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◀ KIM LLOYD, A FIRST-YEAR MPA STUDENT, PARTICIPATES IN A ZIP LINE ACTIVITY DURING NEW STUDENT ORIENTATION. PHOTO COURTESY OF BYU PHOTO.

I'm, like, dying over here. • I love the yellow, by the way. • Do you remember that lady who I don't think liked me very much? • Your shoes are untied. • Uh oh, it smells like entrepreneurship in here. • That's a big chimney, huh? • It's been two months, and we're not even dating. • Just grip the knife really tight. • I said a lot of cringey stuff. • Imagine stepping on that. • Which one is the girl who talks too much? • Did you see the slide? *Yes, I'm doing it.* • This was me before I started oatmeal. Smaller is bigger. • You don't hold anything back. • It's so cool filling up water around college students. • There was a Dollar Tree right on top of a Family Dollar. • I was sneezing my eyeballs out. • If he does choose her, that's fine. We'll keep going on dates. • Take that, Dad. • I wanted to have a space-themed birthday party, but there was no one to plan it. • I'm more focused on the Suns winning the championship—that's why I'm like, "Dump her." • That's an amazing wave. • My friend is, in fact, single. • There's IT people just cannibalizing computers. • Dude, I need your sage wisdom. • Can I have a Capri Sun? • Have you guys figured out why Wednesday is spelled Wednesday? • We talked about that Jar Jar Binks video. • It's a First Vision simulator. • I have a sword. • We'll let you think you're right, buddy. • I would love for you to have a tan line. • Unfortunately, I'm dating someone. • He responded, "Trachea." • We're going to take a class together? • Can I be the favorite child? • This is the guy with the glasses. • 26 percent? Oof. • If I understood more of the biology, I would have done much better. • You could get a job at the Blue Line—or anywhere else on campus. Everybody needs good workers. • Is it too late to change up my schedule? • I woke up at 1 p.m.—this is my breakfast [at 2:45 p.m.]. • That looks like a beautiful smoothie. • I work remote these days. • Bananas are tricky, bro. • 10-year-old me hated English because of Wednesday and September. • I had a Zoom date last month. • You don't scream in desperation. • That is the lowest grade I've ever gotten in a BYU class—ever. • I got all three vaccines. *Is that even possible?* • Was the weather this hot last summer? *I don't know, I was basically inside all of 2020.* • They should hold the Olympics at BYU. *That would be an absolute disaster.* • Classes are in person for next semester! Now I can finally get engaged.

**OVERHEARD
IN THE
TANNER**



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Organizational culture is just as important at home as it is in the workplace. An intentional family culture that is lived daily in matters big and small can have a profound impact on the well-being of each family member.

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Knowing of our divinity changes the way we view ourselves and influences our daily decision-making, says Lori Wadsworth, associate professor and director of BYU Marriott's MPA program. This speech is adapted from a BYU devotional given by Wadsworth in 2018.

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HOME

*Nurturing a
Family Culture
Where Everyone
Can Thrive*

by ELAINE JARVIK

ILLUSTRATIONS by RED NOSE STUDIO

GROWN

THIS IS THE *third* IN A SERIES OF
ARTICLES THAT LOOKS AT WHAT
ORGANIZATIONAL CULTURE IS, WHY IT'S
IMPORTANT, AND HOW TO CHANGE IT.

Since graduating from BYU Marriott with his MBA in 2014, Derek Pando has worked for three companies that consistently rank in the top 10 places to work: Salesforce, LinkedIn, and most recently Zoom, where he was head of international and partner marketing during the all-Zoom-all-the-time pandemic.

The work cultures of all three, says Pando, were “intentional and up front,” cultures where company values were clear, inspiring, and real.

It was this same intentionality, he realized, that he wanted to apply to his family life.

So early on in their marriage, Pando and his wife, Stephany, wrote down what they wanted their family to stand for. Now this framed list of six values sits in their living room, a daily reminder to “love one another, forgive each other, work hard, give thanks, live within our means, serve others and God.”

“Every family is going to have a culture,” Pando observes. “You’re better off shaping it.”

In a family, just as in a business, a list of values is most meaningful and effective when it has been not only carefully thought through and communicated but lived on a daily basis, in matters big and small. Pando remembers one Christmastime at Zoom when founder Eric Yuan explained that he wouldn’t be coming to the company party because he had promised his son to never miss a single one of his basketball games. It was corporate culture in real time—and an example to employees that it was okay to value commitments to their own families.

In our homes, there are no quarterly reports or annual stockholder meetings, and the people we manage sometimes kick each other in the leg on long car trips. Still, there are similarities between parenting and running a business, starting with the need to establish a “culture” in which everyone can thrive.

Parents as Multipliers

Parenting, says Liz Wiseman, is like being a corporate leader. And in case you think she’s just tossing off a vague simile, she adds: “It’s not a little like it—I mean exactly like it.”

Wiseman, who earned her MOB from BYU Marriott in 1988, is now CEO of the Wiseman

Group in Silicon Valley and teaches leadership at companies ranging from Apple to Tesla. In 2019 she was named to Thinkers50’s top 50 global management thinkers. As her four children grew, Wiseman realized that “these things I’m learning as a mom are helping me be a better manager, and what I’m doing at work is helping me be a better mom.”

Wiseman knows she’s a take-charge kind of person, so it’s with only slight hyperbole that she imagines she was trying to boss her unborn baby during her first pregnancy. (“Okay, this week it’s fingers and toes! Go!”) She was a vice president at Oracle at the time, and one day she had an epiphany: *My baby is growing without me telling it to.*

She transferred that aha moment to the business world. “People are wired to grow,” she observes. “Your job is to incubate talent.”

Good business leaders are what Wiseman calls multipliers. Ineffective leaders are diminishers, including the biggest subcategory:

accidental diminishers. The same applies at home, she says.

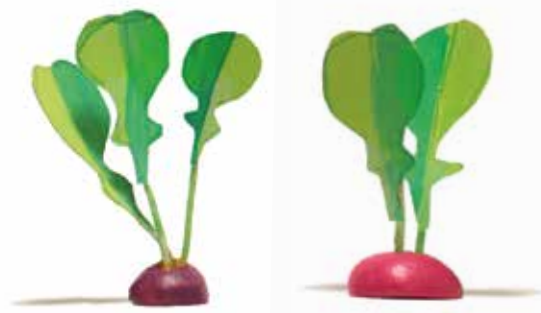
The things that accidental diminishers do may not look too damaging at first glance. In fact, most “senior managers” at home and at work are good people who are trying to do a good job. However, these accidental diminishers are often overbearing with their big ideas, their hyperenthusiasm, and their tendencies to micromanage or “rescue” their employees or children. Quite inadvertently the accidental diminisher sucks all the air out of the room, preventing others from growing.

In contrast, the bottom line of a strong family culture is how well it produces autonomy, says Wiseman, who quotes the chapter on children in Kahlil Gibran’s book *The Prophet*: “Your children are not your children. They are the sons and daughters of Life’s longing for itself. . . . You are the bows from which your children as living arrows are sent forth.”

Patterns and Outcomes

As Gibb Dyer, academic director of BYU Marriott’s Melvin J. Ballard Center for Social Impact, says, “The goal of parents is to create independent children who can function without us.”

When Dyer was growing up, his father and a neighbor decided that they would try an experiment: swap children for a week. Dyer’s brother Michael went to live with the McLeans, and Herb McLean came to live with the Dyers. At the end of the week, Michael decided there were too many rules at the neighbors’ house and not enough music; Herb thought the Dyers were a little too noisy and unstructured. Both were happy, Dyer points out in his book *The Family Edge*, to return to what they were accustomed to.



Often, Dyer says, we only really see our own culture when we step outside it and observe a different one, in the same way he understood English grammar better when he studied Japanese. We may not recognize the patterns of our family life, he says, and we may even have blind spots. We may think our families are more nurturing than they really are.

“I think most families don’t think about what kinds of patterns will lead to good outcomes,” says Dyer, who in his decades of studying family-owned businesses has had a front-row seat to observe why some families falter and others are not only financially successful but happy.

There is, thankfully, no Glassdoor ranking of Best Families to Live In. And there are all kinds of families: boisterous ones and quiet ones, adventurous families and homebodies. Some families prioritize social justice or creativity while others place a higher value on sports or lifelong learning. In some, the parents are simply more innately talented at creating healthy relationships. In other families, a child may have emotional problems that are difficult to navigate. Family culture norms can also vary across societal cultures; for example, some may stress conformity over individuality.

So how can you tell if a family is doing culture “right”? There is no sales-volume bottom line, no employee turnover rate to calculate. But are there metrics for assessing a family’s success? Should we look at good grades and awards in school? Being able to weather life’s inevitable low points with love and grace? A feeling of safety and belonging? Laughter?

A groundbreaking 1990 report called *Child Trends*, commissioned by the US Department

“Your children are not your children. They are the sons and daughters of Life’s longing for itself. . . . You are the bows from which your children as living arrows are sent forth.”

of Health and Human Services, acknowledged the difficulty of assessing what works. “One criterion for a successful family is that it is able to reproduce itself: i.e., to raise children who go on to establish stable and harmonious families themselves,” the researchers wrote. The problem, they acknowledged, is that for each family the data doesn’t come in for at least two or three decades.

When social scientists began studying families in the early part of the 20th century, the emphasis was on pathology—studying the families, for example, where children had turned to crime. Later researchers began to look at functional families, and later still they turned their attention to families that were flourishing, as BYU has done with its Flourishing Families Project. “Just as good health at the individual level is more than the absence of disease,” wrote the authors of the *Child Trends* report, “so healthy family functioning is more than a lack of obvious problems.”

Building Intentional Families

The *Child Trends* report was the first example of researchers from different disciplines and biases coming to a consensus about the characteristics of strong families. They listed nine: communication, encouragement of individuals, expressing appreciation, commitment to family, religious/spiritual orientation, social connectedness, ability to adapt, clear roles, and time together.

For Wiseman, a healthy family would be able to answer yes to the following questions, just as a healthy business would: Do people feel respected? Do they feel trusted? Are they entrusted with responsibility? Do they feel listened to? Are they held accountable for their actions? Are they engaged? Would they “recommend this place” to others? In other words, will your kids, as they get older, choose to spend time with you and even bring their friends home to spend the weekend?

For Jason Whiting, graduate program coordinator and professor of marriage and





family therapy at BYU, the qualities of honesty, accountability, and respect are key. It seems like an obvious list, he acknowledges, “but it’s amazing how many people don’t follow it.”

To one degree or another, says Rachel Sullivan, author of *Creating Your Forever Family*, many of us raise our children the same way our parents raised us. But when she had her first child at age 30 after a career in publishing, she decided to research what could keep her family out of the just-trying-to-survive category. “I never knew I was so incompetent,” she says, laughing, remembering those early days when her baby wouldn’t sleep.

The result is a book based on the qualities encouraged in “The Family: A Proclamation to the World,” issued by The Church of Jesus Christ of Latter-day Saints in 1995. Those

qualities include “faith, prayer, repentance, forgiveness, respect, love, compassion, work, and wholesome recreational activities.”

In addition to trying to live up to those ideals plus fostering a love for learning, Sullivan and her husband try to come up with a different theme each year for their family: “Living in thanksgiving daily,” for example, or “We can do hard things.”

Family culture transcends family configuration, says Stephen Duncan, a recently retired professor in BYU’s School of Family Life. Traditional families, blended families, single-parent families—“it’s more about what happens inside the home rather than the structure,” he says. “Love at home is love at home.”

Duncan was director of content development for the BYUtv series *Real Families*, *Real*

Answers, which debuted in 2008 and is now available online. The 13-part series builds on the nine characteristics of healthy families first proposed by the *Child Trends* report, and the series features Duncan as well as William J. Doherty, professor of family social science at the University of Minnesota and author of the book *The Intentional Family: How to Build Family Ties in Our Modern World*.

An intentional family is one that resists the forces that pull it apart, and it does so by being mindful, plan-full, using time well, and thinking about setting a course as a family, Doherty explains in the series. A family is a “people maker,” he adds, and of course he’s not just talking about the biology of reproduction. “There is no social institution that is set up to grow and develop people like the family.”

Adds Duncan, “It’s a myth that family comes naturally, that we just need to get married and have a family and it will work out.”

Family Culture and Moral Development

“Moral ecosystem” is the way the Institute of Advanced Studies in Culture at the University of Virginia defines a family in its 2012 report *Culture of American Families*. The report, based on responses to 500 questions from 3,000 people nationwide, divides American families into four cultures: (1) The Faithful, (2) Engaged Progressives, (3) The Detached, and (4) American Dreamers.

The Faithful (20 percent of respondents) believe that morality is received from a divine source. They’re determined to defend the traditional social order, say the report’s authors, but are *less* likely than other parents to agree that the mother’s role in raising children is more important than the father’s.

Engaged Progressives (21 percent of respondents) believe their job as parents is to prepare their children to be “responsible choosers” with strong moral character, but rather than being religious, they are more likely to embrace “a moral order with its own logic and moral criteria.” They are 11 times more likely than other parents to say they prefer to be close to their children rather than strict with them.

The Detached (19 percent of respondents) “lack the vision, vitality, certainty, and

self-confidence required to embrace any agenda, even a relativistic one,” according to the report. When asked what traits they want their children to display as adults, “no trait—not even honesty—is rated as ‘absolutely essential.’”

American Dreamers (27 percent of respondents) are more likely to live below the poverty line and be less educated. They are highly engaged and believe that parents are the agents who make and enforce family rules. “They live and breathe a faith and hope that things will be better” for their children than things have been for them. Nearly 9 out of 10 list loving as an absolutely essential quality for their children, compared to just half of other parents.

What do all the parents, in aggregate, want for their children? Highest on the list: that their children are honest, loving, reliable, hardworking, financially independent, and highly educated; have a strong moral character; and preserve close ties with parents and family. Least important: that their children be thin, popular, famous, athletic, share their same political values, and have an interest in the arts, literature, and history.

The report makes no judgment about which type of family culture is the best one to grow up in. But though family cultures are “largely invisible,” say the researchers, they “are powerful” and “crucial elements for understanding the moral life of children and their families.”

A Common Vision

With so much riding on family culture, it would be easy to fall into the trap of thinking that a family could or should be perfect. But Amanda Baize prefers a more generous barometer as she integrates her job as senior brand manager at Procter & Gamble with her life at home as a wife and a mother of three small children. Rather than perfection—some Shangri-la where all the meals are balanced and the laundry folded—she strives for a more modest, healthier metric: “I did my best today. We’re all alive, and at the end of the day, we all feel loved.

“I adhere strongly to prioritization and simplification, drilling down to the core of what’s essential in our lives,” she explains. “For our family, what’s most important is the quality of our time together—being fully present in those moments. To protect the quality of that time, I cut out unnecessary activities, tasks, and homework.”

Baize, who graduated with an MBA from BYU Marriott in 2018, remembers studying grit—the qualities of perseverance, passion, and resilience that she now tries to encourage both at work and at home. Employees and children can sometimes be resistant to change, Baize notes, so with both she tries to create “excitement and energy around the idea that we get to do something new.”

In addition, she tries both at work and at home to provide a culture of listening and cooperation. “I want my children to give people the benefit of the doubt,” she says. “I want them to work together rather than compete. I want them to understand that united we rise and divided we fall.”

Families are the original startups. They have cultures, planned or simply by default. Some families come up with mission statements, some even have mottos—a kind of brand, you might say. With apologies to Leo Tolstoy, all happy families are not alike. But in the most intentional families, parents and children hopefully feel that they’re on the same path, that they don’t just live under the same roof or share a last name, but that they belong to something bigger than themselves—an organization with a common vision. **M**

About the Author

Elaine Jarvik is a Utah playwright and former reporter for the Deseret News.

