Marking fifteen years since the 11 September 2001 terrorist attacks, BYU ROTC cadets kept vigil alongside the campus flag. Cadets, students, and onlookers placed small American flags nearby in a show of remembrance and rededication to freedom. Photo by Jaren Wilkey.
I don’t want your socks from your giant monster feet • It’s still doable on a calculator. But don’t • Oh, hi. I tried to call you, but now I will not • We should start a business. I literally have, like, lots of ideas • You should go to room 110 right now it’s full of accountants stressed out of their minds • At the same time, I was kind of like “Oh yeah, I’m falling in love with you” • There are more options right now than ever before just by the nature of the beast • I already know how to do all of that right now • Let’s write a research paper on dating in Provo That’d be sick • I don’t want to go to heaven, none of my friends will be there • Want to hear a sad story? This morning I shaved my left leg two times instead of both legs once • That’s why I keep a Diet Coke by my bed to keep from being translated • Italy is the least worst • When are you getting engaged? I don’t know. Hopefully in five days • What human being doesn’t love all-natural peanut butter? • I get my eyebrows done when I need to motivate myself • Does it surprise you how many people are here on Friday? Poor unfortunate souls • After this week I think I’m going to get an ulcer • Now we have to pretend to be candid. How do we be candid? • Do you have an annoying voice? No, I just talk, and people make fun of me later • I’m trying to find the appropriate time to sic my family on him • I’m such a fool. Why? I ordered a salad at Wendy’s • I don’t need to be needed nor do I want to be needed • You aren’t even listening to me, are you? I was listening until I started reading this thing about cheese. I just got lost inside a JCPenney • I get really super tan in the summer. I look good • Can I spend all your money? • One time this black dog was chasing me, and I was really scared, but he turned out to be completely blind • I have to write two four-page papers, and we had two auditions. I had all of these things. I didn’t finish half of it • I do my laundry at her mom’s house. Her mom even offered to let my roommates do their laundry at her house • Dating is about quality, not quantity • We should have a bonfire • I can’t tell if she’s a nice person or not • Just tell her “It’s not you, it’s me” • How do you get out of this building • I always hold my breath in that elevator because it stinks • She’s hatching an egg! She’s excited to change her name to something shorter. I was, like, “Hey, if you have the opportunity, why don’t you make it something cool, like Spider” •
After a divisive campaign that brought us the #AnyoneButTrump movement and Hillary Clinton’s literal Woman Card, you might know where you stand when it comes to the presidential candidates—or maybe you’re not so sure, even as the polls ready to open this November. But that’s not what this guide’s about.

Here we present an alumni-tailored look at the American political process: what’s working and how we, as Marriott School grads, can fix the things that aren’t. Read words from elected alumni leaders, find out what issues matter most to voters like you, and learn how BYU research is shedding new light on America’s polarized rhetoric.
I n this time of political upheaval, I am sorely tempted to throw my hands in the air in dis- gust and walk away from the political process. We are encouraged to vote our conscience, but my conscience is ill at ease with the current rhetoric of both major political parties. And yet, our nation’s founders paid such a dear price for our liberty and system of self-governance that my conscience also won’t allow me to sit idly by. I’ve spoken with many who feel so let down by our political system, or write to your representatives. Our nation’s founders paid such a dear price for democracy. However, these checks and balances are only as stable as the leaders we elect to uphold them. Upon leaving the Constitutional Convention in 1787, Benjamin Franklin was asked what system of government had been established, and he famously quipped: “A republic, if you can keep it.” He was not alone in worrying about the permanency of our constitutional republic; Hamilton, Madison, and others fretted that past experiments in democracy had all eventually crumbled from within. John Adams predicted in a manner that now seems clairvoyant: “Democracy will soon degenerate into an anarchy, such an anarchy that every man will do what is right in his own eyes and no man’s life or property or reputation or liberty will be secure, and ... will soon mould itself into a system of subordination ... to the wanton pleasures, the capricious will, and the execrable cruelty of one or a very few.”

I fear we may now stand upon such a precipice as Adams and his compatriots foresaw. As tempting as it may be, now is not the time for us to shirk our civic duties. Now is the time to make our voices heard in whatever capacity we can. We must educate ourselves on the issues of the day; that is easier to leave the bother of governance to those few still willing to enter the arena. I admit that I’ve felt the same way at times. It is tempting to feel secure in the belief that our government is stable, that the checks and balances put in place long ago by George Washington, James Madison, and Alexander Hamilton are strong enough to protect against the decline and collapse that have befallen other experiments in democracy. However, these checks and balances are only as stable as the leaders we elect to uphold them.

Meeting in the Middle

R epublicans are red. Democrats are blue. BYU public management professor Eva Witesman advocates a more pragmatic approach.

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

“What was interesting was there were a ton of values that neither party was capturing,” Witesman says. “And these were values that research had previously demonstrated were important for making public sector decisions.”

Witesman’s study, coauthored with retired Marriott School professor Larry Walters, was published in the International Journal of Public Administration last year. The findings reveal that Americans tend to agree more than this election’s polar- ized rhetoric might suggest. These neutral values—think accountability, efficiency, and transparency—were universally important to voters regardless of political preference. So what’s a values-driven voter to do when parties paint with broad strokes?

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

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

Want to read more?

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

Discuss how you tested your hypothesis.

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

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

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

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

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

And once this group withdraws 10% or 15% from the conversation, candidates don’t see them, so they think, “I need to use more violent rhetoric to get people involved.” It’s one way to fire up the groups who are naturally aggressive and use the poles. But it also turns off a significant group of people.

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

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

**DW:** When people are naturally aggressive, you get more aggression. But when people have a middle ground, the group who is naturally aggressive is not going to be as aggressive. The group who are repulsed by the language is not going to be as repulsed. It’s a middle ground.

