minutes every day doing what he calls "statistical service," responding to dozens of emails from scholars around the world who ask him myriad statistical questions.

That's no small feat, but Gaskin notes that even though it is encouraging to be recognized with awards, recognition is not his motive. "Even without the award, I'd keep helping," he says. "It is good to do good. Being able to alleviate some suffering in the world is nice—even if it is just statistical suffering."

Race, Gender, and Age Affect Who Writes Court Rulings

A new study coauthored by **Robert K. Christensen**, associate professor of public service and ethics at BYU, provides

Video Games Increase Productivity?

Move over trust falls and ropes courses: turns out playing video games with coworkers is the real path to better performance at the office.

A new study by four BYU information systems professors found that newly formed work teams experienced a 20 percent increase in productivity on subsequent tasks after playing video games together for just forty-five minutes. The study, published in *AIS Transactions on Human-Computer Interaction*, adds to a growing body of literature finding positive outcomes of team video gaming.

"To see that big of a jump—especially for the amount of time they played—was a little shocking," says coauthor and BYU associate teaching professor **Greg Anderson**. "Companies are spending thousands and thousands of dollars on team-building activities, and I'm thinking, go buy an Xbox."

For the study, researchers recruited 352 individuals and randomly organized them into eighty teams, making sure no participants with preexisting relationships were on the same team. For their initial experimental task, each team played in a geocaching competition called Findamine, an exercise created by previous IS researchers that gives players short, text-based clues to find landmarks. Participants were incentivized with cash rewards for winning the competition.

Following the first round of Findamine, teams were randomly assigned to one of three conditions before being sent out to geocache again: (1) team video gaming, (2) quiet homework time, or (3) a goal-training discussion on improving their geocaching results. Each of these conditions lasted forty-five minutes, and those in the video-gaming treatment chose to play either Rock Band or Halo 4 (games selected because they are both familiar and require coordinated efforts among players).

The researchers found that while the goal-training teams reported a higher increase in team cohesion than the video-gaming teams, the video gamers significantly increased actual performance on their second round of Findamine, raising average scores from 435 to 520.

"Team video gaming may truly be a viable—and perhaps even optimal—alternative for team building," says lead researcher **Mark Keith**, associate professor of information systems.

There is one caveat to the finding: the study was done with teams of individuals who don't know each other. Researchers admit that if team members are already familiar with each other, competitive video gaming may possibly reinforce biases and negative relationships developed from previous experiences.

Other coauthors on the study included assistant professor **James Gaskin** and associate professor **Douglas Dean**, both in the IS department. The group of researchers are now looking at the varying levels of influence that competitive and noncompetitive games have on team building.

evidence that the gender, age, and race of state supreme court justices may influence whether they are asked to write the majority opinion in a case.

The analysis of three years' worth of cases from the fourteen states where the opinion assignment is discretionary (rather than being assigned randomly or on a rotation), just like the US Supreme Court, found the following information.

Female justices are more likely to be assigned to write an opinion in general, but they are less likely to be selected to write an opinion if the case is considered complex. Female justices are more likely to be selected to write the majority opinion if the case raises a "women's issue," such as sexual harassment or discrimination. Both female and black justices are less likely to be selected to write the majority opinion as they get older, while their nonminority male peers are selected for this task at higher rates with advancing age.

"Majority opinion authors have significant power to shape law and policy," says Christensen. "They become the voice of the court. We feel that society needs to understand which voices are chosen from a variety of perspectives, including demographic representation."

Specific to the age finding, researchers also found that female justices between

MBA Team Wins National Supply Chain Competition

An all-women MBA team won first place on 23 February in the third annual Texas Christian University Neeley School of Business Invitational MBA/MS Supply Chain Competition. The individual members drew from proficiencies learned from the MBA program—resulting in a team capable of beating out fourteen other competitors to win $10,000.

Last November, **Scott Webb**, a global supply chain associate teaching professor and Savage Scholar program advisor, put the team together. "Being an advisor allowed me to see students perform consulting studies for an extended amount of time, and I was able to identify certain attributes in students that would work well on a team," he explains. Webb chose as captain second-year MBA student **Elise Hardle** from Provo, who had competed in the competition in 2018 as a first-year student. Other members included **Reenu Raj** from Bangalore, India; **Fernanda Sayavedra** from Mexico City; and **Paige Woodward** from Salt Lake City.

The team members' best preparation for the competition came from their normal MBA classes. In addition, Webb provided a brief training about nonverbal communication, timelines for working on the case, and how to structure the question-and-answer portion of the case. "They had the slide presentation templates ready before the competition," says Webb, "and they had discussed in great detail what roles each person was going to take on the team."

The team trusted in each other and were ready for the competition. "We had so much confidence in this team and skill sets we were bringing to it," says Raj.

The competition officially started at 8:50 a.m. on 22 February and ended exactly twenty-four hours later. The team received a case with a problem statement regarding same-day delivery of apparel products to a broad area of customers in a large metropolitan area. They were put in a hotel room for brainstorming and weren't allowed to consult with anyone outside of the team. The next day, the team had to submit and present its best recommendations to solve the problem.

Their goal was to back up each recommendation with research, proving whether or not the solution they were proposing was actually viable. "It's easy to come up with recommendations, but it's hard to make them realistic," says Hardle.

The team jumped right into the problem and worked feverishly to address the obvious and nuanced issues. "We became a well-oiled machine," says Raj. "The comfortable environment allowed us to get a lot of work done quickly."

The students quickly developed a productive workflow and took on problem after problem as time ticked away. "I was shocked by how fast the time went by," Woodward says. "But we were constantly working and getting a ton done."