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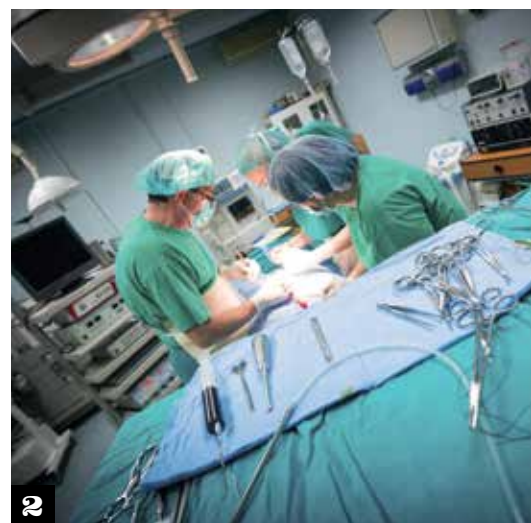
BY SHIRLEEN M. SAUNDERS

1. PLASMA

Plasma became a hot commodity with the COVID-19 pandemic. Doctors use antibody-rich plasma from people who have had the virus to treat patients fighting the disease. Plasma is also important in treating other chronic conditions and life-threatening illnesses. Because blood is returned to your body after the plasma is separated out, donating takes longer but can be done more frequently.



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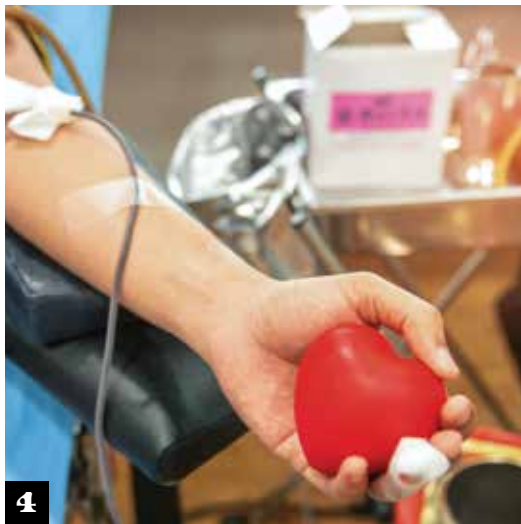
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Giving of Yourself— Literally

Feeling charitable? A vast array of organizations are eager to accept your donations, but not every contribution has to come out of your wallet, pantry, or closet. There are also ways to help others that literally come from you. If you are considering sharing in one of these ways, do your research so you know that you are dealing with a reputable organization and are comfortable with how your contribution will be used.

2. VITALS

More than 100,000 people in the United States are waiting for a transplant. One deceased donor can provide up to eight life-saving organs, including kidneys, lungs, heart, liver, pancreas, and intestines, as well as tissues such as skin, heart valves, or corneas. Becoming an organ donor is quick and easy; most states let you register online or when you apply for a driver's license.



3. HAIR

Channel your inner Rapunzel! Grow your locks to make wigs for children and adults who have lost their hair due to cancer or other medical conditions. A number of organizations facilitate this type of donation, and each has slightly different requirements for length and whether they accept gray, chemically processed, or colored hair. Check websites for specifics before you snip.

4. BLOOD

Every two seconds. That's how often someone in the United States needs blood, according to the American Red Cross. The Red Cross receives almost 80 percent of its donated blood supply from community-sponsored drives. Donating blood takes about an hour (which includes registration, a brief medical exam, and postdonation recovery), and one blood donation can save up to three lives.

5. PERSPIRATION

Run for someone else's life by signing up for a benefit 5K. Check active.com/charitable or your community's website to find events. Or turn your regular fitness routine into a fundraiser by downloading the free Charity Miles app. The company donates money to your chosen charity every time you jog, ride your bike, or walk the dog.

6. BREAST MILK

Premature and ill babies have fewer complications and shorter hospital stays when they drink human milk, but their mothers often can't supply enough. Potential donors are screened; if accepted, they freeze extra milk and take it to a nearby milk bank or drop-off site. Donated milk is pooled, pasteurized, and distributed by prescription.

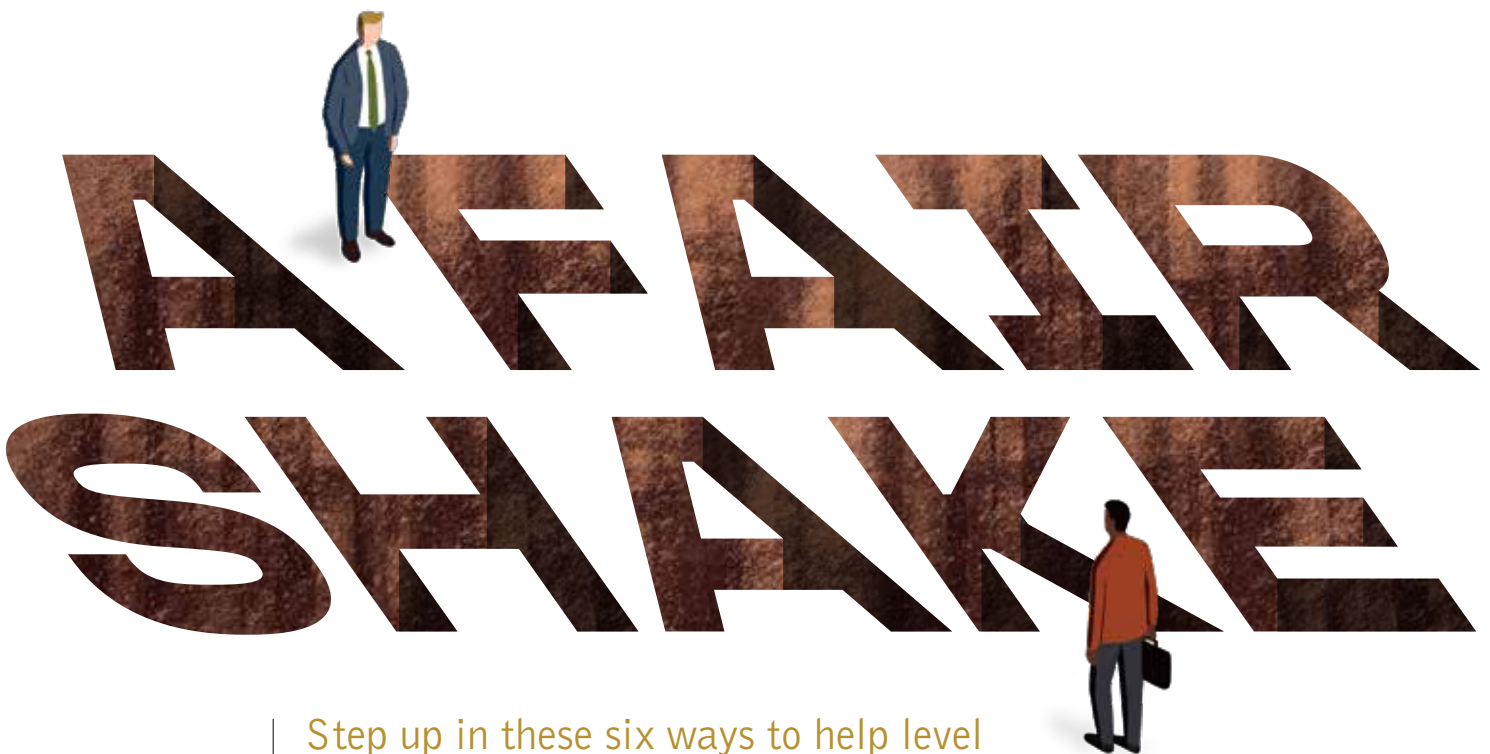
2. ORGANS

About 6,000 living organ donations occur in the United States annually, most frequently among family members and close friends. Giving a kidney, a lobe of the liver, or bone marrow are some of the most common. Those considering living organ donation should carefully weigh the risks to their own physical and mental health against the potential life-saving benefit to the recipient.



By Brittany Rogers

Illustrations
by Davide Bonazzi



Step up in these six ways to help level the career field for minorities.

Large and intimidating. That's how Ben Galvin, BYU Marriott associate professor of organizational behavior and human resources, describes a former student whose presence felt fitting at his old position on the gridiron but felt inhibiting at a career fair. At one networking event after another, the young African American student had no luck. Zilch.

"He's this amazing guy, a great student," says Galvin. "So I decided, *I'm going with him.*" Galvin helped put recruiters at ease by joining the conversation and highlighting his student's strengths. The change in their reception was immediate, undeniable.

It's a microcosm of Galvin's new research in action.

Galvin's work, published in *Group & Organization Management*, suggests that the lack of diversity in companies—and the dismal number of minorities in leadership roles—could be helped if more people in the majority were willing to be a bridge.

The paper calls it “sponsorship,” a kind of nuanced, more intentional mentoring. Essentially, it's having someone to champion your cause, because sometimes things sound different when they come out of someone else's mouth instead of your own, as Galvin demonstrated at the career fair. And frankly, says Galvin, the literature shows that bias, overt or subconscious, is real, and that individuals from underrepresented groups don't have access to the same networks—networks, he emphasizes, that are crucial “for getting information, for getting opportunities, even for getting the benefit of the doubt.”

The point of sponsorship, Galvin emphasizes, is not to give minority members an unfair advantage: “We're talking about leveling the playing field, because this kind of sponsorship is already happening in networks of like people. The idea here is to give everyone a fair shake.”

For those looking to make their networks more inclusive, Galvin and his collaborating researchers—Amy Randel of San Diego State University and Cristina Gibson and Sharifa Batts of Pepperdine University—have put together a six-step guide. Boiled down, their work reads like a how-to for being the greatest mentor of all time.

Alongside their ideas are the lived experiences of women and minority BYU Marriott alums, from vice presidents to grads who have spent 15 years in the same position, often spinning their wheels. Their stories and insights are telling, motivating. “Maybe this is a call to action,” poses Galvin. Whether you're high-, mid-, or entry-level in your organization, “there are things here you can do.”

“There should be formal things organizations are doing, but those formal things aren't enough. They need to be supported with informal actions by members of the organization.”



The Current Snapshot

Perhaps your company already has formal initiatives in place aimed at promoting diversity and inclusion, things like the Parity Pledge—signed by more than 150 companies, including Utah juggernauts Ancestry, Qualtrics, and Domo—in which companies promise to interview a woman and a person of color for every position.

There have been various such plans hatched in the last decade, with an increasing number of companies coming on board in the wake of current events. “There's been a real reckoning where people have run the numbers and said, ‘Holy cow, we're missing certain people,’” says Galvin.

This matters, notes Galvin, because a growing body of research shows companies with a diverse workforce are better equipped to meet the demands of diverse customers, attract more talent, appeal to investors, and even turn better profits.

Strides have been made, to be sure. A bright spot for Galvin: gains in educational attainment have led to more diverse pools of applicants, leading to more diverse hires and even diversity in C-suites. But take any of the latest reports and it's clear the gains are limited. “Most [companies] have made little or no progress,” states a summary of the 2020 McKinsey report *Diversity Wins: How Inclusion Matters*, “and some have even gone backward.”

Galvin and his colleagues don't propose that the sponsorship role of mentoring is the sole panacea. “There should be formal things organizations are doing,” says Galvin, “but those formal things aren't enough. They need to be supported with informal actions by members of the organization.”

Six Steps to Becoming a Supreme Sponsor

STEP 1:

Forge Real Relationships

It wasn't outright exclusion, says BYU alum Solomon Sogunro, speaking of his 15 years in the US General Services Administration and the US Department of Homeland Security. He could reach out to anyone. But the people interested in *him* differed. “Senior directors, managers—they were more willing to get to know my white peers, or white interns coming out of college. From my experience, white people more readily help whites.”

In her work in the nonprofit sector, then at Goldman Sachs, and now as a consultant, BYU alum Dayan Bernal has observed the same. It never felt intentional, she says: “Everyone is just so focused on their job and family and immediate community that sometimes they forget to take a look outside of their bubble.”

What stops us? Galvin's sponsorship research calls these barriers “fault lines,” or demographic differences such as race, gender, age, religion, and more. When we engage in relationships across such lines, it heightens our awareness of differences. “We're more careful of what we say,” says Galvin. “A lot of times we're afraid of offending people, of saying the wrong thing.”

Not just saying the wrong thing, adds alumnus Marcus Shaw, an HR director at General Mills, but of overcompensating. “Somehow, by reaching out, I am making an assumption that I even *need* to reach out, and that somehow that will even be taken the wrong way.”

Reach out anyway, Shaw says. “Usually the person is just happy you're acknowledging them.”

Shaw describes one of his pivotal mentors, a white female manager at General Mills. “She was a phenomenal business leader, but she also cared about me as a person. She asked me about me. She wanted to know me.” Another telling observation: “I felt like I informed her perspectives as well.”

That's the goal, according to the research: creating a "shared identity."

"If you and I talked for 15 minutes about our lives, we'd realize how much we have in common," says Galvin. "You find a connection, and you're running from there."

It feels almost silly, spelling it out, he adds, but "it should not be difficult for managers to get to know *all* the individuals who are in their direct lines. If this were happening naturally, for all groups," he contends, "this paper wouldn't exist."

STEP 2:

Be a Reputation Builder

Traditional mentoring often stops at advice and counsel, but the sponsorship Galvin and his colleagues speak of "is more about opening doors."

Start with the protégé's self-image.

"Maybe there is someone amazing who is good at what they do, but maybe they're not realizing it, or maybe they're not getting the credit or attention for their work," says Galvin.

Start there. Validate it. Praise directly and authentically. Indicate how a protégé's capabilities and qualifications could warrant career advancement, says the research. According to the literature, years of lived experience may have shaped what members of underrepresented groups may even believe possible.

BYU alum Siobhan Ollivierre can relate to this. She has worked 13 years at her company in a number of roles and is now up for her first vertical promotion. "I've felt like some of my dreams and my ambitions have been stalled, from a career standpoint," she says. "While I have had an opportunity to work on a lot of interesting projects and initiatives, I do want the pay and the title to go with a promotion." She often wondered if she needed more education or experience or worried about things outside her control, such as "the uniqueness of my name."

With recent management changes, however, she now has a manager who is both female and of the same race. "Representation goes a long way in achieving those same goals personally," says Ollivierre. "I am fortunate that my new manager really sees me." This new manager, she says, has taken a proactive mentoring—even a sponsoring—role, speaking well of her widely. "Having someone to vouch for you, to talk about the positive attributes you bring to the table, it's been powerful to receive that kind of validation, to have someone who wants you to succeed," Ollivierre observes. "It makes me excited about my future."

"Oftentimes individuals from underrepresented groups haven't been taught as much about self-promotion and how to get ahead in an organization," Galvin points out. As a sponsoring mentor, "you can broadcast, 'Hey, this is a great individual who has all these

amazing talents.'" It's basic balance theory, he says: "The things you say about that person are going to be the things that people believe."

In practice that means speaking up in all kinds of situations. "If someone is showing you a cool marketing campaign and you know your new hire is exceptional at marketing, work that in," notes Galvin. "Did I tell you I just got this awesome new hire?" Help to build their brand."

As you broadcast someone's talents, something else happens, says Galvin: it forces others to check their own biases. "People are probably not thinking, 'I have this bias that certain groups of people



might be less capable,'" he explains. "But by saying the opposite, it forces people to challenge their assumptions."

STEP 3:

Plug People into Your Networks

Next, research advises a good old-fashioned DTR (that's "define the relationship," for those unfamiliar with the throwback BYU parlance). The research strongly suggests defining a mentoring relationship and its goal: to see this individual advance.

BYU Marriott dean Brigitte Madrian can attest to this. "It helps to have both parties know and feel like there actually is a relationship

you've formalized in some sense. It changes when you've had a conversation about it," she says. She did this with her current mentor, Kim Clark, former dean of Harvard Business School and former president of BYU-Idaho. "I was explicit. I said, 'There are things I need to learn. Can we talk with some frequency?' And then your mentors actually feel more license to help you."

In sponsorship, that license extends to leveraging your networks, which the paper calls the "key source for career advantage." Lever-

That extra step is taken "all the time by white males on behalf of other white males," notes Galvin. "The network access is more readily there; there are less barriers to the relationship."

Changing this story, says Madrian, "requires understanding that, if you've got subordinates and if there aren't many people who look like them higher up in the organization, they might be floundering. It's recognizing that these disparities exist and then being motivated enough to be proactive and do something about it."

Informal networks are just as important, if not more so: the lunch groups and after-work gatherings, the way employees split at conferences, trainings, and parties.

Now a vice president at Drift, BYU alum Ronell Hugh recalls a general manager at a previous company who always went to lunch with the same people. "You know, he had his group, his people," Hugh says. "I was not one of those people. If you can't get your superiors to advocate for you, to take interest in you, then it goes nowhere. Until they open up their apertures to include you in them, you're on the outside."