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

**DW:** Stop using violent rhetoric and encourage a mutual discussion, realizing that there is a good leader is one who is service above self. Working for the good of the community and improving people’s lives is paramount.

**JG:** “A good leader is one who is your word is your bond.”

WhatMakes a Great Political Leader?

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

Pushing Hot Buttons

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

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

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

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

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

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

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

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Candidate 1</th>
<th>Height</th>
<th>Candidate 2</th>
<th>Height</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>George W. Bush</td>
<td>5'11.5&quot;</td>
<td>Al Gore</td>
<td>6'1&quot;</td>
</tr>
<tr>
<td>2004</td>
<td>George W. Bush</td>
<td>5'11.5&quot;</td>
<td>John Kerry</td>
<td>6'4&quot;</td>
</tr>
<tr>
<td>2008</td>
<td>Barack Obama</td>
<td>6'1&quot;</td>
<td>John McCain</td>
<td>5'9&quot;</td>
</tr>
<tr>
<td>2012</td>
<td>Barack Obama</td>
<td>6'1&quot;</td>
<td>Mitt Romney</td>
<td>6'1.5&quot;</td>
</tr>
</tbody>
</table>

Tall Order:

Want to learn more?

Wood and Gubler’s first study, published in the Journal of Business Ethics, showed that business execs derail success when they use fighting words at the office. Visit news.byu.edu for details.
Disagreement is critical to the well-being of our nation. But we must carry on with our arguments with the realization that those with whom we disagree are not our enemies; rather, they are our colleagues in a great enterprise.

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

**What Matters Most**

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

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

- **WHAT MATTERS MOST**

  **Voters Like You: Marriott Alumni Magazine Reader Poll**

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

  **TOTAL RESPONDENTS:** 106

  **WHAT MATTERS MOST**

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

<table>
<thead>
<tr>
<th>Issue</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economics</td>
<td>93.9%</td>
</tr>
<tr>
<td>Terrorism and National Security</td>
<td>84.7%</td>
</tr>
<tr>
<td>Size and Efficiency of the Federal Government</td>
<td>78.6%</td>
</tr>
<tr>
<td>Federal Budget Deficit</td>
<td>76.5%</td>
</tr>
<tr>
<td>Foreign Affairs</td>
<td>71.4%</td>
</tr>
<tr>
<td>Employment and Jobs</td>
<td>67.4%</td>
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<tr>
<td>Immigration</td>
<td>60.2%</td>
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<tr>
<td>Taxes</td>
<td>60.2%</td>
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<tr>
<td>Healthcare Reform</td>
<td>53.1%</td>
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<tr>
<td>Education</td>
<td>46.9%</td>
</tr>
<tr>
<td>Gun Policy</td>
<td>39.8%</td>
</tr>
<tr>
<td>Distribution of Wealth</td>
<td>31.6%</td>
</tr>
<tr>
<td>Regulation of Wall Street</td>
<td>31.6%</td>
</tr>
</tbody>
</table>

**NEWSFEED**

Alumni’s reported election-season social media habits:

<table>
<thead>
<tr>
<th>Action</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>I avoid social media at all costs.</td>
<td>17.8%</td>
</tr>
<tr>
<td>I’m Switzerland; based on my feed, people wouldn’t even know an election was happening.</td>
<td>33.1%</td>
</tr>
<tr>
<td>I’ll post a selfie to show off my “I Voted!” sticker but won’t publicly endorse a candidate.</td>
<td>7.3%</td>
</tr>
<tr>
<td>I share information about my favorite candidate, but I’m not looking for a discussion.</td>
<td>27.7%</td>
</tr>
<tr>
<td>I recruit friends to vote for my candidate by starting political conversations. The more people weighing in, the better.</td>
<td>7.9%</td>
</tr>
<tr>
<td>I take every opportunity to share my political views. Getting into an online debate with a stranger is a badge of honor.</td>
<td>5%</td>
</tr>
</tbody>
</table>

**UP TO THE MINUTE**

Time of day readers plan to head to the polls:

- Morning: 60%
- Midday: 12.6%
- Afternoon: 8.4%
- Evening: 19%

**Innovation in the Public Sector**

By Jeff Thompson, MPA director

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

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

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

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

I love being part of a program where we couple students’ desire to serve with their creativity and initiative. Add to that the traditional traits of integrity, diligence, and respect, and you have a truly remarkable public leader.
Watching your awkward teenage self in home videos at a family reunion usually doesn’t inspire much more than an eye roll. But for Brad Owens, a Marriott School professor of business ethics in the Romney Institute of Public Management, it proved a career-defining moment.

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

The experience years ago sparked an interest that took solid root in Owens’s dissertation and has since become the focus of his increasingly well-known research: the positive effects of humility in leadership.
But research shows that narcissists, over 14, 15

TEMPERING NARCISSISM

But what many don’t see, Owens says, is Narcissists are easily promoted; they’re Greek mythology who fell in love with his reflection in a pool.

Humility has been called the most centered, self-absorbed, and great admirers of vices—especially when it comes to leadership. It’s often assumed that powerful leaders are narcissists—excessively self-centered, self-absorbed, and great admirers of themselves, like Narcissus, the hunter of Greek mythology who fell in love with his reflection in a pool.

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

That seemed to be the case with tech legend and Apple CEO Steve Jobs. Jobs, as clinical psychologist Greg Henriques writes, “was preoccupied with his brilliance.” Walter Isaacson’s biography of Jobs lists endless stories of his narcissism (for example, insulting or firing someone in front of a large group to keep them in balance). “It’s meant to supplement all of them, to ground them, to keep them in balance.”

In a study published in the Journal of Applied Psychology last year, Owens and colleagues from Arizona State University and the State University of New York at Buffalo surveyed 1,435 “good” companies and examined their performance over forty years. In the end, he found that eleven of these companies became “great.” His research documented how the eleven companies that actually performed the best had both high humility and high narcissism perceived as more effective leaders with more engaged followers.

