

MIT Sloan

News and insights for alumni

Technology
and the
work-life
balance



MIT Sloan

News and insights for alumni
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**Technology
and the work-life
balance**



Feature

16 Wired and searching

In this wired world, communications technology and the career search seem to go hand-in-hand. Alumni and faculty discuss the risks of leaning too heavily on the online networking tools we've come to rely on.

Cover story

26 The office in your pocket

If you feel like you're taking the office with you every time you set out for some personal time, you're not alone. Handheld computers, tiny laptops, and widespread wireless zones make it possible for us to stay in touch with work 24/7. But how can we leverage these technologies to help us strike a work-life balance?

First person: Alumni perspective

45 Discovering work-life balance

Brad Feld, MIT 1987, SM '88

departments

2 Letter from the publisher

4 View from the bridge

Letter from the dean

5 MIT Sloanscape

Campus happenings

8 Newsmakers

Faculty, staff, and alumni in the news

12 Regional news

Alumni news from around the world

20 Innovation at work

Faculty article

24 Refresher course

Faculty books

34 From the desk of...

Staff profile

35 Class notes

64 Work-in-progress

Career advice

On the cover

Getting away from it all???

Searching for the work-life balance in a wired world.

We used a W-boat paddlecraft, courtesy of Wavewalk, Inc., to create this floating office on a pond in Acton, Massachusetts. Photograph by John Earle.

www.wavewalk.com.

Go behind the scenes of our photo shoot and witness the true spirit of MIT innovation and ingenuity at work.

<http://mitsloan.mit.edu/alummag>

Dear Fellow Alumni and Friends of MIT Sloan:

I am delighted to introduce the inaugural issue of the MIT Sloan alumni magazine. Our goal for this new publication is to provide our community with extensive news about the School and our alumni, as well as insights into some of the pressing issues facing alumni today—both professionally and personally. We hope you will see this magazine as a resource to identify and explore relevant topics and as a vehicle to celebrate successes in our community.

When I returned to MIT Sloan as director of the Alumni Office in late 2003, we surveyed the entire alumni community to match our strategy and organization to your needs. We asked how you felt about the School and your experience as a student and graduate, and we also asked what services you value most. I was very encouraged to learn that our alumni share my strong sense of pride in the School: more than 95 percent of you said that you are proud to have attended MIT Sloan, that you would recommend the School to others considering



*Sean E. Brown, SM '94
Director of the
MIT Sloan Alumni Office*

an MBA, and that you wanted to be more connected to the School and to each other. You also requested more information, both print and electronic, to advance your career and to build your connection to the School and to fellow alumni.

Based on your feedback, we have focused the Alumni Office mission and organization on better connecting alumni to the School and to each other and on helping alumni advance their careers. We reorganized our staff to focus on improving alumni communication and information, we completely redesigned the online directory, and we added a number of new features to the alumni website. We are launching new alumni e-newsletters and now we have published this all-new magazine.

The feature articles in this premiere issue explore the impact of technology on our professional and personal lives. While balance between the two is something we frequently strive for, many of us are not able to accomplish such balance in this fast-paced, always-connected world.

As a technology enthusiast, I greet new devices with anticipation, and I am optimistic about the ways they can enrich our lives. I have been using a Palm handheld for the past decade, and my Palm Treo allows me to check my e-mail and take important phone calls any time and any place I need to. Because I can keep all of my digital information with me on my Treo, I am rarely without it (Ziploc bags work well if you need to take yours to the beach). I also use it to read books while traveling and to listen to music while working out. I even keep a large number of children's books on it to read with my two young daughters.

WELCOME



There is no denying that new technologies and communication services can help us be more efficient and productive. But we also need to recognize the “information overload” and often unreasonable expectations that can result. With e-mail, an instantaneous response is often expected, and we often feel the burden of having to check e-mail while on vacation to make a dent in the rapidly growing mountain that awaits us on our first day back. Every day, new technologies emerge to help us stay connected, but our approaches to managing the resulting information have not kept up. Many of the alumni I have met at MIT Sloan events around the world have mentioned these very challenges, and I am excited that these feature articles attempt to illustrate the challenges and present potential solutions.

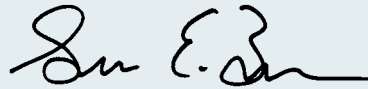
In addition to our feature articles, we have also included several sections that our alumni played a major and critical role in creating. The extensive class notes section presents updates on the important professional and personal milestones of our alumni, while other sections deliver exciting news about the School, faculty, staff, students, and alumni—on campus and around the world.