STEP 4: **Share Perspectives**

If you're a member of the majority in an organization, you're probably not all that aware of your identity when you walk through the office doors, says Galvin.

But for BYU alum Kamel Greene, "at every job that I've had in Utah, which is five, I have always been the only person who looks like me. I'm always in this exhausted space of having to inform or correct," he says, noting that he is ever evaluating what he says and how. "For example, people say to me, 'Kamel, I'm colorblind.' But when you say that, you're negating what makes people different, their entire lived experience."

Majority members are more at liberty to focus solely on their professional roles, says Galvin, while those in the minority may be simultaneously considering whether they fit in with their skin color or gender or how to signal their English is good. "Those are complex things that affect how we apply advice," says Galvin. "What works for one person doesn't always work for someone else."

At Goldman Sachs, Bernal remembers male colleagues saying it was too cutthroat of an environment for "a sweet lady" like her. But if she was assertive and incisive, she says, she could just as easily face negative perceptions for not displaying stereotypical female qualities. "It's always a line you have to walk," she says. She may be naturally soft spoken, she acknowledges, but she is driven. "I was born in Bolivia, moved to the United States when I was three, and was the first person in my family to complete college," she says. "I've always been in spaces where I'm the first one



aging networks is more than making introductions, says Galvin. It's following up to see connections established. "Really, it's being the link," he says.

Consider someone at the entry level of an organization. It's difficult for, say, a CEO to know this person exists. But a mid-level manager is uniquely positioned to be that bridge, to set up the meeting of a talented upstart and a high-level executive and be at that meeting to share the individual's strengths.

to do things, and I've always had people second-guess my presence in those spaces."

Hugh shares another oft-misunderstood perspective: his aspirations have very different motivations. "I can't tell you how many managers I've had who have said, 'Just be comfortable where you're at.' One even told me he could support his family just fine at this level; why can't I? The challenge is, they're thinking of it in terms of their experience," says Hugh. "For me, and perhaps other underrepresented individuals, the drive, the ambition, is fueled by the opportunity to create wealth beyond our families. To improve generationally. To close the wealth gap, which is massive. My ambition is so much broader than just me."

Being able to share with a trusted mentor helps relieve expectations and misperceptions on both ends, says Greene: "What is most effective is establishing trust—making it clear that it's okay for us both to be wrong, because we're always learning."

STEP 5:

Provide Development Opportunities

"Are you always going to the same person with special projects?" asks Hugh. Those in underrepresented groups might miss this kind of extra credit opportunity—work that could give them visibility across different teams—simply because a manager doesn't know them as well. "What I tend to see," he continues, "is it's almost as if managers don't want to feel like they're giving anybody advantages, that somehow by giving these assignments to someone who is in the minority, they're being unfair. But how do we make improvements in this area if historically minorities never get them?"

Advancement-minded development often boils down to exposure. "Executive exposure is the big one," says Galvin. "It's taking someone along to meetings, giving them the opportunity to share ideas there." Give them venues to showcase their work and capabilities, "to demonstrate proficiency," says the research.

Providing development, says Galvin, may also mean being the conduit to new mentors, people who can help as much or more than you can. Brokering these new mentorships also brings increased exposure, even if it's not upward. "Lateral moves, or other lateral mentors, can help expand networks and provide unexpected opportunities," he observes.

Ollivierre's new manager has done just that, setting up meetings with other managers, opening up new aspects of the business. "It's been very hands-on," Ollivierre says. "My normal role is a lot of administrative work, which is important, but now I have the chance to try my hand at practical and strategic things, which I love. It adds a lot of variety to my workday and more versatility to my portfolio."

STEP 6:

Challenge Organizational Norms

Golf seems innocuous enough. But if we're asking how to give everyone the same access to organizational networks, are company golf tournaments the best way to be inclusive? "Maybe women or

individuals from underrepresented groups are less likely to have played golf growing up," Galvin suggests.

It doesn't mean we have to put away the putters, but it does plant the idea that unintended biases may be subtly woven into business as usual.

Mentors can help individuals advance, to be sure, says Galvin, but what if they could create a more inclusive culture? The research suggests possibilities for what this might look like, including calling



"If you can't get your superiors to advocate for you, to take interest in you, then it goes nowhere. Until they open up their apertures to include you in them, you're on the outside."

out undermining language, increasing awareness about the lack of a missing group in senior roles, or speaking out to make teams more inclusive.

"Maybe it's as simple as asking, 'What does inclusion look like?' in a monthly staff meeting," says Shaw. General Mills, he says, fosters a culture of belonging and acceptance. There are networks for various affinity groups, from ethnicity groups to gender groups, and more. In addition, all leaders go through unconscious-bias training. Many employees have rotating, formalized mentorships or belong to a mentoring circle.

"You don't have to be a giant corporation to put these ideas to work," Shaw says. He points to the company's quarterly "courageous conversations," in which they bring in a special guest to talk about tough topics, such as the death of George Floyd, thus creating a culture where sensitive topics can be discussed.

"Senior executives, C-suite leaders, usually have the vision," says Galvin. They're on board; they want to create inclusive cultures and build a diverse workforce. But somewhere down the line, the effort sometimes stagnates. Managers and mid-level employees are in the sweet spot to make a difference, Galvin notes.

As Galvin reflects on his research, he's perhaps most excited—and hopeful—that it shines a light on how to make a profound difference in the lives of others. "Recognize that, if you're a majority member, you benefit from the formal and informal networks in your organization," says Galvin, "and we each have a responsibility to provide access to those networks for people from all groups, not just the people we happen to know." **M**

About the Author

Brittany Rogers worked as an editor at BYU Magazine for 13 years and is now a freelance writer in American Fork, Utah, where she lives with her husband and two daughters. Three ACL surgeries later, she still hasn't given up skiing or soccer.

Amy Sawaya Hunter
BS MANAGEMENT—GLOBAL SUPPLY CHAIN, 2010

If there were a poster child for the importance of developing relationships—real relationships—throughout your career, Amy Sawaya Hunter would be it. Developing relationships is her gift. Hunter is genuine, articulate, and sincere, with a smile in her voice. It's hard not to feel valued when speaking with her, and she knows exactly what she is talking about.

By Lisa Ann Thomson Photography by Bradley Slade



Hunter's life has been marked by meaningful relationships that in one way or another have propelled her forward. Indeed, she says, "I would not be where I am today without the incredible family, friends, and professional peers I have been lucky enough to encounter along the way."

Finding the Right Road

When Hunter entered college, she was positive of her future vocation: an environmental scientist who would travel the world making incredible discoveries. Inspired by her high school science teacher, Hunter spent her freshman year at BYU immersed in the sciences, and she loved every minute.

But as she came to better understand what a career in environmental science might entail, she had concerns. "I didn't want a job that would take me away from my family and friends for six months at a time," Hunter says. "Being around people I love are the greatest moments of my life, so I didn't want a job where I would have to be away."

As she was considering what to do, Hunter counseled with her father, William J. Sawaya, a long-time associate professor of global supply chain management at BYU Marriott who retired in 2011. He suggested giving business a try. Hunter took his advice. The family aptitude must run deep, because she found herself reading her supply chain textbook for fun. "And I thought, 'Hmmm, maybe I like this subject,'" Hunter laughs.

Ultimately, she left BYU in 2010 clutching a bachelor's degree in management with an emphasis in supply chain, services, and operations management. But true to her

nature, her career path has pulled her away from warehouses and right into the places where people connect. Currently Hunter is the director of customer strategy for the Utah Jazz, where she is identifying every touch point the organization has with its customers—from parking to concessions to box seats—and trying to make those moments the best experiences possible.

A Path Full of Connections

Hunter's first job out of school was at Overstock.com in Midvale, Utah. She landed it after attending a career fair at BYU. There she ran into her mother's college roommate's son, who was manning the table for Overstock.com. (How many people would recognize their mom's college roommate's son? Clearly Hunter's gift for developing lasting relationships comes honestly.) He took her résumé, and not long afterward, she was hired.



“I DON’T KNOW EXACTLY HOW GOD WORKS IN OUR LIVES; IT’S ALL CONJECTURE ON MY PART. HOWEVER, I DO THINK GOD DOESN’T CARE WHERE WE WORK. I THINK HE WANTS US TO DO SOMETHING PRODUCTIVE AND BE HAPPY. BUT SOMETIMES, GOD DOES LEAD YOU.”

That was a turning point. “Working at Overstock has defined my career. The people I met there continue to shape my path,” she says. In fact, her current boss at the Jazz was her first boss at Overstock.

“My time at Overstock was just this incredible rush of learning and growth,” Hunter recalls. She started working with demand analytics and eventually moved into marketing, where she fell in love with process improvement and project management.

When Hunter felt it was time to look for new opportunities, a previous supervisor at Overstock referred her for a position at a small, family-owned business called Blue Chip Group, which specializes in emergency food storage.

“I don’t know exactly how God works in our lives; it’s all conjecture on my part,” Hunter says. “However, I do think God doesn’t care where we work. I think He wants us to do something productive and be happy. But sometimes, God does lead you.”

Her time at Blue Chip Group felt like one of those moments. It was a brief career stop, but again, relationships pop up when she talks about it. “I met one of my best friends in the whole world who has changed my life. So it’s been beautiful to watch God work,” Hunter says.

Overstock came into play again when a former colleague invited her to join a newly formed e-commerce team at Fanzz, a company owned at the time by the Larry H. Miller Group of Companies. Hunter jumped at the chance and got a taste of the startup life as she helped establish the online arm of the sports apparel company.

At Fanzz, Hunter had the opportunity to manage a team, and that experience led her back to school. “I decided to get my MBA because I wanted to learn how to manage people,” Hunter says. “I wanted to be the type of leader who I admired.”

Hunter stepped back into student life at Arizona State University, and again her father provided counsel. “Amy is incredibly dedicated and focused,” Sawaya says. “On occasion when she was in graduate

school, I encouraged her to loosen up, let a grade slip a bit, and work on her social life. I was wholly unsuccessful. For her to have done as I urged would have violated her integrity.”

That said, Dad’s advice did not go completely unheeded. Hunter acknowledges that graduate school was a time of personal growth as well as professional development. “It was a lot of me learning how to decide what’s good enough as opposed to worrying so much about perfection and achieving the best of everything,” Hunter says. “That balance is something I’m continually aware of: deciding what areas of my life can be good enough so I can focus on things that have more importance.”

Hard Work Pays Off

Perhaps Hunter has her dad to thank not just for the advice but for instilling her inner drive in the first place. A strong work ethic was simply a way of life for the Sawaya family. Hunter grew up in Orem, the youngest of eight children and the great-granddaughter of Lebanese immigrants. “My drive to work hard absolutely came from my parents,” Hunter says. “Saturdays were family days and were mostly filled with tending our garden, cleaning the house, or whatever tasks needed to be completed.”

Hunter admits she may not have always been thrilled to spend her Saturdays doing chores, but she also acknowledges that she “learned young that the feeling of satisfaction and fulfillment from setting about a difficult task and accomplishing it is worth the effort.”

Hunter’s hard work and quick insights have caught the attention of leadership at every level. Steve Starks, CEO of the Larry H. Miller Group, first worked with Hunter at Fanzz. When a position opened with the Utah Jazz, Starks thought of her. At that point, she had just finished her MBA, so the timing couldn’t have been better.

“Amy is an incredible teammate and quickly gained a great reputation in our organization,” says Starks. “She is highly intelligent, works hard, approaches projects strategically, and exemplifies the culture we aspire to. We are lucky to have her as a colleague and friend.”

Hunter’s husband, Spencer, agrees. “There are many who recognize what makes her special. She has been the beneficiary of a lot of face time with C-level executives who know a good egg when they see it,” he says. “People who operate at the highest levels understand that cutthroat tactics only get you so far before ambition must give way to ability [and] the quiet consistency of excellent work.”

A Year for the History Books

On March 11, 2020, the Utah Jazz were about to tip off against the Oklahoma City Thunder when a medical staffer ran onto the floor to speak with referees. Within

minutes both teams were sent back to their locker rooms. Jazz center Rudy Gobert had tested positive for COVID-19. In a matter of hours, the NBA suspended the entire season.

When the season resumed several months later, the death of George Floyd had added another layer to an already tense year. The NBA painted “Black Lives Matter” on their courts, and players and teams joined in the national conversation about race and social justice.

In Hunter’s role as director of customer strategy for the Utah Jazz, she pays close attention to those touch points between the organization, the players, and the customers. While her study of customer interactions used to primarily focus on ticket takers or ushers, now she gathers feedback on issues from mask wearing to race relations. And she reads every single response. It can be intense.

“There were times last year that I would just have to walk away from my computer for 30 minutes and say, ‘Okay, people are unhappy, and they are allowed to be unhappy, but I need to take a break,’” she says.

Despite the troubles, Hunter has nothing but admiration for the way her organization has responded. “I am deeply impressed with the way our players, the NBA administration, and the Utah Jazz handled things,” she says. “The variety of circumstances creates great opportunities for us as an organization to do better. I am grateful for leaders such as Gail Miller and Ryan Smith who are determined to do better, who take those opportunities to rise up.”

A Voice for a Cause

To add to an eventful 2020, in November, Hunter and her husband welcomed their first child. Hunter’s father captures the new mother perfectly when he notes, “Don’t ask about her baby unless you sincerely want to know a lot about him.”

Motherhood is a tender thing for Hunter. She was in her 30s before she married and became a mother, so it feels like a long-hoped-for season of life. “Mothering my son has been the most incredible experience I have ever had,” Hunter says.

This new experience is also a connection to her own mother, who died of cancer when Hunter was 15 years old. Unfortunately, cancer has been a theme in Hunter’s life: several of her stepsiblings have battled the disease, including one who has died, and her stepmother has been diagnosed with ovarian cancer, the same cancer that took Hunter’s mother.

In addition, Hunter and her sister have been diagnosed with the BRCA1 genetic mutation, indicating a marked risk for ovarian cancer and breast cancer. Both women are taking it in stride and agree that “knowledge is power,” says Hunter. With that



knowledge, Hunter has started a lifetime track of preventative measures that include regular screenings and will eventually include preventative surgeries.

True to her go-after-it mentality, obtaining better insurance coverage for screenings and preventative measures—for herself and others facing similar challenges—is emerging as a personal cause. “The hill I will die on is trying to get insurance to fully recognize the value of preventative screenings,” Hunter says. “In whatever way I can find and in whatever opportunities I am given, I try to use my voice to tell people about my personal experience and why it is important to me.”

And as a footnote: “We don’t say we lost our battle to cancer in our family, because that means the cancer won,” Hunter explains. “I don’t know the workings of God. Like Nephi, I know He loves me, but I don’t know the meaning of all things. But I do believe that God can turn something painful and hard into something beautiful. So they didn’t lose, and there was no failure. The God I know has a plan. He loves us, and He will make it all right in the end. And if it’s not all right, then it’s not the end.” **M**

About the Author

Lisa Ann Thomson is a freelance writer living in Salt Lake City. She has written extensively for Brigham Young University (her alma mater), and her favorite articles to write are the ones about people.

Connections for Success

CONNECTIONS COUNT IN BUSINESS, especially when you work in real estate. Jason White and Troy Carpenter, instructors for BYU Marriott's Real Estate Capital Markets and Investments class, aim to help their students make connections—not just with people but also with ideas. Now in its fourth semester, this upper-level elective has proven so beneficial that the finance department is in the process of making it a permanent class with its own course number. Students who take the class “already understand a lot of great concepts,” says White, “but they don’t necessarily know how they tie together. Our goal is to help them put those pieces together.”

White, president and chief investment officer at 50 East Capital Management in Provo and an adjunct professor at BYU Marriott, and Carpenter, faculty advisor to the Real Estate Association, developed the Real Estate Capital Markets and Investments course as a bridge between academia and students’ first jobs in commercial real estate (CRE). The class gives participants exposure to the industry and opportunities to apply theoretical concepts in a practical way. The course also helps

students create and communicate investment theses. “We want them to figure out for themselves which asset classes they are bullish on and can spend their careers pursuing,” says Carpenter.

Though the course is open to finance majors, MBA students, and students active in the Real Estate Association, only 10 to 20 participants are admitted each semester to the hands-on, practical class. Students must submit a résumé and interview with Carpenter to receive a spot.