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

Narcissism can serve a leader well, they found—as long as it is tempered with humility. “Just by practicing and displaying elements of humility, one can disarm, counterbalance, or buffer the more toxic aspects of narcissism,” Owens says. “The outcome is that narcissism can usually be a net positive, when tempered.”

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

A CULTURE OF HUMILITY

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

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

This is where Owens’s most recent research comes in. In the groundwork to a study that appeared in the Academy of Management Journal, he and his team carried out interviews with sixty-five leaders and team members from forty-eight organizations to examine how specific leader behaviors influence team performance. They found when leaders behave humbly, followers emulate their humble behaviors, creating a shared interpersonal process that authors call “collective humility.”

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

Excerpts from some of the study interviews illustrate the point:

• “When you get praised by your boss for doing something well, it feels really good. Kind of makes you look favorably on what your coworkers are doing.” —Michael, 29, manufacturing

• “Humble leaders don’t patronize you for lacking a certain skill set. And so you tend to try not to make the same mistake again.” —Sachin, 38, education

• “When the leader admits they don’t know how to do something, it kind of frees you up as a follower to admit you don’t know how to do something.” —Doh, 49, finance

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

The teams competed for market share and stock value, and each week the stock values were posted based on the effectiveness of decisions made by the student teams the previous week. Six weeks into the simulation, students rated their team on a number of variables, from team cohesion to team effectiveness. While every team started at the same stock price ($80), teams who measured high on collective humility achieved a higher ending stock price, with the top team achieving $72.25 per share (whereas the poorest performing team had a measly ending stock price of $7.75). Researchers found what they expected: collective humility positively predicted a team culture focused on growth, which positively influenced team performance.

“When teams have a high level of collective humility, they self-correct and self-monitor...
excited: armed with a grant from the John Templeton Foundation to continue research on developing humility in leaders, he and colleagues are now working on a paper using MRI data to see how brain waves and neural patterns influence a leader’s behavior.

UNSINKABLE

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

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

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

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

ABOUT THE AUTHOR

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

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

—Parley Vernon

Along with boosting professional development, the course also furthers the Marriott School’s mission to develop “men and women of faith, character, and professional ability who will benefit the church, the community, and the community at large.”

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

—Missie Bicker Manule

INSIDE THE CLASSROOM

Building Stories, Branding Leaders

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

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

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

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

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

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

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

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

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

The training is paying off: last year’s post-graduation placement rate was 95 percent, and many students will tell you it was the storytelling and interview skills learned in the leadership course that helped them land that first job.

“One of the most powerful tools you can have is your own story,” says Parley Vernon, a second-year MBA student from Alpine, Utah. “Creating and telling a story that resonates is essential for making a successful transition. In interviews I was able to tell my own story instead of just listing off résumé points, which helped me land my internship with Visa.”
As children grow, a parent’s role evolves—from caregiver to choreographer to coach. When children hit young adulthood and finish their college years, parents function primarily as consultants. But this promotion is no cushy retirement. It’s a challenging gig: even the most well-adjusted young adult can run into roadblocks, and parents have less control over kids’ decisions than before.

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

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

This summer, his friend invited him to help make a web video series. Curtis gushed to you about how much he enjoyed working on it—plus he's thrilled that the series gained a significant amount of views and subscribers. Curtis and his friend just started a crowdfunding campaign to create a second series. Now he'd like to quit his job to devote more time to producing videos and seeking out sponsors, and he hopes to translate his online success into a sweet Hollywood screenwriting deal.

THE DILEMMA

You don’t want to crush Curtis’s dreams, but you’re concerned that his expectations are unrealistic. You don’t want to crush Curtis’s dreams, but you’re concerned that his expectations are unrealistic. You don’t want to crush Curtis’s dreams, but you’re concerned that his expectations are unrealistic.

The consultant role gets especially hard when you feel that your child is taking a wrong turn or destined for disappointment.

How do you balance your desire to prevent harm with the need to grant your child space to pursue his dreams—and learn from mistakes?

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

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

THE RESPONSE

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

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THE RESPONSE

The consultant role gets especially hard when you feel that your child is taking a wrong turn or destined for disappointment. The consultant role gets especially hard when you feel that your child is taking a wrong turn or destined for disappointment. The consultant role gets especially hard when you feel that your child is taking a wrong turn or destined for disappointment.

THE DILEMMA

Set the record straight. It is increasingly common for young adults in the United States to remain or return home. According to the Pew Research Center, between 2010 and 2015 the number of young adults living with parents rose from 44 to 48 percent—despite an improving job market. In your case, Seth seems to view his living arrangement as an upgraded version of his teen years, with all the comforts of home, minus the rules and responsibilities. But here’s the real deal: living at home is a privilege, not an entitlement; it’s a stepping stone on the path to independence.

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

• How long does he expect to stay? Set a move-out date or, at the very least, a date to reevaluate.
• Do you expect him to pay rent? If so, how much?
• How much should he contribute to utilities, groceries, and other household expenses?
• What housework will be he be responsible for (e.g., laundry, dinner prep, dishwashing)?
• Can he use the family car? If so, how often? Does he need to pay for gas?
• Do you expect him to spend a certain number of hours each day applying for jobs?
In cases where there are grandchildren, how will the household divide responsibilities for their care? What house rules, especially in regard to curfews, guests, or activities you don’t want in the home (like drinking), do you expect your adult child to follow? What or how many infractions are grounds for eviction?

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

Stand your ground. What if your young-adult resident is a troublemaker—or lawbreaker? “A common pitfall for parents is to either bail their kids out of jail or pay their overdue cell phone bill. They need to learn.” The most loving response is sometimes the harshest.