We acknowledge the hundreds of alumni, faculty, staff, and students who contributed to the content for the magazine. Your class notes, your interesting stories, and your important feedback have all been critical to the quality of this publication.

One of the most enjoyable aspects of my role at MIT over the past 18 months has been meeting and working with our alumni. Your pride in MIT Sloan and your eagerness to connect resonates with me and with all of our faculty, staff, and students. I have met with you at reunions, local alumni events, and at Alumni Office receptions around the world and I have been delighted to observe first-hand our vibrant and enthusiastic community of 20,000 alumni. I promise that we will work tirelessly to continue to support and enhance it.

We are confident that you will enjoy the new magazine, and we welcome your comments and feedback. You can reach me by phone at 617-452-2369 or by e-mail at sbrown@sloan.mit.edu. I look forward to staying in touch.

Best regards,



Sean E. Brown, SM '94



omc!

A class of 1994 mini-reunion at the MIT Sloan Northern California Summer Gathering. Pictured (l to r): Michael Brook, Ning Peng Drako, Dean Drako (guest of Ning), Jennifer Elke Toomey, and Sean Brown.

Dear MIT Sloan Alumni and Friends:

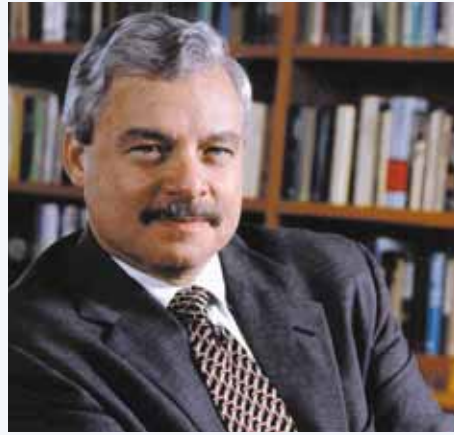
Even at a place like MIT Sloan, with its passionate, always-on culture, we are concerned about balance. Of course we always have been known for balancing theory and practice well, but finding balance in our personal lives is harder.

MIT Sloan faculty, staff, students, and graduates are well known for—and justly proud of—their passion, drive, and devotion to their professional lives. But many of them tell us they long for less frenzy and more balance so that they can both be more effective on the job and more present in their personal lives. With technology enabling us to work anytime, anywhere (and thus requiring many of us to be “always on”), the increasingly integrated global economy, and leaner staffing structures despite growing workloads, personal time often gets eaten up by professional demands. Hard as it may sometimes be to imagine, however, this doesn’t need to be the case. In the pages that follow we’ll hear from alumni and faculty about how they manage to create some balance in their lives.

Personally, I’m the product of an entrepreneurial family, two MIT degree programs, and the MIT Sloan faculty culture—all fine-tuned to produce workaholics—and I have a job that involves multiple demanding constituencies. Luckily, my kids are grown and my wife is more than supportive, but I count myself an avid if only partially successful, seeker of balance.

The new MIT Sloan campus that we’re designing and raising funds to bring to fruition soon is aimed at bringing our community together for work, play, innovation, and relaxation—a fine balancing act. And several of our faculty are conducting research on how to make work fit into our lives without overwhelming everything else (see cover story, p. 26).

There are many things to report on and celebrate at MIT Sloan. MIT has been proud and fortunate to inaugurate Susan Hockfield as its 16th president—the first woman and the first life scientist to lead the Institute. Her inaugural remarks showed a clear understanding of MIT’s unique culture: “the rigor; the implacable curiosity; the disciplined creativity; the appetite for good, old-fashioned hard work; the passionate, enthusiastic, can-do, hands-on, fix-it-now attitude—are and always will be the values of MIT.” President Hockfield also appreciates that MIT’s combined strengths in science, technology, and management—and active collaboration among these three pillars of strength—are what will keep MIT at the forefront of the world’s universities. We look forward to working with her in the years ahead.



*Richard Schmalensee
John C. Head III Dean*

In other news, MIT Sloan executive education has grown dramatically in recent years. Highlights include the award-winning Projects Academy developed for BP, which brings together faculty from both engineering and management, and the new program on Leading the Innovative Enterprise, aimed at the life sciences industry. Our MBA applications are strong even as the market and peer schools show marked declines; our employment results are among the best in the industry. The MIT Sloan Fellows Program on Innovation and Global Leadership continues to go from strength to strength in its 75th anniversary year. And just this fall we launched a new undergraduate minor in management that was two years in the making and that will have a major impact on MIT. Our students continue to work hard, play hard, advance their careers, and innovate around the clock.