In the first weeks, White and Carpenter teach general principles about analyzing CRE investment opportunities, including risk and return tradeoffs, capital allocation, and due diligence. Then the course pivots and visiting professionals—BYU alumni who have built successful careers in CRE—lead the classes. They share insights from their areas of expertise, discuss real-life case studies, and present vital topics such as raising debt, types of deal structures, public versus private real estate, real estate investments and trusts, and the best things to focus on early in a career.

Ben Neff, an MBA student from Oakley, Utah, says it was especially beneficial that “we always had the

Now in its fourth semester, this upper-level elective has proven so beneficial that the finance department is in the process of making it a permanent class with its own course number.

INSIDE *the* CLASSROOM



“The goal is to get students to look at the big picture and think about why they believe investments are attractive.”

opportunity to ask questions directly to the professionals and connect with them in a small class environment. The connections with both the professionals and my fellow classmates will be a great resource for me as I continue my career.”

During the final month of class, students pair up to complete a capstone project: allocating a hypothetical \$100 million between three or four geographies and property types. Using slide presentations, teams make their pitches to an “investment committee” that includes White, Carpenter, and several professionals. “The goal is to get students to look at the big picture and think about why they believe investments are attractive,” says White. “Giving the students that experience early on in their careers provides them a solid foundation for being decision makers in the future.”

Dallin and Hailee Earl, a married couple who each graduated in April 2021 with a BS in finance, report that the experience and skills they gained through the course are invaluable. “Three things are essential in real estate finance: technical and analytical abilities, an understanding of the market and various asset classes, and a network of relationships in the industry,” Dallin Earl explains. “This class helped with all three.”

—SHIRLEEN M. SAUNDERS



MELISSA
LEWIS-WESTERN

FORGING RESILIENCE

MEMBERS OF THE BYU MARRIOTT COMMUNITY SHARE IDEAS ON HOW TO OVERCOME ADVERSITY

BY CLARISSA MCINTIRE
PHOTOGRAPHY BY BRADLEY SLADE

There was a time, Melissa Lewis-Western says, when “I would cry every morning when I woke up and remembered my life, and I would cry myself to sleep at night.”

An unexpected divorce rocked her world, but it was the aftershocks that really destabilized Lewis-Western. “The hardest day for me that year wasn’t the day I realized we were getting divorced,” she says. “The hardest day for me was about eight months later. I had a panic attack while giving an accounting presentation. I’d been having dark feelings, feelings of not being enough, and I let them all in.” She passed out and was taken to the hospital. For some time after that experience, she felt unable to talk in front of an audience—a serious dilemma for a teacher.

Now, 10 years later, as associate professor and Rachel Martin Fellow in BYU Marriott’s School of Accountancy, Lewis-Western says her divorce “provided me the opportunity to examine my life and consider if it was built on the wrong foundation and, if so, how I could change my life to have a strong foundation.” It led her to meet the man who would become her husband and prompted her to join The Church of Jesus Christ of Latter-day Saints. “[But] if you would have asked me during that first year, I would have said the divorce is the worst thing that’s ever happened to me,” she says. “It was soul crushing. I wondered how other people could even bear this.”

The challenges we each face may range from common conundrums to outright crises that can drastically change our lives, such as the one Lewis-Western experienced. Such crises often stop our progress in some way: for example, the threat of COVID-19 kept tens of millions of people at home; led to unprecedented job loss, economic uncertainty, and mental health issues; and required many people to pause aspects of their lives, such as schooling or relationships. Many even lost loved ones.

It's common to want to see progression or direction during crises, but many times we can't. We may eventually find meaning in challenges, as Lewis-Western did in hers, but in the words of literary scholar Kathleen Donegan, crises hardly ever feel "forward leaning." Sometimes the things that happen to us—such as loss, chronic illness, or abuse—don't appear to hold any meaning and even seem to mire us down. With hindsight, however, people can often identify past events as leading them forward into growth and progression.

Lewis-Western and four other representatives of the BYU Marriott community agree it is possible to stay on our feet and keep moving in a crisis—and it doesn't require looking for evidence of "forward leaning" in the things that happen to us. Rather, it requires us to do the "leaning" ourselves. By being mindful about who and what we rely on, fostering optimism, building relationships, and learning to persevere, we can become more resilient through life's upheavals, from the tremors to the quakes.

WHAT ARE YOU REALLY?

If anyone knows about endurance, it's Adjetey Wilson. This global supply chain management major was born in refugee housing in the West African country of Benin after his parents fled a violent dictatorship in their home country of Togo. After they moved to the United States, his family of eight struggled: none of them spoke English, and they didn't have a car. At the time, 10-year-old Wilson had experienced a series of worrying seizures before being diagnosed with and receiving treatment for epilepsy. Years later following a challenging Spanish-speaking mission to Alabama, he had played collegiate rugby at the

University of Utah until a back injury ended his athletic career.

Wilson says he was able to overcome disappointment by putting his previous experiences behind him and pursuing something different. "I had to disidentify with what I was doing," he explains. "I saw myself as an athlete and a rugby player. That's what I wanted to do—that's what I was. But I had to pull myself back in to say, 'Okay, what are you really? I'm a human being. I'm a child of God.' And this identity gives me the confidence to pursue other things and feel like I can do them well."

Wilson attributes his ability to start anew in part to his parents, who constantly reminded their children to take advantage of opportunities and to be their best selves. He also credits his athletic experience for teaching him that failure is a part of success. "I hadn't played sports until high school, where I started playing rugby, football, and soccer and took up wrestling," he says. "When you start off with anything, it's difficult to be good in the beginning. But I ended up winning a district championship with my wrestling team and a state championship with my rugby team."



ADJETEY WILSON

He isn't alone in noting the backbone-building power of sports. In 2019, BYU education and psychology professors published a study with evidence that parents of youth who participated in sports saw much higher levels of resilience in their children than the parents of children who didn't participate saw.² As Wilson found, facing challenges in controlled, relatively low-stakes scenarios such as sports can prepare adolescents to respond effectively to real-world challenges later.

Just as in athletics, pure endurance doesn't help us overcome challenges, Wilson says. "A lot of people think of resilience as not letting things break you," he notes. "But you're going to break. And that's totally fine." If you fall down during a game, you shouldn't be embarrassed that you fell—you should only be thinking about getting back up again. "Just come back," Wilson continues. "Don't stay in the slump. Remember that it's okay to fall. You just pick yourself back up and actively look for ways you can better yourself."

TRAINING FOR RESILIENCE

How can we build the ability to overcome challenges in the workplace? In an unpublished 2019 study, BYU Marriott assistant professor of organizational behavior and human resources Taeya Howell investigated this question alongside Peter Madsen, BYU Marriott professor of organizational behavior and human resources, and David Wood, assistant professor in BYU's School of Social Work and a uniformed clinical psychologist for the Army National Guard.

"We were interested in how resiliency trainings might affect turnover as well as mental health for new employees," Howell says. "Coming into a new organization can be overwhelming. We wanted to know how to help people adjust more readily."

By collaborating with the University of Pennsylvania and drawing on aspects of the US Army's resilience program, the group formulated its own training program aimed at increasing employee resilience. "You can focus on a variety of components when it comes to resilience," Howell explains. "We created trainings on two of those aspects: optimism and building connections."

She and her colleagues worked with a local call center for the study because "it has really

high employee turnover, and they have metrics for tracking how their employees perform in a variety of ways," she says. It was an ideal environment to study how to help employees better overcome professional challenges.

The new hires received no training or either a one-hour training on optimism or building connections. After several months, Howell and her colleagues checked in to see how many from each group were still employed at the company and how their performance metrics compared. "We saw a trend that people who had received the training on building connections were least likely to quit their jobs," Howell says. "We also saw that the optimism training had the greatest impact on people who came into their positions already reporting symptoms of depression. The training tended to help people stay at the company longer and have better performance."

While resilience looks different for everyone, there appear to be things that employees and employers can do to promote resilience across the board, Howell continues. "As employees, we have to practice putting setbacks into perspective and not catastrophizing things," she notes. "And as employers, we can create environments where people feel safe making mistakes and where they can build relationships with one another."

A LINK IN THE CHAIN

When their sixth child was born, 1981 MBA alum and National Advisory Council member Martin Egbert and his wife, Allyson, faced an unfamiliar challenge. Their son had been born with feet twisted inward, a condition called clubfoot. "We didn't really understand what was wrong, and we had so many questions," Egbert says. "What would happen to him? What would his future life be like?"

Egbert continues, "Initially, I took the doctor at his word when he said there was no option for treatment but surgery. And then I got to thinking that, as his parent, I needed to understand more about his condition and what his future would be. I asked a bunch of other doctors about it, and some of them said, 'I know all about this condition, and surgery is the only way.'"

But when Allyson used the couple's newly installed internet to search for alternative treatments, she found a nonsurgical option offered through the University of Iowa.

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BETTER YOURSELF.**
”

Despite being advised against it, the Egberts found themselves in Iowa only six weeks after their son's birth.

The treatment, the Ponseti method, remedies clubfoot through a series of casts, and it wasn't long before their son's clubfoot was corrected. Almost immediately, Egbert began sharing his experience with other parents. "About a week after we were done, I found a chat room for parents of children with clubfoot, and I told them about this alternative and answered their questions," he says. "In six months, a group of 20 of us were telling all the new people about the option for nonsurgical treatment. Now there are even more of us working to share how the Ponseti method became the mainstream method accepted by major medical associations in the United States."

Egbert's son wasn't the first to receive the Ponseti method of treatment, and Egbert made sure he wouldn't be the last. He sees himself as a link in a chain of people helping other people—not only in the challenge of treating clubfoot but also in challenges in general. "Part of resilience is understanding your own family history and knowing that your ancestors went through extremely challenging situations," he says. "You see what happened to them and how they got through



it, and often you see you have the same types of support they had.”

In addition to gaining perspective by reflecting on others’ difficulties, it can be helpful to look back on your own, Egbert says. “Sometimes kids haven’t been through enough of their own personal challenges yet to understand that they can do hard things and trials will pass at some point. But when you’re an older person, you’ve likely had many other challenges in your life. . . . You know that you got through those, so if you could do that, you can do this too.”

MAXIMIZING JOY

While pregnant with her son, Alicia Gettys, managing director of BYU Marriott’s Ballard Center for Social Impact, kept receiving alarming news from her doctor. First, Gettys found out she had severe anemia. Then they found baseball-sized fibroids in her uterus and, soon after, what they thought was cancer. (It wasn’t.) “With this many shocking reveals,” Gettys wrote on her blog, “my body [felt] like a *Tiger King* microcosm.” Thankfully, her son was born without any complications for mother or baby.

Health troubles weren’t the only things that had been on Gettys’s mind during her pregnancy. “I had a lot of fears,” she says. “I was working with a birthing coach, and she had me write them all down. Then for each fear, we came up with faith statements, or confidence statements, that I could focus on instead of the fear.” To illustrate, Gettys continues, “One of my fears was that my baby would die during delivery—which I think is a pretty common fear. My faith statement for that one was ‘I trust that I can find peace in my journey.’”

In fact, faith, hope, and charity are three principles that Gettys relies on to guide her through many kinds of challenges. “They are all joyful terms, and something that motivates me in life is finding as much joy as I can,” she says. “There are no guarantees that we’re going to have joy throughout our lives, so I just ask myself, ‘How I can maximize my joy right now?’”

For example, Gettys worked hard to maximize her joy during a time when she wanted to get married and have a family but it wasn’t happening in the time frame she anticipated. “Friends of mine were sending their kids to

college, and I hadn’t met my partner yet,” she says. Rather than stay bogged down by dismay, she turned to confidence statements then as well, trusting that good things would come.

During these trials, Gettys also learned to be a better friend to herself. “Think of all the nice things that a best friend might say to you when you’re going through hard things—things like ‘You can do all the things you need to, you just can’t do all things at once. You’re doing the best you can, and you’re going to get through this,’” she says. “That’s how we should all be talking to ourselves; that compassionate self-talk is so critical.”

Was she always resilient? “No, I wasn’t,” she says. “Sometimes during those times, I would pray and say, ‘God, I’m out of ideas here.’ But then I would sit down and have these cocreation conversations with God, where I’d consider problems and listen for heavenly input.”

Such conversations come in handy when solving problems at work too, Gettys says. In her work at the Ballard Center, she has encountered plenty of snags as she’s helped grow the center from 1,700 participants to 14,000 over the last nine years. “One time we

were hosting an event, and we made a goal to sell 600 tickets,” she says. “A week before the event, we’d only sold 50. I was stressed out. For that week, I’d wake up in the morning and just meditate on the problem. Ideas would come to my mind, I’d write them down, and they would become my to-do list for the day. By the time of the event, we’d reached our goal.”

Gettys continues, “I cocreated that solution with God. Those cocreation conversations have helped me get through challenges on a regular basis. And when I’m going through that process and relying on Him to do what seems impossible, that’s a wonderful place to be.”

LEARNING AND ADJUSTING

So how did Lewis-Western, who panicked in front of a crowd, return to teaching with confidence a year later? Counterintuitively, it wasn’t because she perceived herself as strong. “I’m resilient because I know that in my worst moments, I have access to power,” she says. That power stems from stabilizing resources such as counseling, supportive family and friends, other tools for overcoming anxiety, and the love of God.

I trust that I
can find peace
in my journey.



“When I was at some of my lowest points, what I needed was to be filled up, because I was broken and insecure,” Lewis-Western recalls. “At that time, if someone had just said to me, ‘I don’t like you,’ I would have started crying. I had zero ability to deal with criticism at that time. So I gave myself permission to say, ‘Right now, I can only be around people who love me unconditionally.’ I spent a lot of time with family and a few good friends, and things got better.” She continues, “Sometimes we have to pull back a little bit and lean on safe people while we develop strength.”

In addition to leaning on safe people, Lewis-Western adjusted her expectations for herself in times of difficulty. “There’s a difference between what we can do on our best day and what we need to do each day,” she says. “At my best, I get up at four in the morning, work 10 hours, and spend time with my kids. But Best Me is not going to be able to do that through a divorce, and that’s okay. Maybe Struggling Me can only get to a few things, so I’m going to choose the things that matter most: things like taking care of my kids, getting in a few hours of productivity, and taking care of myself.”

She points out two keys for her resilience: “I allowed myself to be proud of my efforts, even if they were a fraction of what I would have done on a normal day, and I did it again the next day. I didn’t give up. I didn’t give up today, and if I don’t give up tomorrow or the next day, over time I gain confidence and I’m able to do what I thought was impossible. . . . You get 10 years down the road, and you can see all the things you’ve overcome, but really all that happened is on that day and the next one and the next, I didn’t give up.” **M**

NOTES

1. Kathleen Donegan, *Seasons of Misery: Catastrophe and Colonial Settlement in Early America*, *Early American Studies* (Philadelphia: University of Pennsylvania Press, 2014), 7.
2. Paul Caldarella et al., “Adolescent Sports Participation and Parent Perceptions of Resilience: A Comparative Study,” *Physical Educator* 76, no. 4 (2019): 1026–1045, doi.org/10.18666/TPE-2019-V76-I4-8451.
3. Alicia Gettys, “The Secret to Tight Abs,” *Scooter Soulmates* (blog), November 24, 2020, <https://scootersoulmates.com/our-story/f/the-secret-to-tight-abs>.

ABOUT THE AUTHOR

Clarissa McIntire is a former assistant editor of *Marriott Alumni Magazine*. She is currently pursuing a master’s degree in English with an emphasis in rhetoric and composition. She’s one of those people who always says hi to other people’s dogs.

Address by
Lori Wadsworth



Artwork by
Kathleen Peterson

Seeing the Divinity in Others

When our children were teenagers, whenever they would leave our home, my husband or I would usually say to them, “Remember who you are.”

If you asked them what that means, they would probably say a couple of things. First, it means that they are a Wadsworth and that there are certain behaviors and responsibilities that come with that. But, more important, I hope that they would say it means they are children of God. We knew that each time we sent them out the door, they would be faced with all kinds of decisions—some that were very difficult—and we wanted to make sure they were armed with the knowledge of their divinity.

I believe that knowing of our divinity changes the way we view ourselves and influences our daily decision-making.