Weary of constant reminders from you and other family members about her marital status, Your thirty-two-year-old daughter, Laura, earned an MBA (at the Marriott School, naturally) and works in finance. You were disappointed when she told you she wouldn’t be able to make it home for Thanksgiving this year. You shared with your child’s best interests in mind, doesn’t mean that they are more important than that of your children with spouses and kids. Occasionally visit her rather than always expecting her to come to your home or a married sibling’s home.

Affirm her value. “All a single adult really wants is for his parents and those around her to accept her as a whole person—married or not,” says Kristen M. Oaks, author of Aspiring Mormon Women, a nonprofit that supports the discipleship of Christ.”

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

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

The Response

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

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

Your twenty-four-year-old son, Mitchell, has worked as a designer at an ad agency for a few years, and you love showing off his work to friends and strangers alike. Last month, he was promoted to the position of art director. His new role is a dream come true for Mitchell—except for one thing. One of his team members, a slightly older staffer named Bill, was supposed to send Mitchell some project documents but “forgot,” so Mitchell showed up to a major client meeting unprepared. After the meeting, Bill apologized, and they chatted about some of their ideas. Later, one of the ideas Mitchell had mentioned—but presented it as his own. Mitchell explained that he likes his new job but doesn’t think he can handle much more of this undermining coworker and has no idea how to confront him.

Case Study 3:

Understanding Singlehood

The Dilemma

Your thirty-two-year-old daughter, Laura, earned an MBA and works in finance (at the Marriott School, naturally) and was promoted to the position of art director. You just want her to be happy. You’re hurt that Laura didn’t express her concerns to you directly, but you don’t want this rift to further damage your relationship with her.

The Response

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

Affirm her value. “All a single adult really wants is for his parents and those around her to accept her as a whole person—married or not,” says Kristen M. Oaks, author of Aspiring Mormon Women, a nonprofit that supports the professional and educational goals of LDS women. Express interest in your daughter’s pursuits in all areas of life and be an uplifting emotional support when she needs it.

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

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

The Dilemma

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Case Study 3:

Understanding Singlehood

The Dilemma

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

You were disappointed when she told you she wouldn’t be able to make it home for Thanksgiving this year because of work, and it hurt when your other daughter passed along what Laura told her: she is tired of being assigned to the “kids” table with younger cousins and
I’m so glad Bill picked up...
Negotiate Like a Pro

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

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

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

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

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

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

6. **TRUST OR BUST**
   “If people don’t trust you, it doesn’t matter what you say or do during the negotiation. They probably won’t open up and be honest with you,” says DeTienne, a professor of organiza-tional leadership and strategy. Build trust by understanding motives; if someone argues for a higher salary, for exam-ple, try to discover why.

7. **ROLL WITH IT**
   Don’t be afraid to let the negotiation be organic or to take time for small talk. “If the other party wants to jump right in, fine. If you’re the one taking the lead, get to know the other person a bit,” Ingerson says. By focusing on the other party and their needs as the conversation unfolds, you inspire cre-ativity and collaboration on both sides.
The Beehive State is abuzz. The stretch along the Wasatch Front from Ogden to Provo is growing into a hub of technology entrepreneurship, dotted with everything from scrappy startups to billion-dollar ventures.

Silicon Slopes—the Utah foothills’ new moniker—has landed headlines in national publications including the New York Times, the Wall Street Journal, and Forbes. The accolades are piling up fast: This year the US Chamber of Commerce named Utah the No. 1 state in innovation and No. 2 in high-tech performance, and Entrepreneur included both Provo and Salt Lake City on its list of the fifteen best entrepreneurial cities. Six Utah-grown businesses appeared on the 2016 Forbes list of the world’s best cloud companies. Forbes and CNBC also placed Utah atop their rankings of best states for business, and Livability.com named Provo the No. 3 city for entrepreneurs. Investment in Utah-grown companies reached $800 million in 2014—that’s more venture capital raised per capita than in New York, behind only reigning tech kings Massachusetts and California. There must be something in the Jell-O—or maybe it’s Utah’s business-friendly government, cheap real estate, ready pool of STEM and business grads, and flurry of student startups. Successful entrepreneurs mentor fledgling companies and invest back, and many founders credit local values such as industry, work-life balance, and self-reliance.

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

MEET SEVEN MARRIOTT SCHOOL ALUMNI INSIDE UTAH’S TECH BOOM
When Carine Clark graduated with her MBA in 1993, her father came to her with an apology: “I’m sorry the world’s not better for you and your sister,” he said. “You are going to have to be better to equal.”

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

Even as a rarity in the field, Clark feels right at home. She’s always been a “gadget girl,” fascinated by electronics from smartwatches to robots. “I’m an early adopter,” Clark says. “I buy the latest and newest just to see how things works. I’m always looking for how things can be better, faster, more efficient.” She channels this curiosity into tasks ranging from streamlining the family laundry—Clark and her husband, Bryan, have two sons—to growing a worldwide tech company with nineteen offices and about $200 million in revenue. “MaritzCX helps companies do a better job at taking care of their customers,” says Clark, an ovarian-cancer survivor. She started her career with Novell and Symantec before becoming CEO of Utah tech startup Allogence, which merged with Maritz, a forty-year-old research firm, early last year. “We’re known for innovation. I will have 100 percent year-over-year software growth, and that’s mostly unheard of outside Silicon Valley—but maybe not outside Silicon Slopes.”

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

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

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

“Omniture full time, Pestana finished up the last six credits of his bachelor’s degree in 1993, and then started working full-time at the company, which was conceived soon after they met at BYU, to Adobe in 2009 for $1.8 billion. “We made many employees millionaires,” says Pestana, who loves watching Omniture alumni land on management teams around the state. “We laid that foundation; it’s almost like seeing the things your children accomplish.”