Our faculty research continues to attract attention, and MIT Sloan continues to attract the very best faculty talent. The world is increasingly taking notice as MIT Sloan is mentioned in newspapers, magazines, and television news programs across the globe. And our alumni continue to make news, through innovative solutions to business problems, promotions, new positions, and starting new companies. We are on a roll. And we won’t forget about balance.

Finally, as Sean mentions in his Letter from the Publisher, the MIT Sloan Alumni Office is dedicated to providing services that you most value—connections to the School, to each other, and to ongoing career support. I believe the launch of this new alumni magazine, on the heels of the launch of our new online alumni directory, is an event to celebrate. We have devoted a good deal of effort to the design of this magazine, and I hope you find it enjoyable and informative. I look forward to hearing your comments.

Warm regards,

Richard Schmalensee
John C. Head III Dean

Look who's talking

Spring in New England: a time when the weather begins to warm, the flowers show their first buds, and sailboats return to the Charles. It's also a time when a window into the life of corporate executives is thrown open to the MIT Sloan community. During March and April, the *Dean's Innovative Leader Series* rounded out a year of visits to campus by more than 100 senior executives, bringing several more management luminaries to campus to discuss their businesses, their industries, and their lives.

The series began with MIT Sloan Fellows alumnus **Gary Cowger, SF '78**, president of GM North America, who talked about the role of emerging technologies and their impact on innovations in the auto industry. **Sallie Krawcheck**, CFO and head of strategy for Citigroup, spoke about leadership in the financial services arena. One of the most influential women on Wall Street, Krawcheck has been recognized by *Forbes* as among the "Most Powerful Women in Business" for three straight years.

Closing out the series was former Chairman and CEO of General Electric **Jack Welch**. The dynamic Welch discussed his latest book, *Winning*, and took questions from the audience about his colorful career and his approach to corporate leadership. His ultimate advice to the jam-packed auditorium: "Always err on the side of bold." (For more on Welch's talk, go to <http://mitsloan.mit.edu/newsroom/2005-jackwelch.php>).

For those students willing to travel a bit farther than the Wong Auditorium, there was the opportunity to meet and dine with the "Oracle of Omaha," **Warren Buffet**, at his favorite local steakhouse. Organized by members of the General Management Club, the excursion featured tours of two local portfolio companies as well as the opportunity to bend the ear of one of the greatest investors in history.



*Gary Cowger, SF '78,
Sallie Krawcheck,
Jack Welch*

Thinking globally, acting locally

In a recent *New York Times* article, author **Thomas Friedman** asserted that the world is actually flat. Far from trying to shake the core of the scientific world, the author was making the point that, as a result of political and technological developments, the geographic distances that separate us are ever-shrinking. This is a view that MIT Sloan has held for a long time, and it is reflected in our continued development of globally innovative programs and partnerships overseas, on campus, and online. (To view video of Friedman's visit to campus in May to discuss his new book, *The World is Flat*, please visit <http://mitworld.mit.edu/video/266/>).

In light of the overwhelming success of the China Management Education and International Fellows Programs, the School is now offering similar opportunities to faculty from African nations. Over the past 10 years, more than 100 professors and program leaders from four Chinese universities have learned techniques for teaching business and management at MIT Sloan. Last year, management schools in Korea and Mexico began sending their faculty to campus. Now faculty from developed and developing countries in Africa will also be able to use the training they receive at MIT Sloan to benefit their positions and industries at home. (<http://mitsloan.mit.edu/globalmitsloan>.)

The Eighth Annual Latin Conference, held March 4-5 at MIT Sloan, boasted a record-breaking number of attendees. Featuring keynote speakers **Enrique Iglesias**, president of Inter-American Development Bank, and **Leonard Fernandez**, president of the Dominican Republic, the conference explored the challenges and opportunities facing businesses and managers in the Latin American region. (<http://mitsloan.mit.edu/newsroom/LatinConference>.)

On the Internet front, the MIT Sloan website will be extending its global reach with a new section dedicated to the School's worldwide initiatives and partnerships. Due to be completed this fall, this Global MIT Sloan site will give insight and updates on our many international academic and research projects, students trips, and overseas alumni clubs and networking opportunities. (<http://mitsloan.mit.edu/globalmitsloan>.)



Campus snapshots...

The first lottery for spaces in the MIT Sloan undergraduate minor in management was held in the spring. The much-anticipated minor, which debuts in September 2005, was open to 100 lucky winners from the undergraduate classes of 2006, 2007, and 2008. Made possible by a generous—and anonymous—alumni donation, the minor will provide students with the business and communication skills critical for leadership in science and technology.