President Boyd K. Packer shared the following:

*You are a child of God. He is the father of your spirit. Spiritually you are of noble birth, the offspring of the King of Heaven. Fix that truth in your mind and hold to it. However many generations in your mortal ancestry, no matter what race or people you represent, the pedigree of your spirit can be written on a single line. You are a child of God!*¹

I love the counsel to “fix that truth in your mind and hold to it.” We need to be unwavering in our belief in our individual divinity. As President Packer described, we each have “a single line” that leads directly back to our Heavenly Father.

The power of that single line can be accessed through prayer, scripture reading, and church and temple attendance. Each of these seemingly simple steps are vital to seeking and receiving access to inspiration and revelation from our Heavenly Father.

I know without a doubt that He will answer your prayers when you are making decisions about things like marriage, raising children, and a career. He will even answer seemingly simple prayers. Prayer is the opportunity to ask for and receive guidance; it is an essential part of our relationship with our Heavenly Father.



As we come to know and understand what it means to be a child of God, we also must come to know that everyone else on this earth is a child of God.

Look around you. You are surrounded by children of God. Every single person on the earth now and forever is a child of God. It doesn't matter what their religious or political affiliation is, it doesn't matter where they come from or the color of their skin, and it doesn't matter if they are just like you or are vastly different from you—they are all children of our Heavenly Father.

If knowing that we are children of God changes the way we think and behave, how important it must be for us to acknowledge the divinity of others all around the world. I believe it will change the way we view and interact with them.

I would like to suggest seven principles that will help us in this process of becoming “no more strangers and foreigners, but fellowcitizens.”²

Don't Judge Others

Elder Dieter F. Uchtdorf taught in the April 2012 general conference:

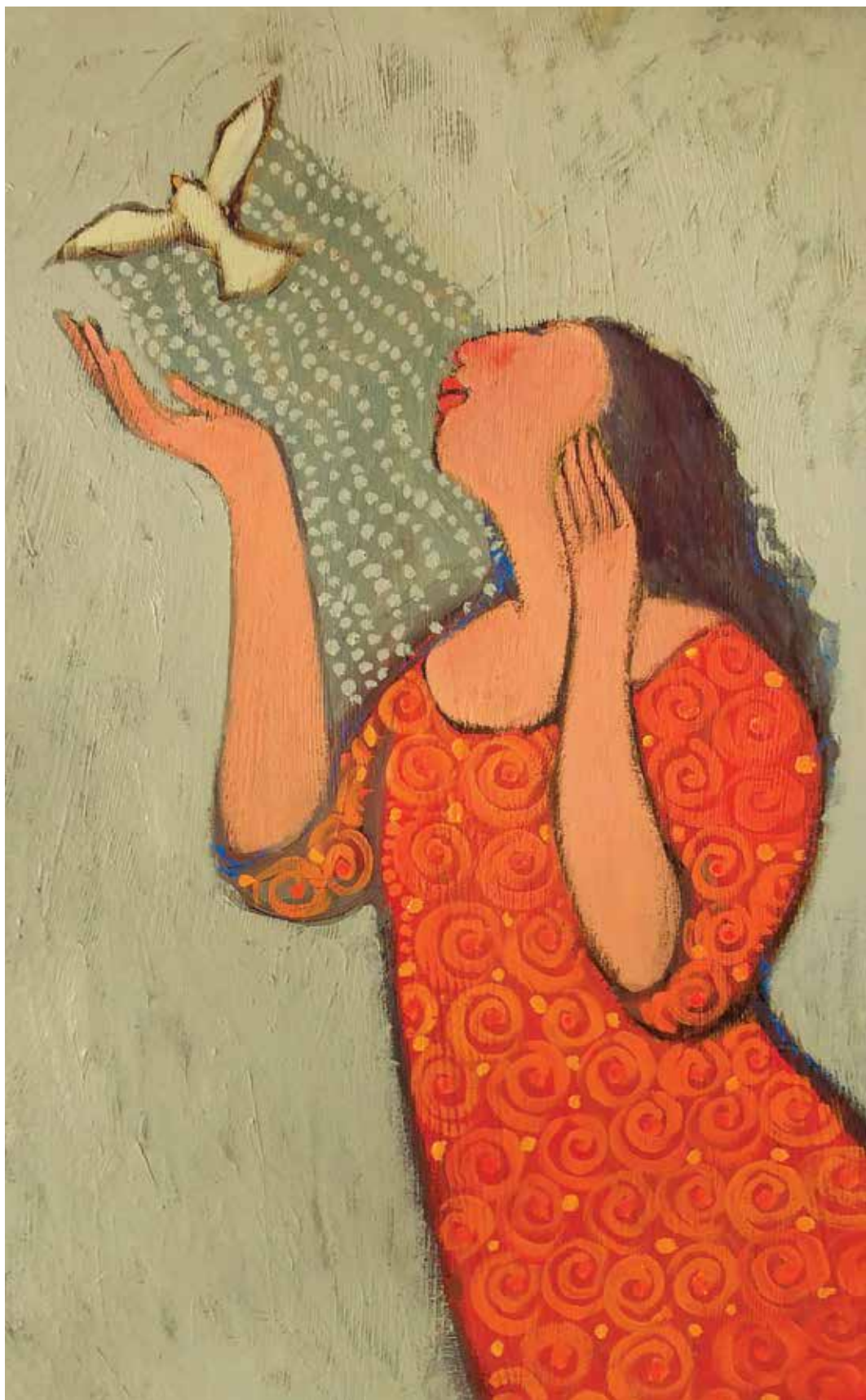
This topic of judging others could actually be taught in a two-word sermon. When it comes to hating, gossiping, ignoring, ridiculing, holding grudges, or wanting to cause harm, please apply the following:

Stop it!

It's that simple. We simply have to stop judging others and replace judgmental thoughts and feelings with a heart full of love for God and His children. God is our Father. We are His children. We are all brothers and sisters. I don't know exactly how to articulate this point of not judging others with sufficient eloquence, passion, and persuasion to make it stick.³

It seems like he said it pretty eloquently and simply. Are we practicing his counsel in our own lives? Do we judge others who have different beliefs, values, or opinions? When we are tempted to judge another, do we just stop it?

Taking Elder Uchtdorf's advice, we simply need to stop judging others—not because we don't want to be judged ourselves but because as disciples of Christ we need to see others as He sees them.



Avoid Contention

President Dallin H. Oaks shared this counsel in the October 2014 general conference:

On the subject of public discourse, we should all follow the gospel teachings to love our neighbor and avoid contention. Followers of Christ should be examples of civility. We should love all people, be good listeners, and show concern for their sincere beliefs. Though we may disagree, we should not be disagreeable. Our stands and communications on controversial topics should not be contentious. . . .

. . . We should be persons of goodwill toward all, rejecting persecution of any kind, including persecution based on race, ethnicity, religious belief or nonbelief, and differences in sexual orientation.⁴

President Oaks then described:

The Savior taught that contention is a tool of the devil. That surely teaches against some of the current language and practices of politics. Living with policy differences is essential to politics, but policy differences need not involve personal attacks that poison the process of government and punish participants. All of us should banish hateful communications and practice civility for differences of opinion.⁵

You and I have both seen—and perhaps, more commonly, read—expressions and comments that bash those who disagree with the author. How can we justify this type of behavior if we know that the recipient of our bashing or contentious response is a child of God and a fellow citizen in the household of God?

Respect the Opinions and Beliefs of Others

Sister Sharon Eubank, president of Latter-day Saint Charities and first counselor in the Relief Society general presidency, said the following at a BYU forum in January 2018:

We live in a world that is coming apart, that is being pulled apart, so that the unity of community and respect for other people's beliefs, tolerance of differences, and protection of the minority voice are being shredded. It is extremely destructive to all of us when everyone outside of our narrow clan becomes an enemy we vilify. As those forces in our society rise up, then so must an answering strong sentiment and skill set on the opposite side.⁶

So how can we answer the destructive pulling apart that Sister Eubank described—this lack of tolerance, respect, and protection? How do we develop “an answering strong sentiment and skill set on the opposite side”?

Let me share with you an official statement from the Church:

We remain committed to support community efforts throughout the world to prevent suicide, bullying, and homelessness. Every young person should feel loved and cared for in their families, their communities, and their congregations. We can come together, bringing our perspectives and beliefs, and make each community a safe place for all.

God's message is one of hope, and we want our LGBT brothers and sisters to know that they are loved, valued, and needed in His Church.

So much good can be done when a community comes together to address important issues. We

appreciate the sincere efforts of many who are trying to prevent suicide, bullying, and homelessness among vulnerable groups, including LGBT youth. We are grateful to be a part of the work to find solutions.⁷

I love the reminder that “God’s message is one of hope.” It is a message of hope for all of us, and we can be the messenger of that hope in the way we interact with others.

Listen

We are counseled in James 1:19 to “be swift to hear, slow to speak, slow to wrath.”

How often are we tempted to quickly jump to conclusions based on a very limited amount of information? The instant access to messaging that is now readily available in many forms makes it much easier to judge each other quickly and harshly. Practical advice regarding the use of social media is to weigh our thoughts and words carefully before we post our reaction online.

In July 2018, Elder Gerrit W. Gong spoke at a devotional at This Is the Place Heritage Park in Salt Lake City. His topic was honoring our pioneer ancestors, particularly those who had crossed the oceans and plains. He then told the audience that we still need pioneers today and encouraged us to become pioneers who “[cross] school playgrounds, parking lots, and cultural halls. This kind of pioneer crosses any fence or wall of separation to build bridges of understanding, compassion, friendliness, and good neighborliness.”⁸

As we listen to others, we are crossing barriers that might divide us, opening lines of communication, and building bridges of understanding. May we follow Elder Gong’s

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If knowing that we are children of God changes the way we think and behave, how important it must be for us to acknowledge the divinity of others all around the world. I believe it will change the way we view and interact with them.

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“If we could look into each other’s hearts and understand the unique challenges each of us faces, I think we would treat each other much more gently, with more love, patience, tolerance, and care.”

• • • •

counsel to be bridge-building pioneers who are so needed in the modern day.

Serve

At the fourth-floor entrance to the Tanner Building, there is a bust of President N. Eldon Tanner with this quote: “Service is the rent we pay for living in this world of ours.”⁹

Service is a basic principle of the gospel, and we have been taught and encouraged to serve. We serve family and friends in small, everyday ways and in big, significant ways. We serve our ward members through our callings and our ministering assignments. We serve our community by actively participating in voting, community projects, and other activities that make an impact.

President Gordon B. Hinckley taught:

Make the world in which you live a better place for yourself and for all who will come after you. There is much to do. There are many challenges to be met. . . .

*Yes, there are adversities to be overcome, not a few of them. There are trials to be endured. There is much of evil in the world and too much of harshness. . . . Do what you can to rise above all of this. Stand up. Speak out against evil and brutality. Safeguard against abuse. . . . Rise up in the stature of your divine inheritance.*¹⁰

What are we doing to make the world a better place? Are we helping those who are hurting? Are we standing up and speaking out to protect our Heavenly Father’s children? What is our duty to mankind?

I am not suggesting that we “run faster than [we have] strength.”¹¹ What I am suggesting is that we actively look for ways we might better serve the children of God. As we provide service and show kindness to others, we immerse ourselves in loving and helping rather than in judging and causing contention.

Love All People

I love the imagery of moving in closer [as we strive to love others]. Moving in closer gives me a better perspective of the people around me. As I step closer to you, I see more clearly what you are experiencing. My sight is more attuned to the nuances of your pain and suffering and your goodness and strength.

Elder Marvin J. Ashton taught:

*If we could look into each other’s hearts and understand the unique challenges each of us faces, I think we would treat each other much more gently, with more love, patience, tolerance, and care.*¹²

How do we move in closer? Our natural instinct might be to back up when we see people in difficult circumstances. Perhaps we don’t want to intrude on what seems like a personal matter, or we are unsure what to say or do. If this is the case, I challenge all of us to be brave and move in closer—to literally and figuratively stand with those who need us and to link arms with those who are suffering.

We can use Elder Ashton’s challenge to look into their hearts and understand their

unique situation and perspective. Until I see you more clearly and understand you, I cannot truly love you.

Elder Uchtdorf described this process when he said:

*The pure love of Christ can remove the scales of resentment and wrath from our eyes, allowing us to see others the way our Heavenly Father sees us: as flawed and imperfect mortals who have potential and worth far beyond our capacity to imagine. Because God loves us so much, we too must love and forgive each other.*¹³

Pray

We are taught in both the New Testament and the Book of Mormon to “love [our] enemies, bless them that curse [us], do good to them that hate [us], and pray for them which despitefully use [us], and persecute [us]; That [we] may be the children of [our] Father which is in heaven.”¹⁴

If we are honestly striving to love others, we must also pray for them, even if they are our enemies—maybe especially if they are our enemies. As we humble ourselves to earnestly pray for others, our eyes and hearts will be opened, and we will gain a greater love for them. I would suggest that we also pray for ourselves—that we might see others as our Heavenly Father sees them and that we might have a testimony of their divinity—so that through our actions we will treat others as children of God.

In the Book of Mormon we read about the four sons of Mosiah. After their conversion to the gospel, they turned down the opportunity to rule the kingdom as their father and the people wanted. Instead they decided to deliver the gospel message to the Lamanites. At this time in the Book of Mormon, the Lamanites were enemies of the Nephites.

So what did the sons of Mosiah do? They prayed, and their prayers were answered with the message that they should be comforted, and they were told:

*Go forth among the Lamanites, thy brethren, and establish my word; yet ye shall be patient in long-suffering and afflictions, that ye may show forth good examples unto them in me, and I will make an instrument of thee in my hands unto the salvation of many souls.*¹⁵

You will notice that they weren't told that this would be an easy experience. They were instead told to "be patient in long-suffering and afflictions," which might scare off some potential missionaries. But these four young men took to heart the message of loving their enemies. They prayed and fasted for the strength and courage to serve and teach their enemies. And in so doing, they became instruments in the hands of our Heavenly Father in doing His work on the earth. Those who had been enemies were seen as fellow children of God.

Knowing that everyone is a child of God changes the way we see, think, and behave. If we internalize these seven principles of discipleship, then

- we will be less inclined to judge others.
- we will avoid contention and bashing.
- we will respect the opinions, values, and beliefs of others.
- we will listen more carefully with our hearts open.

- we will actively look for opportunities to serve others.
- we will move in closer to love all children of our Heavenly Father.
- we will pray for others.

Simply put, we will behave as children of God and as disciples of Jesus Christ. As we do so, we will become more like Christ in the way we interact with and respond to others—especially those who are different from us—and we will be "no more strangers and foreigners, but fellowcitizens with the saints, and of the household of God."¹⁶ **M**

Notes

1. Boyd K. Packer, "To Young Women and Men," *Ensign*, May 1989.
2. Ephesians 2:19.
3. Dieter F. Uchtdorf, "The Merciful Obtain Mercy," *Ensign*, May 2012; emphasis in original.
4. Dallin H. Oaks, "Loving Others and Living with Differences," *Ensign*, November 2014.
5. Oaks, "Loving Others."
6. Sharon Eubank, "Turning Enemies into Friends," BYU forum address, January 23, 2018.

7. "Official Statement: Church Applauds Community Efforts to Fight Suicide, Bullying and Homelessness," Church Newsroom, July 18, 2018, newsroom.churchofjesuschrist.org/article/church-applauds-community-efforts-fight-bullying-homelessness-suicide.
8. Gerrit W. Gong, quoted in Jason Swensen, "Elder Gerrit W. Gong Urges Today's Pioneers to Build Bridges of Understanding, Kindness," *Church News*, July 17, 2018, churchofjesuschrist.org/church/news/elder-gerrit-w-gong-urges-todays-pioneers-to-build-bridges-of-understanding-kindness.
9. Motto and part of the admission ceremony of the organization Toc H, founded in 1915 by Reverend Philip "Tubby" Clayton: "Service is the rent we pay for our room on earth." See also "Odds and Ends, Facetiae, Etc.," *Observer* (London), October 19, 1862, 2: "Good words and good deeds are the rent we owe for the air we breathe."
10. Gordon B. Hinckley, "Rise to the Stature of the Divine Within You," *Ensign*, November 1989.
11. Mosiah 4:27.
12. Marvin J. Ashton, "The Tongue Can Be a Sharp Sword," *Ensign*, May 1992.
13. Uchtdorf, "Merciful Obtain Mercy."
14. Matthew 5:44–45; see also 3 Nephi 12:44–45.
15. Alma 17:11.
16. Ephesians 2:19.