“Tyrone,” he says. “We’re looking for candidates who can add value to the company.”

This year Pestana, who has been plugging away at innovation for many years, is using his status as a bona fide Marriott School alumnus to run a tech boot camp. “We’re going to have to be better to equal,” he says. “I’m proud of what we built over thirteen years at Omniture,” Pestana says. He feels right at home. He’s always been a “gadget girl,” fascinated by electronics from smartwatches to robots. “I’m an early adopter,” Clark says. “I buy the latest and newest just to see how things works. I’m always looking for how things can be better, faster, more efficient.”

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Aming high has been a lifelong quest for Marc Chenn, CEO and cofounder of cloud data-management startup SaltStack. A former high jumper on BYU’s track team, Chenn broke school records and trained for the 2000 Olympics—but he knew he’d eventually have to hang up the spikes and get a “real job” outside athletics. “So I asked myself, ‘What do I want to do?’” remembers Chenn, who later founded a track club with his former teammates and now coaches his three kids toward winning their own championships. After exploring his interests and network, he secured a summer internship with Cisco—and got his first taste of the tech industry. “The software industry is typically pretty upbeat, pretty optimistic, and that’s invigorating,” he says.

After finishing his BYU bachelor’s degree in international relations in 2001, Chenn worked at Utah startup Altiris, where he helped the company grow before it was sold to Symantec. Chenn earned his MBA in 2000—exploring his interests and network, he secured a summer internship with Cisco—and got his first taste of the tech industry. “The software industry is typically pretty upbeat, pretty optimistic, and that’s invigorating,” he says.

Chenn stepped in to build that business. He moved with his wife, Theresa, and their children to Utah, and SaltStack was launched there in 2013. In 2015 Forbes named SaltStack one of ten cloud startups changing the data landscape. Last year the company earned the Utah Innovation Award, and this year it was named one of the ten most buzzy startups by the Utah Venture Entrepreneur Forum.

“This is the most challenging professional thing I have ever done, but it’s also the most joyful,” Chenn says. “In tech, a simple idea has the opportunity to change industries—and the world. I feel like we are at the crossroads of something great.”

Cydni Tetro’s alter egos include Black Widow, a super Bowl player, and a Disney character. “I think I have printed myself as a Disney princess too,” says Tetro, whose latest hit brings “alter egos” to life by mixing 3-D printing with fandom fervor. “They are totally different but really fun.” 3DPlusMe, which she sold earlier this year to WhiteClouds (another Utah company), lets fans “print” out figurines—of superheroes, athletes, Jedi, and more—customized with their own likenesses. The company placed kiosks at retailers and conventions nationwide, allowing fans to make scans of their faces and select a favorite character to become. “I’ve always followed the latest technology trends closely,” Tetro says. “I was really early in social media”—she helped build a Facebook app that grew to eighty million users—“so for me, the interesting thing about technology is how these arcs come and how to get in the market early and innovate a new product. I found that in 3-D printing.”

The venture was inspired in part by Tetro’s work with Walt Disney Imagineering. “I gained a deep appreciation for storytelling there,” she explains. “When I launched 3DPlusMe, it was all about creating a story-driven experience. We understood where the brands were coming from and put their fans in context with their brands.”

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

Tetro and her husband, Erin, have three children. In the tech industry, Tetro has found the flexibility to balance career and motherhood. Recognizing what the industry has to offer women—and stands to gain from them—Tetro founded the Women in Tech Council in 2007. The council hosts events, such as this year’s Tech Talent Innovation Awards, as well as the SheTech program that matches young women in high school with female mentors and internships.

“To maintain growth, we in tech have to drive the talent pool,” Tetro says. “We have to get students educated in the areas of greatest economic impact—science and technology—and accelerate the momentum behind getting more women into technology and into senior positions.”

Ben Peterson knows more than six thousand customers worldwide. “Hitting our goals is rewarding,” Peterson says. “But more importantly, if you provide a great place to work, then more great work will take place.”

BambooHR now serves more than six thousand customers worldwide.
Down in his family’s basement fourteen years ago, Ryan Smith was sweating.

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

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

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

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

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

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

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

ELSEWHERE ON THE SLOPES

These seven entrepreneurs represent only a small slice of Silicon Slopes. Want to see for yourself how far tech has spread in Utah? Check out siliconslopes.com/companies for an interactive map of locally grown ventures, big and small, along the Wasatch Front.
Tech Startups Buzz at Business Model Competition

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

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

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

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

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

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

“The winnings will help us run tests on our website and speed up our progress as a company,” Mortensen says. “Right away it means that we can now actually start doing business with some of our beta customers.”

BYU Army ROTC Receives Geronimo Award

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

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

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

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

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

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

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

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

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

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

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

Marriott School Honors Bateman Awardees

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

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

The Bateman Awards were created in 2002 in honor of Merrill J. Bateman, president of BYU from 1996 to 2003 and dean of the BYU School of Management from 1975 to 1979. Bateman presented the awards to this year’s honorees.
“Do your very best,” Bateman said. “When opportunities come, take them. Pray about them, but generally take them.”

This year more than 200 teams of students participated in the newly Marriott School Interdisciplinary Case Competition, which was implemented to build unity across majors and produce solutions to improve the school. The winning team developed a way to improve club awareness through a new portal called Club Hub.

Attendees also heard from Clarice Clark, president and CEO of Marriott. Clark earned both her undergraduate degree and MBA from BYU and was named in 2013 CEO of the Year by Utah Business magazine.

“Decide today that you will be a person of tremendous faith and that you’re going to fill your life with the things that make your heart sing,” Clark said in her speech. “Impossible is an opinion, not a fact.”

BYU Leads the Way at AIS Competitions

BYU information systems students excelled at the Association for Information Systems (AIS) Student Chapter Leadership Conference, taking first place in both the video and security competitions and second place in the i4thelium competition.