When the time was up, with less than three hours of sleep, the team presented its findings. For twenty-five minutes, team members explained their best solutions to a panel of seven judges, all of whom were supply chain executives from major corporations. The team made it to the final round, where they presented again. When the winner was announced, team members were thrilled to hear their name called.

The four BYU Marriott students were the only all-women team at the competition, but for them, that was just happenstance. "It's cool the team was all women, but it wasn't the key factor of our success," says Hardle. "We didn't put this team together thinking it would be an all-women team. We just wanted the right skill sets."

Webb recognizes that the reason this team won was because they were a *team*. "This team personifies the BYU Marriott MBA program: they have incredible skills and are well trained," says Webb. "However, their best trait is that they are able to communicate and relate well with each other. Business is a team sport, and this was an exceptionally good team."

forty and sixty years old are less likely to be given the majority opinion assignment with each additional year in age relative to their male peers. Meanwhile, black justices become significantly less likely to receive the majority opinion assignment with each year in age starting in their mid-sixties.

The researchers acknowledge that study on how gender, age, and race effect supreme courts needs to continue on a broader and more recent time frame, especially given only 6.5 percent of the judges in the data set were black (compared to 15 percent who were female).

Erin Kaheny from the University of Wisconsin–Milwaukee was lead author, and John Szmer from the University of North Carolina at Charlotte was another coauthor on this study.

Professor's Ninth *Harvard Business Review* Article

Getting published in the Harvard Business Review is difficult, but strategy professor **Jeff Dyer** seems to have successfully mastered the feat. He just had his ninth article published in the January–February 2019 issue.

Dyer has also had articles covered in *Forbes* magazine and the *Strategic Management Journal*. Dyer's nine articles in the *Harvard Business Review* alone have been cited more than a thousand times.

For Dyer, the most rewarding parts of having his work published are the moments when individuals reach out to explain how his research efforts have helped them in their career and business goals. "If people are citing my work, then that means it's having impact," Dyer says. "That means the hard work you put into creating knowledge is actually getting read and hopefully applied."

Some of Dyer's other works have had significant influence in business strategy. One of his published articles was recognized by *ScienceWatch*, an online resource of the latest data and research analysis, as the second most-cited paper in economics and business between 1998 and 2008. He also coauthored the bestselling book *The Innovator's DNA*, which purports creativity as a skill that can be further developed and not simply a trait some are born with.

Trump Admin's Price-Disclosure Policy Unlikely to Curb Drug Prices

The Trump administration's proposal to require pharmaceutical companies to publish drug prices in TV ads is unlikely to help control drug prices, according to a coauthored BYU study published 22 January 2019 in *JAMA Internal Medicine*.

While the research found that price disclosure for expensive drugs significantly reduced demand for those drugs, those effects were significantly mitigated when ads included a modifier, such as language explaining that the medication would be low cost or no cost because of insurance coverage or other discounts.

"Will price disclosure work at all? The answer is yes. Price disclosure works, absent anything else," says coauthor **Bill Tayler**, professor of accounting at BYU Marriott. "But in a world where pharmaceutical companies behave logically, they will surely use a modifier of sorts that would unwind the entire benefit of this legislation."

For the study, Tayler and researchers at Johns Hopkins and Clemson showed 580 participants one of five ads for a fictional diabetes prescription drug, Mayzerium. (The participants had been told to assume they had recently been diagnosed with type 2 diabetes.) The ad in the control condition made no mention of the drug's price while the other four disclosed either a low ($50 a month) or a high ($15,500 a month) price. In two modified ads, language was included indicating that eligible patients may be able to get the drug for as little as $0 a month because of insurance coverage or coupon availability.

For the high-priced drug ad, price disclosure significantly reduced the likelihood of participants asking their doctor about the drug, asking their insurance provider about the drug, researching the drug online, or taking the drug. The participants who saw ads with modifying language were still interested in the drug.

"The Trump proposal has the potential to be effective," says lead author Jace Garrett. "But the administration must do something about pharmaceutical companies' use of co-pay assistance programs if they're going to make the policy work."

Tayler agrees. "Legislation requiring pharmaceutical companies to provide equivalent discounts to all payers would do the trick," he says. "If the drug is marked down 90 percent for the patient, mark it down 90 percent for their insurer as well. That would keep pharmaceutical companies from gaming the system via handouts to consumers while forcing the insurers to carry the full cost of overpriced drugs."

STUDENT NEWS

Ten Students Named Hawes Scholars

BYU Marriott named ten MBA candidates 2019 Hawes scholars, an honor that carries the highest distinction given to MBA students at the school, along with a cash award of $10,000.

"The Hawes scholar award recognizes our top MBA students, not only for their exceptional academic record but also for their efforts in strengthening the program, supporting their colleagues, and personifying the BYU Marriott MBA brand," says **Grant McQueen**, MBA program director. "I also view the award as an investment in young professionals who will positively influence community and church as well as business."

The 2019 Hawes scholars are **Megan Brewster**, **Derek Croft**, **Jonathan Hardy**, **Jared Haynie**, **Shawn Merrill**, **Jesse Myrick**, **Sara Picard**, **Reenu Raj**, **John Rozan**, and **Fernanda Sayavedra**.

Students and faculty nominate and vote for each year's Hawes scholars. Final selection is made by the Hawes Scholar Committee and is based on academic performance, leadership maturity, and a commitment to high ethical standards.

Twelve New Stoddard Scholars

Twelve BYU Marriott students were honored with the George E. Stoddard Prize, a $5,000 award given to exceptional second-year MBA finance students.

"To earn the award, the students not only had to do well in the program and the finance classes, but they had to have offered service in many different ways," says **Hal Heaton**, professor of finance and the graduate finance advisor who oversees the selection of the Stoddard scholars. "This year's Stoddard awards went to some of the best and brightest students in the MBA program."