Acting globally, awarded locally

MIT Sloan Senior Associate Dean **Alan White, SF '71**, received the prestigious Gordon Y Billard Award at the Institute's award convocation in May. Competition for the award—which recognizes “special service for outstanding merit performed for the Institute”—is steep, but Dean White's long history of service to the School made him a worthy choice. White, a former director of the MIT Sloan Fellows Program, is highly respected for his vast knowledge of international program issues, particularly in the area of management education. White has established and oversees MIT Sloan programs in Asia, Europe, Latin America, and Africa, but is perhaps most noted for his leadership of the China Management Education Project. The program, launched in 1996, brings Chinese faculty to the School to work with MIT Sloan professors and to take classes with MBA students. Visiting professors then incorporate this fresh knowledge into management classes at their home universities.

“Through your hard work, the China Management Education Project has defined what an MBA should be in China,” MIT President Hockfield told Dean White at the award presentation, “and has positioned [MIT] Sloan as one of the most visible global business schools in Asia.”

For more on Dean White and the Gordon Y Billard award, go to <http://mitsloan.mit.edu/newsroom/alanwhite>.



The MIT Sloan Marketing Club and members of the MBA class of 2005 hosted their first marketing conference featuring a distinguished lineup of speakers. The list included Steven J. Schiffman, executive vice president of Marketing and New Media, National Geographic; David W. Norton, senior vice president, Harrah's Entertainment; S. Murray Gaylord, vice president, Yahoo! Inc.; and Bari A. Harlam, vice president, CVS, Inc. Representatives from more than 30 companies participated in the conference, which also included a number of alumni executive speakers and panelists.

Professors **Gabriel Bitran, SM '74, Erik Brynjolfsson, PhD '91, and Duncan Simester, PhD '93**, organized a series of weekly talks on pricing that were held throughout the spring semester. The series—covering topics such as the basic tenets of pricing policy for managers and economists, and pricing innovations in the retail and information sector—was originally held a few years ago and brought back by popular demand.

The MIT Sloan team won first place at the 10th Annual IESE International Case Competition, which brings together top teams from business schools in North America and Europe. The eight teams from MBA programs worldwide had less than two

days to brainstorm on business strategies and prepare a professional presentation with their recommendations for Marvel Enterprises, the company best known for creating Spiderman and other comic book superheroes. Their efforts were judged by three representatives from Roland Berger Strategy Consultants. Congratulations to MIT Sloan team members **Jed Finn, Brian Greenfield, Prem Pavor, and Mark Shaloub** (all class of 2005).

The MIT Sloan Fellows team won the local “Battle for Clicks” by defeating their Harvard Business School rivals. The simulated game asked each team to overcome various strategic challenges while assuming the identity of real-life Internet power players like Google and AOL.

Faculty/staff news

Computing: the good, the bad, and the simulated

In a March *ComputerWorld* article entitled “The Vendor Scene: Giants in Jeopardy,” Professor **Tom Malone** tells us that the odds are working against computer industry giant Microsoft. Citing the company’s successful transition from the PC era to the Internet era, he says the chances of the company surviving a second such transition are not good. Remarking on a different sort of transition, Malone shared his thoughts with the *Christian Science Monitor*. In the story “Only the Ethical Need Apply,” he discusses the way in which the increasing role of automation in the work world will require human workers to hone skills not yet available through technology. Because technology knows no right or wrong, it will be up to the humans to make judgement calls about morality.

Also on the topic of ethics, the *CBS Evening News* spoke to **Dean Schmalensee** about MIT Sloan’s actions following this winter’s “hacking” scandal, capping off quite a bit of related coverage. In early March, a number of applicants to various business schools exploited a weakness in the ApplyYourself, Inc. application system in an attempt to gain early access to their files and thus to see if they had been admitted to



Balico, the Robert P. Goldberg Grand Prize Winner in the MIT \$50K Entrepreneurship Competition, accepts \$30,000 in start-up money at the final awards ceremony held on May 9, 2005 at MIT.

The grand prize at the 16th annual \$50K Entrepreneurship Competition was awarded to team Balico, who designed a wearable, vibrotactile balance aid that will benefit those whose primary sensing systems have been affected by disease and age. The winning team consisted of members representing a variety of disciplines and MIT programs of study, including Baruch Schori, who is enrolled in the Biomedical Enterprise Program and the MIT Sloan Fellows Program. (For more on this year’s \$50K, go to <http://mitsloan.mit.edu/newsroom/p-main>.)

Campus snapshots continued...