“A few ask us to showcase the skills and knowledge of our students on an international stage,” says Tom Rosemary, associate teaching professor and team advisor. “Once again they have demonstrated that they can compete with the best information systems students in the world. They are simply amazing.”

Kyle Longhurst, a senior from Orem, and Alexandra Whitendon, a junior from Warrennton, Virginia, won first place in the video competition. In BYU’s other top finish, seniors Josh Harris from Alpine, Utah, and Cathy Kelly-Bond from Franklin, Tennessee, joined juniors Drake Ledell from Liberty, Utah, and Jason Smith from Forest Grove, Oregon, to win the security competition case.

The team provided the best proposal for helping a fictional insurance company keep its client data secure, containing a three-year winning streak for BYU in the security competition.

“I think what sets our program apart is that we learn a lot of technology and the business side at the same time,” Kelly-Bond says. “We also understand both worlds and figure out how to bridge them and solve problems is unique.”

David Royce Named Entrepreneur of the Year

David Royce has made pest solutions less pesky by creating four of the most successful, environmentally responsible pest control companies in North America. Royce graduated in entrepreneurship from BYU in 2004. He most recently founded Minuscule, a successful, environmentally responsible pest control company.

“Impossible is an opinion, not a fact.”

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

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

“It will be challenging yet exciting to fill the gap between what is politically acceptable and what is administratively effective in running local governments,” O’Neill said in a speech to 800 students at a banquet held in his honor. “We need innovation and creativity in leadership in order to succeed.”

O’Neill received a bachelor’s degree in political science from Old Dominion University in Virginia and a master’s degree in public administration from Syracuse University.

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

A volleyball club for teenagers, a recycling program in the classroom and launch products and services within their discipline,” says James Endicott, CET founder and club advisor. “This is exactly what we teach in the entrepreneurship program.”

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

The top three teams in the marketing strategy case competition consisted of a deep level of commitment and teamwork.

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Ten Students Named Eccles Scholars

The Marriott School recently recognized ten first-year MBA candidates as Eccles Scholars, an award presented by the school’s Whitmore Global Management Center. Each recipient was awarded up to $20,000 of financial aid for schooling expenses, international projects, and global career exploration.

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

The 2016 Eccles Scholars are Leandro Raúl Barbosa from São Paulo, Christopher Barnes from Eugene, Oregon; Brad Call from Roanoke, Utah; Margaret Eboling from Philadelphia; Angela Hui from Richmond Hill, Ontario; Rodrigo Ortízquía from Brampton, Ontario; Joshua Porter from Spokane, Washington; Brandon Remmington from Sammamish, Washington; Daniel Wilde from Vomara, California; and Krii Wilkenbricht from Yorba Linda, California.

A committee of faculty members interviewed fifty-five applicants and selected the top ten candidates on the basis of their academic performance and trajectory toward a global business career. The Eccles Scholars awards are funded by the George S. and Dolores Doré Eccles Foundation. The foundation was created in 1960 to ensure that the Eccles’s philanthropic work would continue beyond his lifetime.

Undergrads Excel at Millgard Event

More than forty-five years ago, the Jackson 5 taught the world that love is a way we can live in the world and that love is a way we can live in the world. They taught us prepare for the competition, says Jordan Cline, an MBA student from Farmington, Utah, and Latitudes cofounder. “The money will be vital to helping us build our company. It is a recognition of the hard work and entrepreneurial efforts we are taking on.”

Eight finalists—a group of ROI Cloud, Information Dental, Isotrace, Latitude, Plato, Watts, and Wibbit—won $15,000 each and received the opportunity to join BYU Launchpad, a startup immersion program designed to help entrepreneurs refine their businesses and prepare for future investment.

“We had many excellent teams compete, so it was a challenge for judges to select the very best,” says Steven Fox, CET and team advisor. “They worked very hard to come up with a well-structured, compelling, and creative corporate social responsibility plan in the limited time they were given.”

Additional team members included Thomas Stone from Groundwood Village, Colorado; Jared Tate from Rancho Santa Margarita, California; and Miguel Vura- montes from Provo, Utah.

MBA Students Win ACG Utah Cup

If you could live anywhere you wanted, where would you live? “Journey focuses on the idea that journaling doesn’t have to be really frustrating to lose all those memories you’ve saved.”

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

An export function saves all your content as a PDF so it can be shared easily. “The app has a slick interface that makes recording significant events smooth—just a few taps and you’re done. Users can post a quick note, file a photo or audio recording, and even clip a song they love to their journal.

Ten Hawes Scholars Announced

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

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

The 2016 Hawes Scholars are second-year MBA candidates designed to help students acquire corporate transaction perspectives. This year’s preliminary round at BYU required students to act as if they were consulting for an initial public offering. In the final round, teams had to consult on a hypothetical leveraged buyout transaction and present their proposals to local entrepreneurs and deal-makers.

“Companies Nab Big Bucks at New Venture Challenge

Latitude, an audio-tour app company, won the ACG Cup at the annual paid time for volunteers.

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

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

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

“We know each other well and could work cooperatively and efficiently together,” Shu says. “I think the finance knowledge and techniques that we accumulated from our work experience and MBA classes helped us get prepared and make a big difference in the competition.”

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Six Students Claim Seven Prizes at AITP Competitions

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

Brandon Buchanan from Centerville, Utah; Trevor Harmon from Orem; Andy Mochler from Fort Wayne, Indiana; Braden Casperson from Centerville, Utah; Kyle Longhurst from Orem; and Dan Morain from San Jose, California, placed seventh in five competitions—the most of any school. With a range ranging from software development to systems analysis, the group showcased a strong and comprehensive skill set in the information field.