The 2019 scholars are **Eban Beltran**, **Spencer Clegg**, **Christopher Davis**, **Daniel Gore**, **Mark Johnson**, **Richard Maxwell**, **Chad Olesiak**, **Bryce Pinder**, **Olivia Prochazka**, **Logan Rahn**, **Jordan Tesimale**, and **Dan Visser**.

The Stoddard Prize was established in 1985 by **George E. Stoddard**, a 1937 BYU alumnus. His numerous credentials include acting as senior managing director of W. P. Carey & Company, a leading global real estate investment firm in New York. He was a pioneer in the use of real estate transactions known as sale-leasebacks, which provide financing to companies struggling to gain access to traditional sources of capital. Before joining W. P. Carey & Company, Stoddard was also head of the multibillion-dollar Direct Placement Department of the Equitable Life Assurance Society of the United States.

MBA Student Team Takes First at Baylor

Four BYU Marriott MBA students took first place at the twelfth annual National MBA Case Competition in Ethical Leadership hosted at Baylor University in Waco, Texas. The competition, held 8–9 November 2018, was designed to advance the development of ethical leaders through experiential learning. Event organizers wanted to also recognize and promote MBA students and their programs.

A cash prize of $5,000 was awarded to the winning team, composed of **Sara Picard** from Greenacres, Washington; **Reenu Raj** from Bangalore, India; **David Tensmeyer** from Houston; and **Kyle Woodhouse** from Denver.

This student team from BYU Marriott competed against MBA programs from twelve other universities, including the University of Georgia, which took second place, and Auburn University, which took third place.

During the competition, teams were given the opportunity to present their analyses for ethical leadership in response to a case created specifically for the event. A panel of graduates from Baylor University's executive MBA program judged the presentations.

"I was encouraged to see how many bright and talented people from across the country are interested in issues about business ethics," says Tensmeyer. "I am confident that these students will go on to be strong leaders of integrity in their organizations."

The MBA ethics class at BYU Marriott, taught by **Dave Hart**, an associate professor in the Romney Institute of Public Service and Ethics, was the most important preparation for these students, says **Bradley Owens**, the BYU Marriott faculty advisor over this case competition. "We also met with these students and discussed ethical frameworks and strategies that had worked for previous competitions to help prepare them even further," Owens says.

BYU Marriott's MBA program prepares students to excel at these kind of competitions and also to study real ethical issues that they could potentially face. "This program has given me the necessary tools to think through a business problem correctly," says Woodhouse. "Our team was able to come up with deep and well-thought-out recommendations because of what we've learned from the MBA program."

Student Research Goes International

What role does emotion play in a transformative experience? That's what BYU Marriott experience design and management (ExDM) student researchers will talk about in Melbourne, Australia, at the International Positive Psychology Conference in July. Their research was selected out of thousands of other proposals to receive a slot as a podium presentation rather than a poster presentation.

Neil Lundberg, ExDM department chair, and **Brian Hill**, an ExDM professor, recruited students from different disciplines, including ExDM, to conduct qualitative research on how experience designers can use emotion to create more powerful experiences. By using criteria set by positive psychologist Barbara Fredrickson, students analyzed experiences collected from more than three hundred interview subjects. "One thing we hypothesized was that different emotions would be associated with different levels of experiences," says Hill.

"We focused on four main categories of experiences: transformative, meaningful, memorable, and ordinary."

Hill explains, "One of the main takeaways from the study was that transformative and meaningful experiences often involve a significant amount of positive emotion, a small amount of negative emotion, and are shared with another person. . . . It's important to understand that not all transformative and meaningful experiences are completely positive."

Transformative experiences included events such as getting married, taking a life-changing class, or serving a church service mission. The study found that the volume of emotion observed from these transformative experiences was much greater than the volume seen in memorable experiences, which could involve going on a trip or performing service for someone else.

The students on the research team were in charge of creating the questionnaire for interview subjects, summarizing results, and submitting the application to present at the conference in Melbourne. Research team members used the behavioral research lab at BYU Marriott to conduct interviews.

Six Wins for Nonprofit Students in Orlando

Every year the nonprofit management minor program sends students to the Alliance Management Institute conference in Orlando, Florida, to participate in case studies, interviews, lectures, and competitions. Between the students' work ethic outside of class and BYU Marriott's nonprofit program classes, the students were prepared to win big this year.

"The students exceeded my expectations," says **Brad Harris**, a professor of experience design and management at BYU Marriott and campus director of BYU's Nonprofit Leadership Alliance. "I had high expectations, and the extra effort in preparing put our students above the other presentations."

Student presentations were given on four categories: undergraduate/graduate research, big idea, best practices in a nonprofit sector, or best practices within an Alliance Student Association. Thirty-nine total presentations were given from eight different universities.

Groups of students from BYU walked away with six top-three finishes in the four categories. In undergraduate/graduate research, BYU students took first, second, and third place; in the big idea competition, BYU students took first place; in best practices in a nonprofit sector, BYU students took second place; and in best practices within an Alliance Student Association, BYU students took second place.

Students' participation in this conference, along with completing their classes, is required for graduation from the nonprofit minor and completion of their national certification in nonprofit management leadership. BYU students have attended the Alliance conference since 2009.

MBA Team Tackles Driverless Cars

A team of MBA students won second place at the Adam Smith Society Case Competition against eight other top business schools—beating out the likes of Yale, Georgetown, and Columbia to win $4,000. The team's success was no accident: they were prepared to tackle any problem the competition might throw at them.