T. Wilson Professor of Management Lotte Baily received the 2005 Work-Life Legacy Award from the Families and Work Institute. The award recognizes leaders who have developed new ways of making work “work” to the benefit of employers and employees.

The Financial Management Association (FMA) named Professor Stew Myers as one of their two 2005 FMA Fellows.

Professor Pablo Boczkowski’s book *Digitizing the News: Innovation in Online Newspapers* (MIT Press, 2004) is winner of the 2005 Outstanding Book Award of the

International Communication Association. The award recognizes the best book on any communication subject published in 2003 and 2004.

Seley Distinguished Professor of Management Deborah Ancona—along with **Henrik Bresman, PhD '05**, and visiting scholar Katrin Kaeufer—won the Richard Beckhard Memorial Prize for the article “The Comparative Advantage of X-Teams.” Given annually by *MIT Sloan Management Review* (MIT SMR), the Beckhard prize awards the most outstanding SMR article on planned change and organizational development of the year.

the school. In a press release that followed, the dean referred to the incident as a “very serious ethical offense.”

Meanwhile, our current MBA classes show nothing but promise. In a *BusinessWeek* interview, Career Development Director **Jacqueline Wilbur** says that our students have a “quirkiness and humility that is appealing to companies.”

While MIT Sloan enjoys a reputation for educating tomorrow’s management leaders, it also takes pride in developing the skills of faculty from around the globe. Showcasing this effort, the *Boston Herald* featured **Emmanuel K. Dugbenoo**, a senior lecturer at the Ghana Institute of Management and Public Administration, in its article “Region’s Colleges Focusing on Africa.” Having recently spent a semester at MIT Sloan as an International Faculty Fellow, Dugbenoo says that “business education is a critical need” in Africa.

On a lighter note, MIT Sloan’s groundbreaking research sometimes shows up in the most unexpected of places. A recent *Technology Review* profile of Will Wright, creator of the well-known Sims computer game franchise, reveals that Wright developed SimCity using urban-planning theories developed by MIT Sloan professor **Jay Forrester**. While Wright’s application may not be what Forrester had in mind, it is certainly innovative.

For more faculty news, please visit the MIT Sloan Newsroom at <http://mitsloan.mit.edu/newsroom/c-main.php>.



In February, the Sloan Leadership Club, in collaboration with the MIT Leadership Center, held its sixth annual MIT Sloan Leadership conference entitled “Changing Leaders, Leading Change.” Featured speakers included **Daniel A. Carp, SF '88**, chairman and CEO of Eastman Kodak; **Ronald A. Williams, SF '84**, president of Aetna, Inc.; and Jim Parker, former CEO of Southwest Airlines. More than 200 people were in attendance. (For more on the conference, visit <http://web.mit.edu/slc/conference/>.)

April’s MBA Career Fair boasted 22 companies (up from 15 last year), representing a variety of industries, including biotech, technology, finance, and not-for-profit organizations. More



than 155 students took advantage of the fair’s offerings.

The MIT Venture Capital and Private Equity Club (VCPE) held its second annual symposium in April, with record attendance. The theme was “Private Equity at a Crossroads: Transforming Businesses for Extraordinary Returns.” Keynote speaker and private equity icon Dick Boyce discussed the implementation of transformational business practices, while **Phil Cooper, SF '84**, founder of the Private Equity Group at Goldman Sachs, delivered the welcome address. (For more on the symposium, go to <http://www.mitvcpe.org/symposium/>.)



The MIT Center for Biomedical Innovation officially began in June with a two-day “All Stakeholder Summit.” The Center brings together experts from industry, government, and academia in an effort to develop safe and efficient ways to transition scientific advances from laboratories to use in the public health arena. (For more on The MIT Center for Biomedical Innovation, go to <http://mitsloan.mit.edu/newsroom/2005-cbi.php>.)

Alumni news

Profit, not-for-profit, and just for fun

After enjoying the title of *Black Enterprise* magazine's 2004 Executive of the Year, **John Thompson, SF '83**, is included in the periodical's 2005 list of the 75 most powerful African Americans in corporate America. Thompson has been CEO of Symantec since 1999, and in that time has turned it into one of the world's most valuable software companies. Symantec is best known for its Norton AntiVirus software.

Also in the corporate world, *Automotive Design & Production* recently shined the spotlight on **John Krafcik, SM '88**. The article follows the many milestones of his career, from helping to coin the term "lean manufacturing" to his current post as vice president, Corporate Planning Division, for Hyundai Motor America.