“The students performed very well and represented IUVI marvilly both in their academic prowess and in their demeanor,” says Greg Anderson, associate teaching professor and team advisor. “They pulled it all together beautifully and exhibited poised confidence in their final presentation to the judges.”

Students from Bud’s accounting research seminar were placed in teams at the school level. Andrew Bellomy from Centerville, Utah; Angel Bird from Pas- jin, Indiana; Janelle Knight from Roswell, Georgia; Logan Lannon from Charlotte, North Carolina; and Chelsea Michelson from Idaho Falls, Idaho, were ultimately chosen to represent IUVI.

“Three members of the team were participat- ing in internships leading up to the competition, forcing the group to work together mainly via videoconference in the evenings and on weekends. But they made it work, putting together a solid answer to a case that involved examinin- g a research and development division from employees and how the repurchased shares would figure in the statement of cash flows.”

“The research class helped a ton,” Lannon says. “It taught us how to research and present in a way others can based on the number of marketing phone calls that the participants received.

“It was all things we have learned in class,” Casperson says. “The AITP information systems program has a really high level and explained why it was important to management.”

FACULTY NEWS

Marriott School Personnel Honored

The Marriott School honored Douglas Pratts, Glenn Adie Professor in the School of Accountancy, with the Out- standing Faculty Award at the school’s annual faculty recognition luncheon May 5.

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

A Marriott school professor since 1993, Pratts currently leads the School of Accountancy’s Ph.D. prep program, which educates students in the field. He has won multiple awards from the American Accounting Association as well as several teaching awards.

Thirteen other faculty, staff, and administrators were also recognized.

LuAnn Hart, secretary to the associate deans, received the N. Eldon Tanner Award. First presented in 2003, this award recognizes an administrator or staff member who demonstrates integrity, leadership, and family.

“We all love and appreciate the incred- ible LuAnn Hart,” says Michael Thomp- son, associate dean. “Her outstanding service and dedication have been at the top of our minds without her extraordinary work and support.”

Brad Agle, J. Smith Professor in the School of Accountancy, and Ramon Zakrebic, pro- fessor of recreation management, were awarded Teaching Excellence Awards. Scholarly Excellence Awards were given to Michael Drake, assistant professor of accountancy; Shad Morris, assistant professor of organizational leadership and strategy; and Taylor Naudlin, assistant professor of management, professionalism, character, and initiative.

The event also recognized retiring personnel for their years of service, including Robert Gardner, Robert J. Smith Professor in the School of Accountancy who has served at the university since 1978, and on numer- ous boards, including as president of the American Taxation Association; Bill Brady, accounting director in the Steven and Georgia Whites Business Career Center, and Richard Smith, IUVI direc- tor in the Business Career Center, were also honored for their contributions to the school and in helping numerous students find fulfilling careers with top companies across the country.
In congruence with the BYU Management Society's mission to "grow moral and ethical leadership around the world," chapters across the nation host charity-based banquets, collecting scholarship funds to distribute to students in need while honoring professionals, service leaders, and influential philanthropists. Take a look inside four management society chapter galas from the past year.

Utah County

For the first time, two recipients were presented with the Pioneer in Leadership Award. "As former CEO of the Marriott Corporation, he completely changed the future of the hospitality industry. As for Mrs. Marriott, her quiet leadership in local charity work, her church callings warranted Mr. and Mrs. Marriott being our first corecipients."

Salt Lake City

In June, Frank Layden was honored on behalf of the Marriott University Chapter at the 2016 Utah Distinguished Utahns Awards gala. Layden, former coach and cornerstone of the Utah Jazz, joined the ranks of previous honorary speakers including Larry H. Miller, Lavell and Partners, Spencer Eccles, Jon and Karen Huntsman, Ollie Walker, and Michael O. Leavitt.

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

Washington, DC

Clayton Christensen, Harvard Business School professor and New York Times best-selling author, was chosen as the honorary keynote speaker. "The event was especially significant to our organization because it helped accomplish several objectives in our core mission," says Jarad Remington, BYU-DSPA president. "We were able to raise college scholarship funds for need- based students from the IVCC metro area, provide networking opportunities to professionals, and create opportunities to provide community service."
“I have a history of starting things from scratch,” says Edwards, who earned his MBA from BYU in 1985. He started his career in investment banking at Morgan Stanley, joining a brand-new loan-trading desk there and building it into a top trader of bank loans. Years later Edwards became one of Australian firm Macquarie Capital’s first American hires, helping the cooperation build a North American investment bank from the ground up.

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

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

“Building and scaling businesses is incredibly exciting,” says Edwards. “But it’s also hard on a personal level. There’s a lot of travel and long hours.”

He notebook.“I am a believer that there will be incredible growth in marketplace lending over the next ten to twenty years,” he says. “Just because we have capital and ninety employees doesn’t mean our success is assured.”

“With this in mind, Edwards created and is responsible for leading teams from its clients, including Southwest Airlines, Walmart, Fiat-Ford, and others. Miller earned his bachelor’s degree in business management in 1995 from BYU, where she spent much of her time involved in numerous activities, including singing in the choir, serving as student body president, and coordinating social events. She then earned her MBA at the Marriott School in 1999, and in her third year she was recruited by Paine Webber. She has since married husband, Darrein, lives in Provo, Utah, where Miller says her main hobby is cheering her kids on in their hobbies—with a bit of Zumba mixed in.

Keith Bevan always planned to go to law school after he earned his BA in management from the Marriott School in 1995. But when he moved to Salt Lake City, Utah, instead of enrolling in law school there, he took a job with Anderson Consulting. At first, Bevan was tasked with offices across the country. He started his career at Andersen in 1977, joined the law firm Strong & Hymn in Salt Lake City. At the beginning of this year, Jackson was appointed as the new head of the firm’s Dallas office. He and his wife, Karen, have two children.