The Adam Smith Society is a chapter-based network of MBA students and professionals who debate the benefits of capitalism. Through the competition, the society helps students develop a potential business solution to an issue with ethical, political, and philosophical implications.

The BYU Marriott team was composed of four MBA students: second-year **Jeremy Banner** from Valdez, Alaska; second-year **Boston Blake** from Little Rock, Arkansas; first-year **Josh Brooks** from Mesa, Arizona; and first-year **Ruchika Goel** from Rourkela, India.

The case involved automation problems that companies currently face, and the team was ready to work hard to present its best solution. Prior to receiving the case, the students had already scheduled times to meet, divvied out responsibilities, and chosen their slide deck.

Over six days, team members put in an estimated forty-five hours as a team, developing a viable solution and a twelve-slide presentation and practicing extensively to present effectively. "We had a safe space for unlimited ideas," says Goel. "We evaluated each one of them and, in the process, came up with a unique hypothesis."

The BYU Marriott team offered a distinct recommendation. "Our recommendation hinged on the fact that we felt it was the quickest and easiest way for the companies to quickly get to market with a product in a space where no one would be," says Blake. "We had the only different solution; everyone else presented the same recommendation."

Blake says that in order to successfully solve, present, and win cases, a specific skill set is necessary. He's grateful to BYU Marriott for providing training in the classroom for all aspects of the competition and giving him and other students countless opportunities to practice those skills outside the classroom.

"We worked well as a team and had practiced a lot, down to the way we stood, not using notes but using fluid transitions," says Blake. "That's the kind of preparation BYU Marriott gives you."

Alumni News

MANAGEMENT SOCIETY

Globalization and the Job Market

The BYU Management Society's Singapore chapter offered an employability seminar earlier this year in partnership with The Church of Jesus Christ of Latter-day Saint's Self-Reliance Services.

Guest speakers included Jean-Luc Butel, president and global senior advisor at McKinsey & Company; Elaine Chan, regional distribution program director at Intel; Leonard Woo, general manager of Cleveland Tungsten; and Pang Meng Hock, owner and managing director at a head-hunting company.

Attendees learned how to become better job seekers and compete in a modern job market defined by mobile talent and globalization. The guest speakers shared experiences and advice to help those looking for jobs to improve their work performance, make informed decisions about employment, and achieve a higher sense of fulfillment in their work.

Productivity in Porto Alegre

Members of the Porto Alegre Brazil chapter gathered for a professional development event, titled "Personal and Business Productivity," on 21 March 2019 with keynote speaker Edson Bittencourt.

Bittencourt, who holds a degree in mechanical engineering and specializes in productivity consulting, drew upon his more than forty years of experience as a director and independent consultant of several private equity groups. He advised listeners on improving the quality and productivity of both their work and personal lives. Those who attended, numbering more than seventy, also enjoyed live music and opportunities for networking.

One of the purposes for the gathering was to support and encourage those in attendance as they seek to advance their own careers, strengthen their leadership abilities, and network with other professionals. Chapter meetings are designed to be a resource for local members who want to maintain their association with their BYU colleagues and continue to grow and learn.

Relaunch and Blast Off

After taking time off from chapter events and activities, the Manchester England chapter relaunched, holding its reactivation celebration on 20 March 2019. **Leighton Bascom**, BYU Management Society UK and Europe director, spoke about the goals of the society, including fostering business connections and lifting fellow members.

After remarks by Michael Parkin, president of the Preston England Stake, on his career and experience in business, attendees had the chance to introduce themselves, practicing their networking "elevator pitches" and proposing ideas for the chapter's new vision and direction.

Porto Alegre chapter members and keynote speaker Edson Bittencourt during a professional development event. Photos courtesy Marissa Grahl.

CLASS NOTES

1960

Sonja Leonard Kland graduated from BYU with a degree in business education and office management and a minor in accountancy. Her business classes—then held in the North Building—helped her find excellent job opportunities. While still an undergrad, she worked as an assistant in BYU's Public Relations Office and then as a full-time secretary to W. Noble Waite, president of the Destiny Fund, a predecessor of the Philanthropies Department of The Church of Jesus Christ of Latter-day Saints. After serving as dorm parents in Heritage Halls for three years, Kland and her husband, George, moved to Fresno, California, in 1984, where she began working as a legal secretary for the law firm McCormick Barstow. While raising her family, Kland served in various roles on PTA boards. She retired in 2002 when she and her husband began serving full-time in the New York Utica Mission. She enjoys spending time with her husband and their five living children, seventeen grandchildren, and nine great-grandchildren.

1985

Mike Allen knows the oil and gasoline industry well. Not only has he worked for

five major petroleum providers—Gulf Oil, Texaco, Shell, Susser, and Sunoco—but he also collects Texaco paraphernalia. Allen started out his career as a cashier with a petroleum provider in Phoenix after graduating from BYU Marriott in 1985. The marketing alum kept moving up from there. After holding such titles as sales manager, marketing consultant, security and personnel director, merchandiser, and VP of operations, Allen was named Texaco's Marketing Consultant of the Year and Sunoco's Territory Manager of the Year. Allen is currently a regional territory manager for Sunoco, one of the largest fuel distributors in Texas, managing profit and loss for seventy locations. Residing in Conroe, Texas, Allen and his wife, Karrie, have six sons (all Eagle Scouts) and eight—soon to be nine—grandchildren.

1986

The accounting program at BYU Marriott provided **Kristin Hulshoff Free** with more than just an education: it is also

Teaching in Tonga

Living without a washing machine and other conveniences was hardly what **Kim Kimball Fale** had in mind after graduating from BYU. She had earned a bachelor's in business education in 1977 and a master's in business education with an emphasis in organizational behavior in 1979. But when her husband, Tevita, suggested they move to his native Tonga for a few years, Fale agreed.