This speech is adapted from a BYU devotional given July 31, 2018, by Lori Wadsworth, an associate professor and director of BYU Marriott's MPA program.



School News

Preparing for Finance Recruitment



Every fall, recruiters from finance firms around the country descend on BYU Marriott in hopes of finding their newest interns and future full-time hires. In order to help students prepare for this recruiting process, the Department of Finance offers a unique class, Finance 180: Finance Recruitment Preparation. The annual winter semester course focuses on giving pre-finance majors the necessary skills to connect with recruiters, along with exposing students to the different fields within finance so they know which direction to take their careers.

The prep course is offered to pre-finance students during their sophomore year. After students are admitted as finance majors, they are required to pick one of six emphases and then complete an internship in that field the summer after their junior year. However, many companies, such as JP Morgan, Goldman Sachs, and Wells Fargo, come to BYU Marriott in the fall of students' junior year, up to nine months before a prospective internship might start.

BYU Marriott finance career advisor and codirector of the prep class **Tracie Laham-Jones** says connecting with recruiters to secure an internship so far out is important because careers in the finance industry are built on college internships. "An internship is a test period for both the student and the company," she explains. "A temporary job is a low-risk way to build towards a permanent position."

To be prepared for recruiters, students need to have an idea of which finance sector they wish to pursue ahead of

recruitment time in order to connect with companies in the appropriate field. The prep course aims to help pre-finance students have a head start on understanding which finance emphasis is best for them. Students in the class gain a better knowledge of each emphasis through a series of guest presentations by association presidents from the student-led Finance Society.

Troy Carpenter, BYU Marriott faculty advisor and the other codirector of the prep class, notices a connection between the students' understanding of finance fields and their professional accomplishments. "The prep series helps students gain a vision of what finance areas energize them," he says. "Once a student focuses on a specific area, they can land an incredible internship and start on the path to a wonderful career."

To prepare students to be polished, professional candidates when they begin interviewing for internships, Laham-Jones, Carpenter, and guest speakers lead the students through a variety of exercises, which include writing, résumé building, goal setting, and practice interviews.

The help that BYU Marriott and the Department of Finance offer does not end with the prep course. Recruiters seeking to connect with students work with BYU Marriott's Steven and Georgia White Business Career Center, located in the Tanner Building. The Business Career Center informs students of career fairs, information sessions, and other one-on-one opportunities with firms that allow students to connect with future employers.

Laham-Jones believes that companies recruit out of BYU Marriott for a variety of reasons but are mainly impressed with past finance students from the school. "Many companies hire our alumni and are so pleased with the work our graduates perform that these businesses return to us to find more exceptional hires," she explains.

One of the success stories from the prep course is copresident of the Finance Society **Zach Zacchilli**, a senior from San Diego. Zacchilli took the course

during the winter 2020 semester to prepare for the fall recruiting season. His preparation paid off with a commercial finance internship at Cisco Systems. "I definitely owe receiving my internship to the finance recruitment prep series and the ways my professors trained me," says Zacchilli, who is grateful that he can return to the prep class through his role with the Finance Society and help the next wave of pre-finance students prepare for industry internships and careers.

FACULTY NEWS

BYU Marriott Welcomes New Faculty

Nine new professors joined BYU Marriott this fall.

"We are thrilled to welcome these new faculty members," says **Brigitte Madrian**, dean of BYU Marriott. "They bring invaluable insight, experience, and background to their new positions, and we look forward to the significant contributions they will make to the educational experience BYU Marriott offers its students. Our faculty are exceptional scholars, dedicated teachers, and lifelong role models, and these new professors are outstanding additions to a group of educators that are committed to teaching at the leading edge of business rooted in faith and values."



BJ Allen, assistant professor in the Department of Marketing and Global Supply Chain, is excited to teach at a university

where he can focus on helping students become better through the gospel of Jesus Christ. Allen received his bachelor's degree in business management from BYU and his PhD in marketing from University of Texas at San Antonio. His research focuses on new product innovation, crowdsourcing, and open innovation and has been published in notable journals such as the *Journal of Marketing*, *Journal of Product Innovation Management*, and

Becoming Business Bilinguals



Nearly 65 percent of BYU students speak a second language, and BYU ranks third in the nation for the most graduates with foreign language degrees. For bilingual students who want to couple their language skills with business knowledge, the global business and literacy minor offered by the Whitmore Global Business Center (GBC) at BYU Marriott can help students accomplish that goal.

By pairing their language proficiencies with their business courses, students gain valuable skills to help them in their future careers.

Jonathon Wood, managing director of the GBC, describes the need for business language abilities among students. "I often visit freshman classes and I'll say, 'Okay, raise your hand if you speak a second language,' and 80 percent of students in the room put their hands up," he says. "I then say, 'Fantastic—leave your hand up if you know enough in your language to walk into a boardroom and conduct a presentation on return on investments or marketing strategies using your language.' Each time, every single hand comes down."

Wood continues, "I tell students that's why you need to look into the global business and literacy minor. You already have substantial language skills, and if you add business language to your vocabulary, you will be a valuable asset to employers and stand out among other employees. For students who want to receive their MBA, attend law school, work for the government, or work in international relations, a business foundation is a fantastic complement to their education and looks impressive on a résumé."

The main focus of the global business and literacy minor is to help BYU students combine their foreign language skills with business knowledge. The minor requires introductory business courses in accounting, finance, global supply chain, marketing, and international business, plus a business language class. In addition to these courses, students complete a literature or civilization course in their chosen language of study. Any student enrolled in the minor is also eligible to complete the global business certificate offered by the GBC, which illustrates competence and excellence in the field of international relations.

For **Tyler Hastain**, a 2018 graduate from Yucaipa, California, who studied Spanish, the business foundation of the minor provided invaluable knowledge that has helped him find success in his current position as a financial aid technical writer. "The aspect I enjoyed most about the global business and literacy minor was receiving a general overview of several aspects of business, all while gaining important skills needed to be successful in the field," he says. "I want to eventually be a business owner with customers in both the United States and Latin America, so the minor is perfect for that goal."

Ethan Fong, a 2021 Asian studies alum from American Fork, Utah, completed the minor because he knew that business knowledge would complement the skills he gained from his major and prepare him for any future career. "I don't plan on ending up in business, but having an understanding of basic business principles is helpful in any field of study," he says. "Careers often go in unexpected ways, so having a background in business can help me be a more well-rounded and prepared person."

One of Fong's most enjoyable memories while earning the minor was when he was a teaching assistant for MSB 430: Introduction to International Business, a required class for the minor. At the time, Fong worked for World Trade Center Utah (WTC Utah), an association that aims to help Utah-based companies reach global markets.

Shad Morris, a BYU Marriott professor of management who taught the class, partnered with WTC Utah, which allowed students to work with and conduct market research for local companies connected to WTC Utah.

"Working with WTC Utah was a rewarding opportunity because the students received hands-on experience engaging with real companies. Those experiences were relevant to the students, and I loved helping facilitate and manage the project," says Fong.

To students interested in completing the minor, Hastain's advice is to enjoy the classes. He loved the course variety and learning about different business concepts in other cultures. These concepts provided him with new perspectives and ideas of how to approach challenges.

"A university education cannot completely prepare you for every circumstance or cover all perspectives that exist in the world," Hastain says. "The ability to continually learn and grow is essential to the progress of any career. However, I believe the global business and literacy minor helped me develop skills that allow me to adapt and face any circumstance with confidence."

Journal of Cultural Economics. “My goal is to teach applicable skills that enable students to find reliable jobs and succeed in their careers,” he says.



Rebekah “Bekki” Brau, assistant professor of global supply chain management, is thrilled to be working with BYU Marriott.

Brau received her PhD in supply chain management from the Walton College of Business at the University of Arkansas. She has presented her research to companies such as Walmart International and Plug and Play Tech Center. Brau is an active participant in several professional organizations, including the Council of

Supply Chain Management Professionals (CSCMP). She received first place for CSCMP’s Best Practical Application during the 2018 Academic Research Symposium for her research on the value creation of analytics in supply chains and the integration of human judgment. “The lesson I hope my students learn this semester is threefold: learn to love God, to love others, including themselves, and to become lifelong learners,” she says.

Travis Dyer is an assistant professor in the School of Accountancy. Dyer completed his PhD in accounting at the University of North Carolina at Chapel Hill and earned his bachelor’s and master’s degrees in accounting at BYU Marriott. His research focuses on



disclosure choices and information-retrieval choices made by capital market participants. Dyer’s research has been published in

several journals, including the *Journal of Accounting and Economics*, the *Journal of Financial Reporting*, and *Auditing: A Journal of Practice and Theory*. Dyer looks forward to witnessing the potential that students have both professionally and spiritually. “I love learning, and I hope to instill that love in my students,” he says. “I want my students to recognize that failure is part of the learning process and that picking themselves back up is the most important step in that process.”



Justin Giboney joins BYU Marriott as an associate professor in the Department of Information Systems. He received his PhD in

management information systems from the University of Arizona. Giboney has written 37 articles about information security, decision support, and deception detection, published in outlets such as *MIS Quarterly*, *Computers and Security*, and *Computers in Human Behavior*. He has been part of the research team for eight National Science Foundation-funded grants on information security, deception, and forensics technologies. “I hope students learn the power of self-directed lifelong learning this year,” he says.



Dan Heist joins BYU Marriott as an assistant professor with the Romney Institute of Public Service and Ethics. He earned

his bachelor’s degree from Penn State University, his master’s degree in philanthropic studies from Indiana University, and his PhD in social welfare from the University of Pennsylvania. Heist’s research focuses on charitable giving, philanthropy, and volunteering. “I hope to teach my students that God has a specific purpose for each of them,” he says. “Their mission at BYU is to progress in their discovery and fulfillment of that purpose.” Heist is a leading expert on donor-advised

Inaugural Director Named for Sorensen Center for Moral and Ethical Leadership



Jeffery Thompson has been named the first-ever director of the David E. and Verla A. Sorensen Center for Moral and Ethical Leadership at BYU.

“Jeff is well qualified to serve as the director of the Sorensen Center for Moral and Ethical Leadership,” says **Brigitte Madrian**, chair of the executive committee for the center and dean of BYU Marriott. “He is a capable and well-respected administrator, as well as an award-winning teacher and scholar with interests in both leadership and organizational ethics. He has a broad vision for how the center can benefit students and faculty across campus and how it can also have an external impact. I look forward to watching the center take shape under his leadership.”

The center was announced in September 2020. Its mission is to encourage the development of moral and ethical leaders through teaching, scholarship, and policy engagement. It will support classroom teaching and student-focused inspiring and experiential learning activities related to moral and ethical leadership across campus.

Thompson’s appointment began on June 15, 2021. Prior to this new position, he had been a professor at BYU Marriott’s Romney Institute of Public Service and Ethics since 2003. From 2014 to 2017, he served as the director and department chair of the Romney Institute.

As a professor, Thompson has conducted research focused on meaningful work and ethical dimensions of the organization-employee relationship. He earned a PhD in organizational behavior with an emphasis in ethics from the University of Minnesota in 1999. He holds a BA in Japanese as well as an MBA from BYU Marriott. Thompson enjoys theater performance, racquetball, literature, genealogy, and travel. He and his wife, Aimee, are the parents of four children.

BYU Marriott Faculty Garner Accolades



Peter Madsen



David Wood



Steve Smith



Greg Burton



Rob Christensen



Eva Witesman



Mat Duerden



Jeff Jenkins



Melissa Larson



Aaron Miller



Jonathon Wood

BYU Marriott professors from several departments have been recognized for their achievements by outside organizations as well as the university.

Peter Madsen, professor of organizational behavior and human resources, has been awarded a \$2 million grant from the National Science Foundation. The grant will be used to support Madsen's group's research titled "Safety and Learning from Errors and Near Misses in the Human-Automation Interaction of Socio-Technical Infrastructure Systems."

From the School of Accountancy, **David Wood**, the Glenn D. Ardis Professor, earned the American Accounting Association Strategic and Emerging Technologies Section's Outstanding Researcher Award. **Steve Smith**, associate professor and Warnick/Deloitte Fellow, received the Institute of Management Accountants Faculty Leadership Award. **Greg Burton**, the school's KPMG Professor, won the American Accounting Association International Accounting Section's Ian Hague Award for Outstanding Service.

A professor in the Romney Institute of Public Service and Ethics,

Rob Christensen has been elected vice president for the Public Management Research Association. **Eva Witesman**, associate professor at the institute, has been elected division program chair for the Public and Nonprofit Division of the Academy of Management.

In addition, at BYU's annual conference in August 2021, five BYU Marriott faculty and staff members received university recognition. **Mat Duerden**, professor in the Department of Experience Design and Management, was awarded the Alcuin Fellowship. **Jeff Jenkins**, associate professor in the Department of Information Systems, was named an Early Career Scholarship Award recipient. **Melissa Larson**, associate teaching professor in the School of Accountancy, received the Karl G. Maeser Professional Faculty Excellence Award. **Aaron Miller**, associate managing director of the Ballard Center for Social Impact and assistant teaching professor in the Romney Institute, received the Dean Fairbanks Teaching and Learning Faculty Fellowship. And **Jonathon Wood**, managing director of the Whitmore Global Business Center, received the Ben E. Lewis Management Award.

fund research and is the cofounder of the Donor-Advised Fund Research Collaborative. "I am excited to work in a place where staff, students, and faculty treat each other like family," he says.

Camilla J. Hodge is an assistant professor of experience design and management. After earning her master's degree from BYU in youth and family recreation,



Hodge received her PhD in parks, recreation, and tourism from North Carolina State University. Hodge previously worked at Penn State University and at the University of Utah, where she was a finalist for one of the University of Utah's highest teaching honors, the Early Career

Teaching Award. Her research focuses on designing experiences that foster connections between individuals and within organizations. "I hope to instill in my students a lifelong love of learning and an immovable testimony of the reality of their divine identity," she says. "I want to help students understand the importance of intentionally designed experiences in their earthly and eternal progression."



Clay Posey is an associate professor in the Department of Information Systems. As a Mississippi native, he earned his

bachelor's degree in business information systems from Mississippi State University and his master's degree from Jackson State University. At Louisiana Tech University, he wrote his doctoral dissertation on employees' protective security behaviors, which received full financial support from the US Department of Defense. Posey's research on organizational cybersecurity and analytics domains has been featured in several notable publications, such as *MIS Quarterly*, the *Journal of Management*

Information Systems, and the *Journal of Business Ethics*. "My colleagues are stellar academicians, and I hope we can share our experiences and expertise as well as work together to focus on the development of each student," he says.



McKenzie Rees is an assistant professor in the Department of Management. She joins BYU Marriott from the Cox School of Business

at Southern Methodist University, where she was an assistant professor. "I am excited to find greater purpose in my teaching and research by being in an environment that fosters the values of the gospel and the Church," she says. "I hope

my students learn that genuine interest in people and love toward others can give them more joy and success in their careers than anything else." Rees focuses her research on what drives unintentional ethical and unethical behavior, particularly in situations in which competition is salient. After she received her PhD from the University of Utah, her research led her to focus on how individuals can better exercise ethical leadership to speak out about behavior in the workplace.



Ian Wright, assistant professor of finance, feels excited to share his knowledge at BYU Marriott. "I hope my students learn to

BYU Army ROTC Lives Up to Sandhurst Legacy



A group of BYU Army ROTC students finished 10th out of 44 teams in the April 2021 Sandhurst Military Skills Competition at West Point, New York. The BYU cadets pushed past their limits and used their military skills to complete an extreme competition, testing both their physical and mental capacities.

After finishing in the top 10 at the regional 2019 Ranger Challenge, the BYU Army ROTC cadets qualified for the 2021 Sandhurst competition and competed against the United States Military Academy, US Air Force Academy, and other university ROTC teams. "BYU averages Sandhurst attendance about every three to five years. Our program has a rich tradition of doing well in the local competitions, and that's how we end up going to Sandhurst as often as we do," says Lieutenant Colonel **Seth Miller**, department chair and professor of military science at BYU Marriott.