Focusing on the non-profit world, *Mass High Tech* earlier this year profiled the efforts of **Hollie Schmidt, SM '92**. Schmidt was touted as a "woman to watch" in a piece highlighting her work as vice president of scientific operations at the Boston Cure Project for MS. "Rather than trying to solve everything yourself, find other groups and

Bruce S. Gordon, SF '88, to reinvigorate NAACP with corporate clout

"Black business leaders cheered, loudly," the *New York Times* reported when Bruce S. Gordon, SF '88, was named president of the NAACP, the nation's oldest and largest civil rights group. That enthusiasm is a response to Gordon's background and his vision, both rooted in corporate America.

Gordon says he will work to focus the NAACP on a more economic-based approach to civil rights. "I happen to think that when you have economic stability and equality," he told the *Times*, "that often becomes an enabler for social equality."

A 1988 graduate of the MIT Sloan Fellows Program, Gordon recently retired from Verizon, where he was president of the retail markets group with more than 30,000 employees and annual revenues of \$20 billion.

Such an operation, says Lawrence T. Babbio Jr., Verizon's president, "can't be run ... just on good business skills. If you can't motivate a large organization to follow your lead through difficult times, you would not have survived as long as Bruce Gordon did."

In recent years, Gordon has been named among *Fortune* magazine's "50 Most Powerful Black Executives" and *Black Enterprise* magazine's "Executive of the Year." Gordon has credited the MIT Sloan Fellows Program with giving him the critical insight he needed to reach those milestones.

"Executives from 17 countries were represented—very accomplished business people from a wide spectrum of business, industry, government, and military organizations. The experience was remarkable," he says. "Even if working with that diverse group of people was the sum total of the MIT Sloan Fellows experience, I would have walked away a winner, but there was so much more—the faculty, the curriculum, the learning experience, the trip to the Far East. This was one of the greatest years of my life."

Many believe that Gordon's first year as NAACP president will be greater still.

other people who can help you,” she says, talking about her multidisciplinary approach. Schmidt’s friend, Art Mellor, founded the organization upon his own diagnosis of MS.

Seth Taylor, SM '97, is also on *Mass High Tech*’s radar. A member of the winning team from the 1999 MIT \$50K competition, Taylor spends part of his time these days organizing social gatherings for people working in the sciences. The well-attended events, known as Biotech Tuesdays, are currently in their fourth year of existence. Taylor says the events “give those involved in the life sciences a place to meet others and talk about subjects of interest.”

Betsy Salkind, SM '86, has taken a different career path from most of her fellow MIT Sloan alumni: provocative comedy. Salkind began working on her comedy routine as a student at MIT Sloan, and has since accumulated an impressive and varied résumé. She was profiled in a recent *Boston Globe* article.

On a slightly different path but still having fun, **David Gee, SM '78**, president of AES North America (part of AES Corp., an international power company), was profiled in the *Washington Post*. Gee noted that he has learned to listen, to prioritize, and to “try to keep it fun for people.”

For more alumni news, please check out our “class notes” on page 35.

Looking for ways to **RECONNECT WITH MIT SLOAN?**

There are many ways that the Alumni Office can help you reconnect with the MIT Sloan Community—following are just a few examples:

Sharing news of your success with our 20,000 alumni

Please tell us about any news, stories, photos and other information that you think would be of interest to our community.

Referring applicants and recruiting students and alumni

Hiring alumni and students helps to ensure the strength of MIT Sloan’s professional network, and your referrals help build the future community of alumni.

Serving as a panelist, guest speaker, or company host for a student or alumni club

MIT Sloan students and alumni are always looking for graduates to share with them their perspectives on their company, industry, function, and career.

> > > To reconnect or to learn more, please contact the Alumni Office at mitsloanalumni@mit.edu or at 617-253-1557. We look forward to hearing from you!

Around the world in 12 months...

A year in review

Local clubs, in conjunction with MIT Sloan, organized more than 50 events in the last year, with the goal of connecting alumni to the School and building the alumni network. MIT Sloan faculty and staff were present at nearly all of these events and were happy to deliver news about the School and gather feedback from alumni. Read on for a look back at a selection of this year's activities, and then visit <http://mitsloan.mit.edu/alumni/events> for full event information and pictures. For individual updates on your classmates around the world, check out the Class Notes section on page 35.



fall

In September, the **Asia-Pacific Student Entrepreneurship Society**—Fudan, strongly supported by Fudan University and Fudan Student Unions, hosted the Fudan Elites Forum in **Shanghai**. The theme of this forum was Chinese Wisdom in Entrepreneurship. The forum brought entrepreneurial students from around the world together for discussions on Chinese wisdom and how entrepreneurs rely on this wisdom in order to achieve success in the Asian market.