"I said, 'Okay, I've got my master's degree, I'm willing to go,'" she says. "I committed for five years, and that five years turned into eighteen."

Initially Fale and Tevita lived with his parents in the village of Mu'a while they both worked. Tevita grew crops on the family plantation while Fale got a job teaching English, economics, and history, first at Tonga High School and later at Liahona High School (owned by The Church of Jesus Christ of Latter-day Saints). She learned to adjust to the British schooling system that Tongan schools adhere to, which bases eighty percent of students' grades on exams and twenty percent on all other work.

Fale soon found she was able to help her students both excel in exams and prepare well for college. She received several awards for excellence in teaching from Tonga's Ministry of Education and from the Church Educational System. "I felt part of my role was not just to teach the subject material, but I also felt a tremendous responsibility to prepare them to study in international universities," Fale says.

The students Fale taught faced tough competition to get into universities, and many of them were not fluent in any language other than Tongan. Fale believes that her high expectations were strong motivators for her students. "I knew they could do it," she explains. "Sometimes students tell me I was one of the toughest teachers there, but I did it with a lot of love."

One student, Melika, took one of Fale's English language courses for two semesters and still didn't pass—the second time missing a passing grade by only one point. When Melika told Fale that her aunt would no longer pay for Melika's tuition, Fale invited them both over to her home and convinced the aunt to let Melika return to the class. Melika took the class a third time. This time, she passed.

Years later, Fale was at a graduation ceremony for a relative in Hawaii when she met Melika again. "She told me she had just earned a degree in teaching English as a second language and that she was going to go back to Tonga and teach," Fale says. "That was a nice surprise."

Fale says raising her family—six sons and two daughters—in Tonga was perhaps the best decision she and her husband have ever made. The family raised pigs, harvested coconuts and other crops, and served their community. With limited access to TV and radio, the Fale family focused on education, family, community, and faith. All of their children graduated from college, and all six sons served missions.

In 2013 Fale and Tevita returned to Utah, where Fale now works as an education advisor at Utah Valley University. Their children are scattered across the globe, living in Tonga, New Zealand, Samoa, and the United States, but Fale makes a point of staying connected. "The Polynesian culture is all about family," she says. "We need to be together."

Hooked on NYC

Never having run more than a mile in his life, **Steve Funk** signed up for the New York City Marathon entrance lottery on a whim.

So when he found out he'd won a lottery entrance, Funk started training immediately. He prepared for months, but as the day of the race came, the farthest he'd ever run was thirteen miles, half the distance of the marathon. "At the starting line, the energy is palpable, and you can feel this buzz," he says. Funk attributes his finishing all twenty-six miles that day to the energy of the crowd, which included a marching band and thousands of people waving signs along the route.

"It's one of the most vivid memories I have," he says. "No single event, I think, represents the culture and what New York City stands for like the marathon does." Funk ran the marathon the following year and looks forward to running it again this year.

Funk first visited New York City during a summer break while attending BYU. After seeing a friend there who worked in investment banking, "I immediately was hooked on the energy and the city," he says.

Returning to BYU Marriott, Funk threw himself into his studies, joining the investment banking club and learning as much as he could to prepare for a career in the field. It paid off: during summers, he found internships with Peterson Partners, a private equity firm near Salt Lake City, and with Goldman Sachs in New York City. Following his 2014 graduation with a degree in finance, Funk accepted a full-time position at Goldman Sachs.

His first few years as an investment banker were challenging. Funk remembers cramming a lot of learning into his hours on the clock. Looking back, he says, those early lessons led to "a combination of a positive attitude and hard work" that has helped him successfully tackle challenging assignments.

Almost every morning at six o'clock, Funk is on his bike doing laps around Central Park alongside other members of a social cycling club. He also stays involved with athletics through a nontraditional outlet: nonprofit work. A board member of the D10, an organization that raises money for pediatric cancer research at a local cancer center, Funk helps organize a yearly decathlon athletic competition among business professionals, with the winner earning the title of Wall Street's Best Athlete.

During his time at the D10, Funk has helped raise more than $10,000 toward the cause. He enjoys using his skills in the nonprofit sector and seeing the generosity of others. Giving back, says Funk, is a hallmark of New York culture that he loves. "People work extremely hard," he says, "but people are also extremely generous."

Funk left Goldman Sachs in 2017 to become an associate at a private equity firm, where he evaluates businesses from many different industries for private investments and also monitors and manages existing portfolio companies. For Funk, the work is as fulfilling as it's ever been. "When it all comes together and you also are able to propose a transaction or make an investment, it's a great feeling," he says.

where she met her husband, **Dave**. The couple graduated together in 1986 with undergraduate degrees in accounting. Following graduation, Free worked on campus while Dave pursued his MBA. When Dave landed a full-time job at Intel, Free decided to stay home to raise their seven children. Her husband's career took the family overseas to Singapore for three years and most recently to Mesa, Arizona. Free and her husband aren't the last generation of Cougars in their family, as five of their children have attended BYU or another Church-owned school. The couple has two grandchildren and two surrogate children who came over from Romania following a devastating fire. The family enjoys traveling internationally together and seeing new places.

1991

Mark Bigelow is the first to admit that he hasn't had a traditional career path. Throughout his career, he has taken advantage of unique opportunities as they have arisen. A 1991 graduate of the MPA program, Bigelow also has a BA in philosophy from BYU (1989) and a PhD in public policy from George Washington University (1997). Bigelow began his career by teaching at BYU as an adjunct MPA professor from 1999 to 2010. In 2012, Bigelow's wife, Claudine, accepted an opportunity for her music career that took the family to New Zealand for six months, where Bigelow got his first taste of full-time parenting. Bigelow's latest venture is Mountain Light Glazier, a stained-glass company that he started in 2013. Owning his own business has enabled Bigelow to be a stay-at-home dad to his three children while Claudine teaches viola at BYU. In his free time, Bigelow enjoys volunteering for local political campaigns, road cycling, and cross-country skiing.