Because of their dedicated preparation for the challenge, the cadets continued BYU's legacy of performing well at Sandhurst. With the help of BYU Army ROTC leaders and mentors, cadets such as **Austin Cloninger**, a senior studying Middle Eastern Studies/Arabic from Morgan, Utah, sacrificed time and effort in order to prepare



for the extreme physical challenges. "Our team has been training all year long," says Cloninger, who was tasked with overseeing the training and spent many nights creating workouts and plans for the challenge. Additionally, Cloninger directed the team during Sandhurst and helped team members succeed in the events.

The BYU Army ROTC team experienced numerous obstacles during the competition, but the team overcame those obstacles with exemplary endurance. Over the two days of competition, the students covered a distance of about 40 miles, stopping to complete tests of functional fitness or military skills, such as emergency first aid. "All of the events tested not only physical endurance but mental endurance as well," says Cloninger. The team was scored based on its performance in each of the events.

Cloninger recalls the last stretch of the challenge being particularly memorable because of the way his team felt after enduring to the finish. "The last stretch was the most difficult of the race, but at the end, we as a team stood together at the finish line and felt all the difficulties everyone went through. Until the end, we took care of each other. We all had this intense feeling of unity," says Cloninger.

The 2021 Sandhurst competition stood out as an unforgettable test of endurance and skill for participating BYU Army ROTC cadets. To Miller, Sandhurst creates more depth and resilience in the cadets who compete. "In the challenge, our cadets discovered they could go a lot further than they previously thought," he says. "Everyone who went to Sandhurst this year came back stronger than before."

confidently think through, discuss, and solve problems they have never encountered before,” he says. Wright earned his PhD in economics from Stanford University, where he studied theoretical and empirical work in financial markets. During his PhD program, Wright was a research assistant to the Working Group on Economic Policy at the Hoover Institution. After his time as vice president in the asset allocation research group at Goldman Sachs in London, Wright became a quantitative investor at BlackRock in London. He has received several awards for his teaching, and his research has been featured in publications such as the *Journal of Economic Behavior and Organization*.

STUDENT NEWS

IS Students Place in Top Three at National Competition

Amid the stress of studying for winter semester finals, four teams of BYU Marriott information systems (IS) students also prepared to compete in national competitions. The students’ hard work paid off: all four teams took home a top-three finish across two competitions at the annual Student Chapter Leadership Conference hosted by the Association for Information Systems (AIS). The final events for the competitions were held virtually April 9 and 10, 2021.

The AIS conference is an annual nationwide conference that features speakers including industry leaders, executives, and students. In addition, the conference hosts three competitions that allow students to apply their skills and knowledge. This year, BYU Marriott student teams participated in two competitions: the HP Design Thinking Competition and the Software Innovation Challenge, with two teams entering each competition. The HP Design Thinking Competition asked student teams to create a solution for group collaboration that supported diversity and inclusion. The Software Innovation Challenge prompted teams to create information systems initiatives and innovations that aim to improve an issue in society.

When designing the applications they submitted to the competition, the students applied their knowledge and

skills gained through the IS program. “The students represented BYU Marriott and the IS program extremely well,” says BYU Marriott IS associate professor **Tom Meservy**, who mentored the students for the competition. “Students from the IS program know how to work in a team, quickly analyze a problem, create a pragmatic solution, and present in a way that increases conviction in the proposed solution. These students had the initiative to take on a significant project during one of the busiest times of the semester and were incredibly teachable and open to feedback along the way.”

The team that received first place in the HP Design Thinking Competition—consisting of **Jamie Cromar**, a first-year MISM student from Orem; **Jefferson Ostler**, a second-year MISM student from Richland, Washington; **Joslyn Orgill**, a second-year MISM student from Chesterfield, Missouri; and **Taylor Rees**, a second-year MISM student from Las Vegas—stood out because the students set out to solve real problems that they experienced in virtual workplaces. The team’s web application, called Together, included all the functionalities of video-conferencing, communications, and word-processing software and focused on providing a customizable experience for all users.

The students began their brainstorming process by reflecting on both the challenges and strengths of a virtual workplace. “Our team set a goal to create a remote workspace that didn’t feel isolated,” says Rees. “One feature that received the most positive feedback from the judges was a daily personal check-in, which encouraged open communication between coworkers—an aspect of remote work that we thought could be improved.”

Another BYU Marriott team—composed of IS seniors **Kennedy Daniel** from Henderson, Nevada; **Josh Perry** from Castro Valley, California; **Devyn Smith** from Farmington, Utah; and **Jacob Welling** from Fruit Heights, Utah—took third place in the HP Design Thinking Competition for its project, Diversify3000. The students designed the project as an all-inclusive social hub, communication platform, and project-management software.

In the Software Innovation Challenge, a team of BYU Marriott students took



second place for its web application, Amity. The team included first-year MISM students **Lilia Brown** from Laketown, Utah; **Caroline Crane** from South Jordan, Utah; **Shannon Murray** from Bountiful, Utah; **Thomas Fife** from Colorado Springs, Colorado; and Cromar. The Amity app pairs middle- and high-school-age students with an individual to support the student through their education.

“The most rewarding aspect of this challenge was actually making a product that could truly make a difference in the world,” says Fife. “Building sites for a company landing page or an e-commerce business is fun, but building a web application with a higher purpose like Amity didn’t feel like work. The challenge opened my eyes to the possibilities that technology provides for improving society.”

Another BYU Marriott team—consisting of students **Katie Bankhead**, a senior from Draper, Utah; **McKay Matheson**, a senior from Cedar Hills, Utah; Orgill; and Rees—took third place in the Software Innovation Challenge. The team designed a web application to help women access birth control by using a mapping and navigation platform to find birth-control offerings near them.

In addition to the student awards, Meservy also received the Faculty Advisor of the Year award. “The AIS competition is the top competition for information systems students. To have all four of our teams attend the final rounds is fantastic, and the fact that all our teams placed in the top three is truly exceptional,” Meservy says.

Alumni News

MANAGEMENT SOCIETY

Effects of Diversity in Corporate Boards

Felix Acquah was guest speaker at the Texas Dallas Chapter's monthly luncheon held on March 25, 2021. More than 40 society members and friends attended, many in person and others via Zoom.

Acquah, director of finance and assistant corporate controller at Oportun Financial Corporation, is a recent convert to The Church of Jesus Christ of Latter-day Saints. In his remarks, he shared his spiritual journey to the restored gospel and spoke about the love and support he's received from Church members along the way. "His story was humble, real, and filled with the Spirit," reports chapter leader **John Christiansen**. "Even nonmember participants recognized a different energy and vibe at the event."

Acquah also spoke about the effects of diversity in corporate boards, which he researched while completing a PhD at Oklahoma State University in 2019. His studies included not only race and gender diversity but also differences in culture, political ideology, religion, and professional experience. Acquah concluded that more diverse corporate boards are able to make better decisions, which leads to increased profitability.

"It was eye-opening," says Christiansen. "I think everyone walked away with a renewed appreciation that when we come together and seek to understand each other's views, we are stronger and better."



A Personal Path to Leadership



The BYU Management Society's global webinar on April 9, 2021, featured former Young Women general president Bonnie Oscarson, who shared insights about her path to leadership. She began her talk by reminding listeners that the Lord knows our capabilities and wants to push us to our greatest possibilities, and in the process, He will provide opportunities that will prepare us for what's ahead.

In her talk, Oscarson referenced Elder David A. Bednar's 2010 presentation "A Conversation on Leadership," which she says has been pivotal in helping her understand effective leadership. Principles she highlighted—and illustrated with personal experiences—included leading with love, trusting in the Lord, counseling together, being flexible, and expressing gratitude to those you work with.

"Christ taught that we can be moral and ethical leaders in our homes, in our church callings, in our school settings, and in the business world," Oscarson concluded. "We can apply those principles of leadership to every area of our lives."

Talking with the Mayor

On March 25, 2021, the Brazil Rio Grande do Sul Pelotas Chapter sponsored "A Conversation with Fabiany Roig," the fifth in an ongoing series of webinars dedicated to career development. Roig is the current mayor of the city of São José do Norte, RS, Brazil, and is a member of The Church of Jesus Christ of Latter-day Saints.

In a blend of prepared remarks and spontaneous answers to participants' questions, Roig addressed the importance of women's participation in business and politics, her career trajectory, and her motivations to enter public service. She also discussed her projects as mayor as well as business opportunities in the region for both companies and individuals.

The webinar's 55 attendees included management society members and community and business leaders. "The event was a great success," says Marcos Fontoura, chapter president. "The participants were fully engaged and asked many questions."



CLASS NOTES

1977



Full-time teaching jobs were in short supply when **Ann Molen Peterson** graduated from BYU Marriott in 1977 with a degree in

business education. So she took a job as a legal secretary and, as a result, became one of the first paralegals in Utah. She worked for Fox, Edwards & Gardiner in Salt Lake City and then continued in the profession when she and her husband, Michael (who earned a BFA from BYU in 1976), moved to the Dallas-Fort Worth area. Beginning in 1987, Peterson took a 13-year hiatus to stay at home with her three children. After returning to work, she spent the next 18 years teaching middle-school business courses, often creating the curriculum herself. As technology changed, her classes changed—from keyboarding to technology applications to computer coding and internet safety.

Keeping Utah's House in Order

The Utah State Capitol was unusually quiet in early 2021, even though the legislature's annual session was in full swing. "There just wasn't the bustle we usually have," says **Megan Selin Allen**, a 2010 MPA alum. "The capitol was closed to the public for the first couple of weeks, and even after it opened, just our interns could be in the gallery. Only representatives, staff, and approved others could be on the floor. We had COVID-19 testing going on every day, and for the first time, some legislators participated via Zoom."

Even though the atmosphere in the building wasn't the same, the legislative process went forward as usual, thanks to Allen. As chief clerk for Utah's House of Representatives, Allen is an integral part of the team that keeps things moving during the 45-day legislative session.

In addition to overseeing staffers such as pages and "green coats" (those who fulfill security and ushering roles), Allen prepares and distributes the daily order of business, which, she says, "helps us know where we are and what we have coming." From her seat in front of the Speaker of the House, she helps direct action on the

House floor and ensures that representatives follow parliamentary procedure, House rules, and constitutional requirements. She also records votes, presents results to the Speaker, and transmits House legislation to the Senate.

"My days are kind of crazy," reports Allen, "especially during the first week of the session when we have a lot of ceremonial events, like the State of the State address. I always say that if I can get through the first week, I'll be okay." But the weeks near the end are also intense, when debate on the House floor might go until 8 p.m.—or later.

Once the session is over, Allen manages the final step of "enrolling"—transmission to the governor for signing—bills that have been passed. She oversees writing and editing the official House Journal and ramps up for the next session by lining up staffers, planning for opening-week events, and helping onboard new legislators and offboard outgoing members. "I do boring things too," she says with a laugh, "like making sure we have enough signature-page copies."

Allen's career in government began long before she accepted her current position. Though she majored in management at BYU Marriott, she also had a keen interest in politics. She participated in BYU's Washington Seminar, interning in the office of the CFO for the US Department of Agriculture, and later interned with the Utah House of Representatives.

Serendipitously, not long before Allen completed her bachelor's degree in 2008, she saw a poster in the Wilkinson Center advertising the MPA program. She had never heard of it, but she ended up attending an informational meeting the same day. "They described an MPA as 'an MBA but for government and nonprofit work.' I knew it was a perfect fit," she says.

As a result of relationships built during her internships, Allen stayed involved in politics, working on campaigns and private projects for legislators. In 2015 she became deputy chief of staff for the Speaker of the House, a role she held for four years before being hired as chief clerk. Allen also earned an MBA from Western Governors University in 2017.

Allen, her husband, Scott, and their three children currently reside in North Salt Lake, not far from the capitol building. As Allen reflects on her work with the legislature, she describes it as an exciting, frustrating, fast, and slow process—all at the same time. "But what I like best about my job," she says, "is the inside peek into the very real and pertinent issues that affect everyone in the state."



She served on districtwide committees, mentored new teachers, and worked with district education technology trainers. Now retired, Peterson and her husband reside in Arlington, Texas, and serve as BYU–Pathway service missionaries.

1988

"I have always been fascinated by the role that leaders play in organizations," says

Raul Almeida, who earned an MOB in 1988. "While a competent leader brings an organization coherence and success, an incompetent leader creates conflict and failure." Almeida is an executive leadership coach for HR-solutions firm Lee Hecht Harrison, where he is passionate about coaching and developing leaders who can succeed in their roles. He consults with senior leaders, C-suite



executives, and boards of directors and their teams to identify strengths and address barriers that impact their abilities to lead effectively. Along with his degree from BYU Marriott, Almeida holds a JD from Pontificia Universidad Javeriana in Bogotá, Colombia, and an MA in

The Man Behind the Attractions



When **C. R. "Casey" Yadon** picked up his phone one day in 1988, he was surprised to find a representative from Walt Disney Imagineering on the other end. A former work colleague had recommended Yadon as just the person to fill an open position, the representative said. Would he be interested in submitting his résumé?

Yadon, whose mantra is "take advantage of the opportunities that come your way," was interested. Within a matter of weeks, he'd been called in for interviews and received an offer to work as a scheduler for Walt Disney's theme parks and attractions. "Of course I said yes," he remembers. "Who's going to pass up that opportunity?"

After that life-changing phone call, Yadon spent much of the next four

decades working in the themed-entertainment industry, a career that culminated in him becoming Universal Creative's first master scheduler. His résumé is filled with names of uber-popular attractions he's worked on, including Universal's Wizarding World of Harry Potter in both Florida and California (hands down his favorite, says Yadon, "because it's not just a ride, it's an environment"), Disneyland Paris, Universal Studios Japan, and Star Tours and Studio Backlot Tour at Disney World.

Yadon describes himself as "an information monger: I get information, I process information, and I disseminate information." That sounds simple, but in reality scheduling is a complex job "that sometimes drives you crazy," he says. "To be really good at it," Yadon continues, "you have to understand all the processes"—how the creative people come up with an idea; what goes into constructing the facility; how engineers design ride tracks and controls; how sound, lighting, and sets work; and more. "There are so many different disciplines that you have to integrate and make work, and when you do it right, you provide a real service to the project and to management."

After graduating from BYU Marriott in 1981 with a BS in operations and systems analysis, Yadon worked as a scheduler in the aerospace industry for eight years. It was his "penchant to dig into everything" that got him noticed by the colleague who referred him to Walt Disney. "I've always wanted to know how everything works," he says. "My motivation was that I wanted to do the best job I could, and I wanted to be of service." Yadon also earned a master's degree in project management from DeVry University's Keller Graduate School of Management in 2009.

One perk of Yadon's career has been the opportunity for him and his family to experience a variety of cultures. They've lived in California, Florida, France, and Japan, and Yadon has also worked on short-term projects in Singapore and the United Arab Emirates. "It's been wonderful for my children," he says. "They have a much wider view of the world because they've seen it. That's made a huge difference in their ability to be tolerant and accepting of other people's beliefs and cultures."

Another perk is that Yadon was able to spend 20 years working alongside his wife, Cathy Pechstedt, who was a set designer for Universal Creative. Retired since 2018, the couple now lives in San Juan Capistrano, California, where they volunteer each week as gardeners at the city's Ecology Center and Yadon enjoys restoring and driving his '68 Volkswagen Bug, Lulu.

As he looks back on his career, Yadon prizes the chance he had to collaborate with talented people and create exceptional products. "The only way to be successful was for everyone to work together. I'm so proud to have been part of great teams that have brought so much fun and enjoyment to literally millions of people," he says.

economic policy analysis from Stony Brook University in New York state. He and his wife, Eileen, live in Kissimmee, Florida—an ideal location to engage in their hobbies of swimming, walking, and paddle boating. They have three children and one granddaughter.

1989



Drawing on more than 30 years of experience in founding and running tech companies, **Benoy Tamang** now works as a CEO

coach and is dedicated to helping senior executives perform their best. In addition, he serves as a senior partner of VENN Industries, which focuses on increasing the business efficiencies of commercial construction companies with the right processes, culture, and quality employee pools. Before earning his MBA from BYU Marriott in 1989, Tamang graduated with a BS in computer and information systems from BYU-Hawaii in 1986. He and his wife, Angela, live in Alpine, Utah. They have five children and five grandchildren. In his free time, Tamang enjoys rugby, surfing, snowboarding, playing in a band, and taking groups to Nepal's Everest Base Camp. He has served as a facilitator for the International Rescue Committee in Salt Lake City, where he mentors Nepalese refugees as they learn the skills necessary to survive—and thrive—in the United States.