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One degree was not enough for Graden P. Keith. He obtained his undergraduate management degree in 1995 from BYU, followed by an MBA in tax and a PhD in accounting from the University of Denver, both in 1996. After practicing law in Colorado, Jackson returned to Utah with his family and entered the corporate world, where he joined the law firm Strong & Hymn in Salt Lake City. In the beginning of this year, Jackson was appointed as the new head of the firm’s Dallas office. He and his wife, Karen, have two children.

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Jared M. Peterson is blazing trails in the outdoor industry with his startup, Cairn, which offers monthly subscription boxes filled with gear and gadgets for recreation enthusiasts. With a platform that collects product review data for suppliers, Cairn caught the attention of investors, recently raising $7.4 million. After receiving his bachelor’s from BYU in 2013 and founding his outdoor products company in 2012, Peterson worked at KEV in San Francisco before moving to Saratoga Springs, Utah, where he helped launch the Apple Watch. Peterson earned an MBA from the University of Pennsylvania in 2015 and founded Cairn in 2015. Today Peterson isn’t just an outdoors enthusiast in the office: he loves rock climbing, skiing, and hiking with his wife, Rebecca, and their two daughters. They live in Bend, Oregon.

Kris Allee graduated from the University of Wisconsin–Madison. This past May, he moved to the University of Arkansas as an associate professor of accounting at the University of Arkansas at Little Rock. Allee graduated with his MISM from BYU in 2003, Peterson completed an internship with the city of Madison, where he helped launch the Apple Watch. Allee’s associate professorship at the University of Wisconsin-Madison’s School of Business is in the field of accounting information systems. The city helped launch the Apple Watch. Allee’s associate professorship at the University of Wisconsin-Madison’s School of Business is in the field of accounting information systems.

Kyle McCarter likes to volunteer for Habitat for Humanity. The homes are funded by female donors and built primarily by women. The homes are funded by female donors and built primarily by women.

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He met her at BYU—or, as he called it back in the day, “BY-Woo”—where he studied business and accounting thanks to the GI Bill. Finding himself a stay-at-home dad, he says, “I plan on dying with my boots on.”

After graduating from BYU in 1951, he worked at Del Monte in California and was told, “Your hands are too big to be in business. You should take the mechanic course.” Undeterred, Hammond instead enrolled at LDS Business College. There he studied for three months between his high school graduation and his eighteenth birthday. “I graduated on a Friday and then was inducted into the army on a Monday,” he remembers. Hammond has carried that determination and work ethic with him throughout his life. After sixty-four years of running his own Salt Lake City-based toy store, Hammond Toy and Hobby, he still works full time at age ninety-one with no retirement in sight. “Maybe in ten years, I don’t know,” Hammond says. “I plan on dying with my boots on.”

As the first cohort of postwar missionaries for the LDS Church. With no help from seasoned proselytizers, Hammond and his companion “didn’t really know what we were doing,” he remembers. “We would bang on doors, introduce ourselves, and when we finally got into a house, we didn’t know what to say. And you can imagine, we never baptized anybody.”

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

Hammond says. After two years he opened his first storefront, eventually building to fifteen different locations in Utah. Today, he and two of his five children, says working in the toy business helps keep him young at heart.

His secret to long life? Work. “Moving around, doing something, working,” he says. “The doctors always say, ‘Keep active,’ so I have been active all my life.”

Rachel Alford has found a creative way to get her marketing mind on while staying home with her two young boys. Running an online baby-clothing and accessory store, Cozy Nooks, with her sister, Tracy, Alford had her first son a month after earning her bachelor’s degree in management with an emphasis in international marketing from BYU in 2011. That fall, she and her sister started the online store as a hobby. The business took a year later, and by the beginning of 2012, when Alford’s second son was born, business was booming. Alford designs and crochets baby accessories and also manages the website design, social media, and finances. Alford loves to find marketing trends and analyze data on who looks at, favorites, and buys the products. She and her husband, Kim, live in South Carolina. In her spare time, Alford enjoys running, sewing, and spending time with her family.

2014 Childhood dream accomplished! Since Janeé Livingston was young, her goal was to become a writer—and today, she proudly makes her living by the written word. A 2014 BYU MBA alumn, she works as a grant writer for Utah State University while managing a writing service to help aspiring authors prepare manuscripts for submission. Livingston will publish two fiction books this year: a middle-grade book and a young adult fantasy novel. In 2013 she earned her BS in recreation management at BYU. Fluent in Spanish and American Sign Language, Livingston is working to master Mandarin and Russian. She volunteers with the Utah County Community Development Block Grant Council—an organization of local leaders working to help low-income residents—and as a marketer for Future House Publishing. She has served on the advisory council and as a presenter for the Governor’s Native American Summit. This year, Livingston began studying martial arts and is working toward a pilot license.

Young at Heart

Back in 1946, Cole Hammond had no question how he would spend the three months between his high school graduation and his eighteenth birthday—the day he would be drafted into World War II. “My dad said, ‘Go get your hands up and get a trade that will help you when you’re in the service.’” In a precollege career-aptitude interview, Hammond mentioned an interest in business—his family trade back to Great-Grandfather Hammond—and was told, “Your hands are too big to be in business. You should take the mechanic course.” Undeterred, Hammond instead enrolled at LDS Business College. There he studied for three months between his high school graduation and his eighteenth birthday. “I graduated on a Friday and then was inducted into the army on a Monday,” he remembers. Hammond has carried that determination and work ethic with him throughout his life. After sixty-four years of running his own Salt Lake City-based toy store, Hammond Toy and Hobby, he still works full time at age ninety-one with no retirement in sight. “Maybe in ten years, I don’t know,” Hammond says. “I plan on dying with my boots on.”

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

Livingston began studying martial arts and is working toward a pilot license.