2001

Chad Atkinson's passion for computers and software led him to pursue a computer science degree. He graduated from BYU in 1995 and started his career in technical support and engineering at Novell, a software company in Provo. Atkinson then shared his talents with a few local startups, where he enjoyed working with a team. Motivated by a desire to improve his leadership skills, he returned to BYU and earned an MBA in 2001. The following year, he landed a job as an engineering manager and quality assurance architect at Hewlett-Packard in Boise, Idaho, where he remained for fifteen years. In 2015, Atkinson accepted his current job at Adobe as a senior engineering manager. In this position, he oversees the quality of the user and application programming interfaces, and he manages teams in the United States and India. Atkinson and his wife, Jill, have five children and live in Pleasant Grove, Utah.

2004

After he graduated from BYU Marriott with a degree in operations management in 2004, **Nicholas J. Birch** was working in international supply for a major manufacturing firm when he became interested in trade laws and how they affect business decisions. As a result, Birch enrolled at Georgetown University and graduated with a joint JD/MBA in 2010. He worked as a summer associate at the Washington, DC, area law firm Stewart and Stewart before pursuing postgraduate research for two years. Stewart and Stewart offered Birch a full-time position in 2012, and he's been with the firm ever since. Birch was recently promoted from senior associate to partner. He practices in international trade and international treaty arbitration. In fact, he was named a "rising star in investment treaty arbitration" at the Juris Conferences' Investment Treaty Arbitration Conference in 2013. Birch and his wife, **Rachel**, live in Springfield, Virginia, with their two children. He enjoys traveling, reading, spending time outdoors, and serving as the Mid-Atlantic Chapter treasurer of the J. Reuben Clark Law Society.

Kristi Mae Harvey pursued a degree in entrepreneurship because of her entrepreneurial spirit and desire for flexibility in her career. She graduated from BYU Marriott in 2004 and recently earned her Texas real estate license. Harvey's position at All City Real Estate enables her to spend time with her five young children. She enjoys helping clients buy and sell homes and seeing them enter a new chapter in their lives. Before joining the world of real estate, Harvey founded Snuggle Bumper, a company that sells custom handmade baby bedding. She served as CEO of the baby brand, overseeing all sales and business development. Harvey and her husband, Taylor, are raising their family in Harker Heights, Texas. In her free time, Harvey enjoys reading, traveling, and volunteering with various charities.

2007

After realizing chemical engineering was not the right area for him, **Lee Anderson** tried studying accounting at BYU Marriott before finding his passion in the introductory information systems course. He graduated with a BS in information systems and an MISM in 2007. After working as a developer and engineer with Hewlett-Packard for two years, Anderson secured another position within the company as a security engineer and never looked back. He is currently the lead cybersecurity consultant at the Federal Reserve Bank of San Francisco, where he runs network and web application security assessments and leads a social engineering awareness program. Anderson became GIAC certified in auditing wireless networks in 2017 and earned the title of master's level social engineering expert in 2018. He and his wife, Sherrie, live in Salt Lake City with their five children.

2008

While working as a branch manager for Wells Fargo, **Suzanne Bohman** decided to study finance to further her career in the banking industry. During her time at BYU Marriott, Bohman took the required introductory accounting class and loved it; she immediately switched her major to accounting. Bohman graduated with her BS and MAcc degrees in 2008 and started at Ernst & Young. For ten years she has worked as a senior tax manager, providing tax services to various companies and leading her teams to meet their goals. Bohman has been married to her husband, **Vance**, for fifteen years. They are high school sweethearts, and he introduced her to The Church of Jesus Christ of Latter-day Saints. The couple lives in Las Vegas with their two children, ages eleven and three.

2010

MPA alum **Lindsay Johnson** knows a plateau when she sees one—and not just because she loves to hike. When she realized her job as a manager of leadership programs in federal agencies wasn't a challenge anymore, Johnson quit cold turkey. She then spent three months traveling and nine months teaching high school leadership-development classes. Following that experience, she accepted a position with HireVue, a company headquartered in Utah that produces AI-driven hiring software. Johnson found the tech startup scene in South Jordan, Utah, to be exactly what she needed to push her. In three years, she has taken on three separate roles; she currently works as a senior manager of customer success enablement. In addition to backpacking, Johnson loves podcasts, racquetball, and peanut butter. She also performs with an amateur dance company and volunteers at Fill the Pot Ministry, an outreach initiative for homeless people in Salt Lake City.

2012

Imagine getting to pursue an MBA with a guaranteed study partner. That's what

Meghan Mitchell Reimann did when both she and her husband, **Jim**, earned their master's degrees from BYU at the same time. She says they found the experience "incredibly fun and rewarding." Reimann first graduated from BYU Marriott in 2006 with a bachelor's in marketing management. She took a job with GE Capital in Illinois and Washington, DC, before shifting to the consulting world when she landed a job at the Pentagon, where she worked with the Department of Defense during the 2009 presidential transition. Reimann later joined consulting firm Booz Allen Hamilton before moving back to Provo with her husband. Following graduation with her MBA in 2012, Reimann worked for a year at Adobe as a strategy consultant for the digital marketing industry before transitioning to being a stay-at-home mother to her three children. She and her family currently live in Farmington, Utah, where she enjoys hiking, cooking, and going on adventures with her kids.