The **MIT Sloan Alumni Club of Boston**, in association with the Massachusetts Society of CPAs (MSCPA), held their second annual CFO Summit last fall, bringing together an extraordinary group of financial leaders, with a sold-out audience of over 525 CEOs, CFOs, controllers, regulators, and senior business leaders. The conference theme of "Competing in a Changed World" provided the right forum for examining Globalization, Leadership, and Risk issues. This year's event, scheduled for November 18, 2005, will welcome Carol Tome of Home Depot, Alfred Drewes of Pepsi Bottling Group, Jim Hausman of the New

England Patriots, and 50-plus other CFOs and CEOs to speak on leading executive concerns. More information about the event can be found at <http://mitsloan.mit.edu/alumni/clubs/boston/>.

In **Montreal**, an intimate and enthusiastic group was joined by MIT Sloan graduate and McGill University professor **Henry Mintzberg, PhD '68**, who discussed his latest book. The community looks forward to continuing interaction and follow-up events.



A Montreal Gathering. Pictured (l to r): Haakon Brown, MBA '01; Anthony Arone, MBA '01; Barbara Arone (guest of Anthony); Michel St. Germain, SM '74; Henry Mintzberg, PhD '68.



winter

The **Boston Club** hosted its annual holiday party in December at the Museum of Science. Dean Schmalensee gave remarks and answered questions, and the group enjoyed a showing of the Mugar Omni Theater movie, "Extreme."



Holiday Party in Boston. Pictured (l to r): Julianne McHugh, MBA '00; Joyce Pinkham, MBA '00; Kristina Fernandes, MBA '00; Kerry James, MBA '01.

In December, MIT Sloan Professors **Richard Locke** and **Gabriel Bitran, SM '74**, discussed their latest management research in **Rio de Janeiro**. A reception followed.

Also in December, **Margaret Andrews, SM '92**, executive director of MIT Sloan Marketing, hosted a reception in **Mexico City** and talked with alumni about the latest news from the MBA Program and the Alumni Office.

The MIT Sloan **Club of Taiwan** was very excited to host a reception for the Asia Trek students last January, a tradition since 1999. The highlight of the trip was meeting with Chief of Staff Su of the Presidential Office.

Every January, during IAP, students organize group trips based on specific industries and locations. This year, more than 40 students joined the **Silicon Valley Tech Trek**, with an itinerary that included stops at Google, eBay, Intel, SAP, Apple, IBM, Sun, Applied Materials, Intel Capital, Juniper, and other high-tech companies. During the trek, more than 300 members of the MIT Sloan community visited the Menlo Circus Club in Palo Alto for the annual Silicon Valley Tech Trek reception. Another trek focused on media and entertainment, and included stops in **Los Angeles** and **Las Vegas**, with visits to Disney Studios, ABC Cable Television, Sony Pictures Imageworks, E! Entertainment, Harrah's, International Creative Management, and other companies. More than 30 students participated in the media trek.

Northern California Club officers, event volunteers, and other interested alumni got together for event planning while enjoying a family style dinner at Su Hong Chinese Restaurant in Palo Alto. The focus was to brainstorm on how to coordinate a China trade-oriented event that would appeal to a wide cross section of MIT Sloan alumni.

The Ninth Annual Career Workshop was held in **Washington, D.C.**, and was led by **Ken White, SM '69**, MIT Sloan alumni career advisor. Ken moderated a panel of experts with professional experience in the staffing and recruiting areas. They provided their perspectives on best practices, plus their views on the current job market in the DC area. Ken also described the variety of career services available to MIT Sloan alumni.

Full circle

MIT Sloan staff have been logging lots of frequent flyer miles these days, as they often travel to alumni events in your area. The cities listed below have recently been visited by Rod Garcia, director of MBA Admissions; Sean Brown, director of the MIT Sloan Alumni Office; Margaret Andrews, executive director of Marketing; Stephen Sacca, director of the MIT Sloan Fellows Program; and Catherine Gamon, director of MBA Student Affairs.

- Beijing
- Bombay
- Boston
- Chicago
- Dallas
- Detroit
- Istanbul
- London
- Los Angeles
- Mexico City
- Montreal
- New York
- Philadelphia
- Rio de Janeiro
- San Francisco
- Seattle
- Shanghai

If you are interested in organizing an event in your area, the MIT Sloan Alumni Office can help. Contact Kristin LeClair, assistant director of Special Events, at kleclair@mit.edu.



spring

The **MIT Sloan Detroit Club** sponsored an *Energy and the Economy Summit*, in which energy experts and government and community leaders discussed and developed an understanding of how energy use, energy policy, and new energy technologies will influence Michigan's economic growth. The summit featured panel discussions with top decision makers, including **Ken Whipple, SB '58**, chairman of CMS Energy, and focused on energy technology decision-making in government, business, and research.