1990



Wil W. Osborn planned on working in a US senator's office after he graduated with a BS in accounting in 1990. When that

didn't pan out, he accepted a position with First Security Bank and discovered what he actually wanted to do: manage investment portfolios. He earned an MBA from Westminster College in Salt Lake City in 1994, and since then, he and his family have lived in many areas of the country as he has parlayed his accounting and investment background into finance and banking management. For a decade, Osborn served as senior vice president and CFO of FHLBank Topeka, overseeing

the accounting, product pricing and profitability, and capital market departments. In late 2020, he accepted a position as executive vice president and chief business officer for FHLBank Des Moines. He and his wife, Traci, live in Des Moines, Iowa, and are parents to four children, one of whom attends BYU.

1995



After participating in both the Ricks College Summer Honors Institute and the Ricks College Ballroom Dance Company,

Troy L. Whiting graduated from Ricks (now BYU–Idaho) in 1993. He continued his education at BYU Marriott, earning a degree in business management with an emphasis in entrepreneurship in 1995. Whiting began his career in real estate finance in 1996, initially in wholesale and retail residential mortgage operations, before heading up a commercial loan department. In 2007 he founded Avalon Capital, a commercial real estate and business finance company. Whiting also holds a lending manager license with Superior Lending Associates, originating residential mortgages. Whiting and his wife, Lara Christensen Whiting, reside in Orem. They have six children and two grandchildren.

2003



Christina Gee Noakes, who earned a BS in business management with a finance emphasis in 2003,

spent a decade dancing professionally for Utah Metropolitan Ballet and Ballet Arizona. She retired from the stage after giving birth to twins, and now she enjoys being a stay-at-home parent, volunteering at her children's schools, and using her dance skills in new ways. Since 2017 she has taught adaptive dance through Bridge of Promise, an organization that provides recreational, social, and educational opportunities for differently abled individuals. She also teaches virtual dance fitness classes. Noakes and her husband, **Shelby** (also a BYU Marriott finance alum), live in Castle Rock, Colorado, with their three children.

The family loves traveling—especially internationally—and they have lived in several states. “These opportunities have opened our eyes and hearts to recognize that friends and beauty can be discovered everywhere,” says Noakes.



In 2019, **Ryan Wimmer** was promoted to the newly created position of treasurer for the city of Mesa, Arizona. His

responsibilities include managing the city's investment program, overseeing the debt program, and directing the property-tax process. Wimmer began his career in local government finance in 2003, working as a part-time auditor for Maricopa County, Arizona. He later transitioned to a full-time position in the county budget office and in 2012 became deputy budget director for the city of Mesa. Wimmer earned a BA in international studies from BYU in 2001 and an MPA from BYU Marriott in 2003. Since graduating, he has taken additional college courses in accounting, astronomy, economics, math, philosophy, and psychology. He and his wife, Katie, live in Mesa with their three young children. “I used to road bike and read classic novels,” says Wimmer. “Now I play with trains and watch videos about planets with our kids.”

2006



If you ask **Christopher Nielsen** about his proudest professional accomplishment, he'll tell you it was helping a client save more than

\$100 million on a single software renewal. Since 2014 Nielsen has worked for IT management consulting firm Anglepoint, a company that helps global Fortune 1000 clients develop strategy and select and implement IT tools. As a company director and IT consultant, he leads some of the company's largest accounts and helps clients build sustainable software asset-management programs. Nielsen earned both a BS in information systems and an MISM from BYU Marriott in 2006. He and his wife, Sarah (who holds a BFA from BYU), live in Spring, Texas, with their four sons. Nielsen loves personal

finance and real estate and has built a portfolio of rental properties that he hopes will provide financial stability for his family long into the future. He plays the viola in his community's symphony and is always up for a game of pickleball.

2008



Soon after she graduated with a BS in accounting in 2008, **Lindsey Allsop Hansen** and her husband, **Austin** (also a

BYU Marriott accounting alum), married and decided to start their family. They now have five children and live in Rogers, Arkansas. “Though I never worked in the field of accounting, I am incredibly grateful for all the things I learned at BYU Marriott,” says Hansen. “I have used my skills and knowledge to manage a home and family, support my husband in his career, run small-business ventures from my home, and serve in the Church and in the community.” A stay-at-home parent, Hansen also spends a few hours each week teaching private violin lessons in her home and teaching at her sons' preschool. Her hobbies include playing the violin and piano, reading, jogging, cooking and baking, and spending time with her family.



As human resources manager for Amazon Japan, **Tasuku Yukimoto** has both a strategic and a hands-on role in

providing full-cycle human resources support to fulfillment centers throughout the country. Before joining Amazon, Yukimoto was an HR business partner for the Swatch Group in Tokyo, where he recruited key talent for the organization and acted as a counselor and mentor for junior staff. He previously held the position of assistant vice president for Tokyo Star Bank. Yukimoto graduated from BYU–Hawaii in 2002 with a bachelor's degree in psychology, then went on to earn an MBA from BYU Marriott in 2008. He and his wife, Keila, live in Chiba, Japan, with their four children. Outside of work, Yukimoto enjoys playing golf and barbecuing.

2010



Jenn Esplin Larson found her passion for teaching while working as a TA at BYU Marriott, during both her graduate and

undergraduate studies. “I loved the experience and thought my dream job would be to become a professor and design my own classes,” she says. That opportunity came after she earned her MBA in 2010 and administrators at BYU Marriott offered her a job in the Department of Finance. In her position as an adjunct professor, Larson teaches between five and eight classes each year. Because she worked in financial services for eight years after earning her BS in finance in 2003, “I incorporate the personal finance perspective into all the corporate finance concepts we discuss in class,” she says. In addition to university classes, Larson has taught executive courses for financial analysts and regularly presents at seminars for community and youth groups. Larson and her husband, **Jeff** (also a BYU Marriott professor), have five children and reside in Provo.



When she was 16 years old, **Zo’An Van Schaik’s** high school counselor told her she wasn’t college material. That left her with a

desire to prove to him and to herself that she could achieve whatever she wanted. Since then, education has become her lifelong pursuit. Van Schaik graduated from BYU in 1976 with a BA in interior environment and also earned an associate’s degree in respiratory care from the University of Montana in 2004. In 2010 she completed her MPA at BYU Marriott. “My MPA degree has given me the knowledge and confidence to tackle challenges that present themselves or challenges I choose,” she says. “It enriches my life every day.” Van Schaik’s most fulfilling career has been raising a family and homeschooling her children—both of whom received scholarships to BYU. She and her husband, Larry Dopheide, live in Stevensville, Montana, where Van Schaik is actively engaged in church and community service.

2012



In 2017, **Heather Hawkins Beard** and her husband, Ben (also a BYU alum), founded Red Cliff Homes, a residential building

company in Las Cruces, New Mexico. Beard works with Ben in higher-level strategic planning for the business and especially likes evaluating real estate and considering uses for different properties. She also helps manage several rental properties the couple owns. The Beards are parents to four children, and Beard homeschools them, an experience she describes as “an incredible journey of education—emotional, exhausting, exhilarating, and enriching.” Beard earned a BS in recreation management and youth leadership with an emphasis in therapeutic recreation from BYU Marriott in 2012. She enjoys exploring with her children and helping them find answers to their questions, serving in the Church, reading, journaling, and doing anything active outside. She currently is working to achieve her goal of training for and competing on *American Ninja Warrior*.

2013



“I’ve always been passionate about software,” says **Eric Santos**, “and the information systems program at BYU Marriott

gave me the business background to complement my technical skills.” Santos started his computer science studies in his home country of Brazil, then transferred to BYU after his mission. After completing two internships at Microsoft, he accepted a full-time position as a software engineer when he graduated with a BS and an MISM in information systems in 2013. In 2018 he began working for Google, building client-side libraries to improve the sharing experience across Google’s products. His current focus is on Android apps, and his team’s use cases include sending email in Gmail, sharing a picture via Google Photos, and sharing locations on Google Maps. Santos lives in Seattle with his wife, Vanessa Koch (a fellow Brazilian and BYU

alum), and their two daughters. He loves traveling with his family and recently started taking piano lessons.

2016



Kayla Joyce, Nu Skin product marketing manager for the United States and Canada, says the best part of her job is seeing her marketing ideas come to life as the company’s teams work to develop them. She also loves presenting and demoing products at expos and conventions. Joyce, a 2016 graduate, holds a degree in business management with a marketing emphasis. She originally took a job at Nu Skin while she explored other employment options but stayed on after her manager recognized her potential and moved her to a position where she could excel. In her job, she oversees both the Nu Skin and Pharmanex sides of the company—creating marketing campaigns, determining pricing, and interacting with distributors and customers to answer questions and build positive relationships. Joyce lives in Herriman, Utah, with her husband, **Derek** (a BYU Marriott Macc alum). She recently went skydiving—and highly recommends it.

2017



Internships spanning investment banking, asset management, and wealth management helped **Ryan Miller** understand what he wanted in his future career: to be part of a smaller team, deal with a wide variety of assets, and work for an entity with a noble mission. When he discovered endowment investing during his senior year at BYU Marriott, he knew it met his criteria. Miller earned a BS in finance in 2017 then landed a job at Vanderbilt University’s Office of Investments, which controls one of the largest endowments in the country. As an investment manager, he is responsible for underwriting and monitoring multimillion-dollar investments in publicly traded assets. He and his wife, Brierra (also a BYU alum), live in Nashville, Tennessee, and have one daughter. Miller was born in South Africa and holds both US and Swedish citizenship. He enjoys

Fish Stories

Traci Stirling Bell isn't kidding when she says her hobby is telling fish stories. But what makes her tales unique is that they aren't just incredible, they're true. In 2012, Bell and her husband, Craig, started Ripple Rock Fish Farms in Frazeytsburg, Ohio. From humble beginnings in the family's garage, the company has grown into a thriving enterprise that produces 40,000 pounds of tilapia annually, with potential for another 10,000 pounds per year.

Ripple Rock was a significant undertaking for two people with no background in agriculture. The Bells both graduated from BYU in 1990, Traci with a MAcc and Craig with a BS in physical plant administration. Craig managed facilities at colleges in New Mexico and Indiana before

the family settled in Ohio, where Craig had a regional position overseeing several campuses. Bell was at home with their four children, including a daughter with Rett syndrome, a genetic disorder that made caring for her much like caring for a newborn.

Life went from busy to overwhelming when Craig's company expanded his region and he was always on the road. The Bells knew Craig's job was no longer right for their family, but they hesitated to relocate because their daughter was well established with doctors at the nearby Columbus Children's Hospital.

One Sunday evening after Craig left for his work week, Bell decided that before he got back, she was going to find another way for them to earn a living. She spent every spare minute researching up-and-coming businesses and stumbled on aquaculture, predicted to be a major economic opportunity for the new millennium. When Craig walked in the door on Friday, Bell greeted him with, "I've got an idea. You build it, and I'll manage the numbers."

In the following months, the couple attended aquaculture courses and talked to everyone who knew anything about fish. They built a simple recirculating system out of two 55-gallon drums and raised 12 goldfish. By the next year, the family had constructed a 3,000-gallon system in an existing farm building and raised 1,200 tilapia.

That was just the beginning. With help from professors at Cornell University and Ohio State University, Bell spent almost two years preparing a small-business-innovation grant proposal for the US Department of Agriculture, seeking funds to expand their operation. During that process, in February 2013, Craig quit his job. "We didn't know how we were going to proceed," remembers Bell, "but we knew he needed to resign. The next Friday, we got a call from Washington, DC, telling us we got the grant."

Since then, Ripple Rock has been the family's focus. They built a 6,000-square-foot building that holds a 50,000-gallon indoor recirculating aquaculture system and its supporting facilities. "Our kids have learned to work hard and have been exposed to so much about running a business," says Bell. "And as people have watched our family work at this together, we've had opportunities to share more about who we are and what we believe."

As part of their grant, the Bells committed to share what they've learned about aquaculture; they've written a series of five instructional manuals, started a YouTube channel with how-to videos, and presented at the World Aquaculture Conference. "Some people can't understand why we share our knowledge and experience," says Bell, "but the demand in aquaculture is plentiful. Working with others will help us improve processes and reduce costs."

Ripple Rock Fish Farms may seem a long way from BYU, but Bell says lessons she and Craig learned in college have been crucial. "Working hard to get an education builds your confidence," she says. "Because we knew what it took to achieve a goal, we felt like there wasn't much we couldn't do when we put our minds to it. That drive and determination is what's helped us be successful."



Rebuilding Aloha



Oahu's Aloha Stadium has been part of **Michael Iosua's** life for almost as long as he can remember. In his younger years, he shopped at the swap meet and spent Saturdays in the stands, cheering on the University of Hawaii football team. During college, it was his home field when he played defensive lineman for the Rainbow Warriors. Now he attends football games there with his own family, and he has just completed a term as president of the Nā Koa Football Club, the University of Hawaii's official booster organization.

With all that history, it seems only fitting that Iosua is also playing a role in Aloha Stadium's future. In 2014 he was appointed by Governor David Ige to Hawaii's nine-member Stadium Authority. In his two terms on the board, Iosua has chaired the internal governance committee and overseen the stadium's budget, personnel, and maintenance.

But Iosua's overarching task, together with his colleagues, has been studying and making recommendations for rebuilding the aging structure and developing the hundred acres of prime real estate that it sits on. The project is one of the largest public-private efforts in the state's history. After six years of work, plans are now

in place to turn the area into a "destination" that will also include restaurants, retail and office space, residential areas, and hotels.

Though the larger development will be years in the making, the stadium is slated to be ready for the 2024 football season. "It's especially gratifying for me, being a former University of Hawaii football player, to be a part of redeveloping this and giving the team a good place to play," says Iosua.

Serving on the Stadium Authority is just one of the community projects Iosua is involved in. He is a member of the board of directors for Kahuku Medical Center, and he also works with a coalition of nonprofit organizations and businesses that are trying to increase affordable housing in Hawaii. These pursuits, as well as his efforts in helping the Maui Health System enter into a public-private partnership, led to him being named to Hawaii's 40 Under 40 list in 2017—an annual award for young leaders who are helping to shape the state's business community.

Professionally, Iosua is a partner at Imanaka Asato, a full-service law firm in Honolulu. He leads the practice's government affairs group, which advises both government and private clients on issues related to local market entry, public procurement, land use, community engagement, legislative planning, and public policy. Iosua has also advised numerous candidates on state campaign spending and ethics laws. Before returning to his native Hawaii in 2013, he worked as a litigator at Snell & Wilmer in Las Vegas and as assistant attorney general for American Samoa.

Iosua earned a BA in economics from the University of Hawaii in 2002 and graduated from the joint MBA/JD program at BYU Marriott and BYU's J. Reuben Clark Law School in 2009. Iosua credits his experiences at BYU Marriott with teaching him to present himself well, think on his feet, and communicate in a clear and concise way. "Even though I practice law, a lot of my work has to do with business, so my MBA has been a real asset to me," he says. "Knowing how to look at financial statements, find information, and know which questions to ask has served me well, especially in my community service activities."

Iosua lives in Honolulu with his wife, Kapu, and their five children. Their favorite activities involve being together as a family, and Iosua says he especially enjoys watching their kids play sports. Someday in the not-too-distant future, that may give Iosua another reason to connect with Aloha Stadium—as a proud parent watching his children compete in the facility he helped create.

traveling, exercising, playing games with friends and family, and eating ice cream.

2018

"I never imagined I'd be back in my hometown working with my father," says **Phillip Stafford**, "but business has been booming, and I love what I do." Stafford joined Analytix Group, his father's real estate appraisal and valuation firm, in



2019. They specialize in commercial real estate in Idaho and eastern Oregon and appraise everything from office buildings and apartment complexes to golf courses and funeral homes. A 2018 strategy alum, Stafford started his career as a management consultant with Cicero Group, a

boutique consulting firm in Salt Lake City. He worked on strategy projects in education, the nonprofit sector, and technology, and he helped open the company's first expansion office in Dallas. Stafford and his wife, Amanda, live in Meridian, Idaho, with their two young children. In his free time, Stafford enjoys playing basketball, golfing, skiing, and watching TV and movies with his wife.



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