After graduating with his finance degree in 2012, **Ryan Rodriguez** landed a job at a private-equity company, but he quickly discovered that he had a passion for sales. He took an entry-level sales job at NUVI, a social media mining and analytics company in Lehi, Utah. During his two years there, Rodriguez was promoted to team lead before he relocated to Dallas, where he expanded his knowledge of sales at Salesforce, an enterprise software company. In 2018 Rodriguez was recruited to run the sales and marketing at Kadence Collective, a Texas-based cloud software company. As the vice president of sales, Rodriguez manages a team of fifteen people and develops executive strategy. He and his wife, Brianna, have one son. In his free time, Rodriguez can be found on the golf course.

2013

In 2007 **Austin Beckham** graduated with a bachelor's in neuroscience from BYU. Initially he planned to attend medical school after graduation, but he reevaluated that decision after undergoing surgery. Instead, Beckham chose to study business. While in the BYU Marriott MBA program, he interned at Domo and Mrs. Fields Famous Brands, gaining experience as a business intelligence analyst and brand manager. Beckham graduated in 2013 and stayed in Provo to work for health company BPX Innovations. He then worked in marketing at Symantec to promote the company's security software before taking his current job at Cisco. He started as a project manager before being promoted to offer-strategy manager in 2018. In his new role, Beckham decides which features, prices, and add-ons to offer potential clients. He hopes to one day start his own business involving machine learning, artificial intelligence, and SaaS. Beckham and his wife, Katie, have two young children and live in Lindon, Utah.

2014

Megan French is a woman of many talents and interests. She has explored multiple career paths since graduating from BYU Marriott with her marketing management degree in 2014. French has worked in several management roles, has substitute taught at elementary and high schools, and has even considered becoming a flight attendant. Most recently she worked as a Pilates instructor at Life Time Fitness in South Jordan, Utah. French now lives in Rancho Santa Margarita, California, and is studying to receive her Utah real estate license. Once she receives the license, she will sign with Keller Williams Realty. Her long-term goals include owning her own real estate business and running a Pilates studio. French's hobbies include playing tennis, surfing, reading, and volunteering at the local dog shelter.

Brittany Proulx landed her dream job at Southwest Airlines because of her drive and persistence. While a student at BYU Marriott studying management with an organizational behavior and human resources emphasis, she learned about the airline's competitive internship program. To get her foot in the door, Proulx contacted every single BYU Marriott alum employed at Southwest. Her perseverance paid off, and she got the internship. However, the company had a hiring freeze, so she didn't get a full-time offer following her 2014 graduation. Proulx decided to forgo other job offers, instead taking a second internship at Southwest. That decision paid off when, three months later, the company invited her to stay on full-time. Proulx has since been promoted to associate HR business partner, consulting for airport operations in the eastern half of the United States. She and her husband, Benjamin, are renovating their newly purchased 1870 Victorian home located in Madison, Georgia.

For alum **Katy Sperry**, the strategy program at BYU Marriott was the launching pad for her career. She graduated in 2014 and took a job at Amazon as a brand-strategy specialist. She managed the streaming media players department, where she learned digital marketing, operations, and logistics. These skills helped Sperry land her dream job working for Uber a year later. She helped build Uber Eats, the company's food-delivery platform, and led the Seattle team to become one of the company's top-performing sales teams. Sperry currently studies at UC San

Tell us about yourself.

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to submit a Class Note.

Diego, where she is pursuing a master's degree in international affairs. Sperry also runs her own consulting company, which led her to spend the summer coaching entrepreneurs in Uganda. Sperry and her husband, Leo, live in San Diego, where they enjoy surfing, hiking, and playing with their Pomeranian, Roo.

2015

Carson Clark was led to his career at Whirlpool because of the mentorship he received from Scott Webb, associate teaching professor of global supply chain management at BYU Marriott. Clark graduated with his bachelor's in management with an emphasis in global supply chain in 2015. He took a job with Whirlpool and has already been promoted twice: first to senior analyst and most recently to project lead. While a senior analyst working in Cleveland, Tennessee, Clark led a group of ninety-five manufacturing employees to achieve a record year in all five of the company's key metrics. In his current position, Clark leads Whirlpool's supplier enablement as the company transitions between software platforms. Clark lives in Boston, where he enjoys basketball, photography, and hiking. He recently proposed to his sweetheart, Katherine, and they look forward to starting their lives together.

A Unique Niche

Brian Hanks has a job title you may have never heard before: dental transition specialist. Hanks works with dental professionals looking to buy a practice and helps them find financial stability. "Dentists are small-business owners," he says. "The marketplace is becoming more competitive, and more and more dentists are realizing that they need to be business owners first and dentists second—or at least have those two positions tied in their minds."

In 2017, Hanks published *How to Buy a Dental Practice: A Step-by-Step Guide to Finding, Analyzing, and Purchasing the Right Practice for You*. The book's successful sales helped launch Hanks's consulting firm, BrianHanks.com. "Creativity may not be my strong suit," he quips about the firm's name. "Perhaps I should have taken more marketing classes at BYU Marriott." But jokes aside, Hanks and his team successfully assist clients in evaluating practices for sale, negotiating sales terms, and establishing financially independent businesses.

Hanks admits he only found his unique niche after some disheartening experiences. While studying management at BYU, Hanks was drawn to financial planning but became disenchanted after completing an internship that turned out to be more involved with sales than finance. It was only after graduating in 2006 with an emphasis in supply chain management and then starting an MBA program at Michigan State University that Hanks turned his sights again to financial planning.

After earning his MBA, Hanks accepted a position as a financial planner. He spent several years in that position until one day when he met with his employer for what he thought would be a raise negotiation. Instead, the employer unexpectedly fired him on the spot. "It was one of the worst experiences of my life, no question," Hanks says.

Fortunately, he was able to find another position quickly as a financial planner in the Boise, Idaho, area, where he worked mostly with dentists and their families. After three years there, Hanks completed his Certified Financial Planner certification through Northwestern University in 2015.

While Hanks wouldn't wish his experience of being fired on anyone, he says the job change allowed him to realize the unique need for dental accountants and to establish his own firm. "It was, looking back, one of the better things that could have happened to me," he says. "And it gave me a real sense of empathy for other people who go through that experience."

During his time in Idaho, Hanks wanted to get more involved in the community, so he looked up the local BYU alumni chapter and attended the next meeting on their calendar. "They immediately put me to work," Hanks says. He was asked to head the annual Friends of BYU Golf Tournament, which he organized for three years, helping raise more than $50,000 for BYU student scholarships.

Hanks and his wife, Natalie, moved to Lehi, Utah, in 2017 with their four children. Hanks enjoys serving as a Scoutmaster, playing tennis, mountain biking, and working at his job. "It's incredibly rewarding," he says. "I love that I can positively impact the trajectory of a person's life with one decision."

The culmination of **Leisl Budge Morris's** life experiences led to her current position as a recreation coordinator for Murray, Utah. While raising her four children, Morris served as an assistant track and cross-country coach, taught Junior Achievement courses, and worked in a gun store. She credits these experiences—and the advice of **Stacy Taniguchi**, an associate professor in the experience design and management program—for her decision to attend BYU to study recreation management. Morris graduated in 2015 and took the job as recreation coordinator a year later. She enjoys organizing programs, training employees, and interacting with members of her community. Recreation has had personal significance for Morris ever since her husband, Layne, was wounded in a firefight in Afghanistan. Programs such as the National Ability Center have united the couple and helped Layne on his road to recovery. Morris's hobbies include cycling, scuba diving, skydiving, and spending time with her two grandchildren.

2016

It was a rather nontraditional internship that helped **Nathan Daniel Rich** achieve his business goals. After working in finance at adhesive manufacturing company Avery Dennison for five years, Rich entered BYU Marriott's MBA program because he knew he wanted to start a company of his own. After his first year in the program, Rich chose to spend his summer in Prague teaching entrepreneurship fundamentals. There, Rich connected with his business partner, **Carter Smith**. In 2015 the two founded IsoTruss Industries, which designs, tests, and manufactures traditional materials along with composite materials that are lighter and stronger than steel. Rich currently serves as CEO. Rich graduated from BYU Marriott in 2016 and also holds a BA in business management from BYU–Idaho. He and his wife, Heidi, live in Orem with their five children. In his spare time, Rich loves to golf and coach baseball.

2018

Information systems grad **Hokino Armstrong** was accepted into both BYU Marriott's accounting and information systems programs. After trying his hand at each program, he chose information systems and earned his bachelor's and master's degrees simultaneously. During his senior year at BYU, Armstrong interned with Walmart in Bentonville, Arkansas, where he excelled. After graduating in 2018, he interviewed for several full-time positions before deciding to return to Walmart. Originally from Northland, New Zealand, Armstrong is Māori and the first person in his family to attend school in North America. One of his proudest accomplishments was graduating from college debt free. Armstrong enjoys rock climbing, going to the gym, playing video games, watching movies, swimming, and reading.

Flying Fingers

Throughout her life, **Mickey Herrin** has had a knack for picking up skills by observing others. While her older brother practiced the piano, six-year-old Herrin watched from behind the couch until he left. Then she tried tinkling the keys herself. Impressed, her parents put her in lessons, and she excelled, later winning a multischool piano competition in junior high.

Herrin also watched her mother type on a manual typewriter, amazed at her speed and accuracy. Her mother was often recognized at work for completing projects much more quickly than other employees. "She was extremely fast and productive," Herrin says. "I watched her fingers fly over the keys, and I just wanted to be like her."

So when Herrin was awarded a grant and enrolled at BYU, she chose to follow in her mother's footsteps. She graduated with an associate's degree in secretarial technology in 1970. "It was a good decision for me," says Herrin. "My schooling at BYU prepared me for the most technically advanced secretarial positions offered at the time."

Before graduating, Herrin met her future husband, David, at a dance. While trying to get through a crowded exit, Herrin and David ran into each other—literally. "He pushed me," she recalls, laughing. "Three weeks later, we were engaged."

Herrin worked as a receptionist at Heritage Halls, as a research typist in BYU's engineering department, and as a marketing secretary at a firm in Salt Lake City. Her typing was as fast as her mother's. On an electric typewriter, Herrin could type seventy to eighty words per minute; when computers came out, she could do one hundred. Her hard work was rewarded. One time she was asked to step across the street and take shorthand minutes at another company's meeting. "I was there fifteen minutes and received a hundred dollars," Herrin says. "I was happy."

But secretarial work wasn't always lucrative, so when she saw that the US Postal Service was hiring, Herrin took the postal service exam, earned a perfect score, and went on to work in every department in the post office. She first worked for the USPS in St. George, Utah, before transferring to an office near Salem, Oregon.

In line with her affinity for watching and then learning, Herrin saw her first clogging dance performance as an adult and was mesmerized. She took classes and later organized several competition and performance clogging teams, including a family team.

Herrin and David raised six children. David passed away in 2016. In her retirement, Herrin enjoys arranging music, teaching piano, directing the ward choir, and spending time with her twenty grandchildren. She remembers her time at BYU fondly. "I learned how to be patient and how to keep going when life hands you unexpected problems," Herrin says. "My schooling at BYU was a lifelong blessing."

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