In April, the MIT Sloan Club of Boston hosted a Women's Leadership Evening with **Leslie Rahl, SM '72**, president, Capital Market Risk Advisors, Inc. Mrs. Rahl was a pioneer of the swaps and derivatives business and was the originator of the interest rate cap, collar, and floor. The event was held on campus, and organized by alums **Rebecca Schecter, MBA '96**, and **Audrey Daum-Kaufman, SM '88**.

Peter Goodfellow spoke with the **London Club** in April about his principles in redesigning the R&D organization following the merger of Glaxo Wellcome and SmithKline Beecham (now GSK), and how he led GSK to double output at all stages of drug discovery and to create a robust pipeline of new drugs.

Also in April, the **Southern California Club** enjoyed a Sunday brunch and magic as guests of the members-only Magic Castle Hotel in Hollywood. Following brunch, they had the opportunity to enjoy a variety of shows.

The **MIT Sloan Club of New York** hosted an Alumni reception at the Beekman Tower Hotel. **Victor Menezes, SM '72**, retired senior vice chairman of Citigroup, shared with the group his perspective on spending one's entire career at a single institution.

In March, current MIT Sloan MBA students traveled to **Brazil** as part of the School's spring international trips and networked with MIT Sloan alumni in **São Paulo**.

The **MIT Sloan Alumni Club of Boston** continued its series of events focused on leadership and best practices in executive management. The March 2005 Chief Marketing Officer (CMO) Summit provided an opportunity for participants to exchange ideas about marketing with leading academics and executives. The CIO Symposium, held in May, brought together 400 senior IT decision makers to discuss today's business and technology issues.

MIT Sloan MBA students traveled to **Beijing** and **Shanghai** as part of the School's spring international trips and met with local MIT and MIT Sloan alumni in the area.

Current MIT Sloan MBA students traveled to **Japan** as part of the School's spring international trips and met with MIT Sloan alumni in **Tokyo**.



April's MIT Sloan Women's Leadership Evening in Cambridge. Pictured (l to r): Leslie Rahl, SM '72; president of Capital Market Risk Advisors, with event organizers Rebecca Schecter, SM '96, and Audrey Daum-Kaufman, SM '88.



In the spring, MIT Sloan MBA students traveled to Shanghai as part of the School's spring international trips. Pictured: Eva Lin, MBA '06, and Busty Okundaye, SM '94.



summer

Throughout the summer and around the world, MIT Sloan alumni mingled with members of the MBA classes of 2006 and 2007 at welcome receptions in honor of newly admitted students and summer interns. Held in San Francisco, London, Chicago, Los Angeles, New York, Detroit, Seattle, and Boston, the events were hosted by local clubs and staff members **Sean Brown, SM '94**, director of the MIT Sloan Alumni Office; Rod Garcia, director of MBA Admissions; and Catherine Gamon; director of MBA Student Affairs. Nearly 1,000 people attended these events

In June, the **NY Club** hosted a "Hedge Fund Trio" dinner at the Tribeca Grand Hotel. Speakers included Steve Eisman, portfolio manager for FrontPoint Financial Services Fund, LP; **Steve Resnick, SM '73**, risk manager, BrightWater Asset Management, LLC; and Hunt Taylor, portfolio manager of the Stern Family Fund of Funds.

Also in June, the **Northern California Club** attended MBA Night at the Opera with a special reception and performance of *Così fan tutte*. Before the performance, there was a special reception at Soluna Café and Lounge, where alumni got a chance to talk with the Opera's distinguished Adler Fellows, the future opera stars of tomorrow. They enjoyed hors d'oeuvres, courtesy of San Francisco Opera, and cocktails as they mingled with fellow MBAs and the Adlers. The club also held its 18th annual MIT Sloan Northern California gathering in August. Thanks to the continued hospitality of **Richard Owen, SM '92**, and his wife Susan Owen, the event once again took place at their home in Hillsborough. Nearly 300 people attended.

The **Southern California Club** welcomed Jack B. Howard, MIT professor emeritus, Department of Chemical Engineering. Professor Howard intrigued the group with an expostulation on fullerenes and carbon nanotubes, those nanostructured carbon molecules commonly known as buckyballs and buckytubes.

On July 20, the MIT Sloan **Club of Detroit**, in partnership with General Motors, hosted a dinner at the Renaissance Club in honor of local 2005 graduates, newly admitted students, and summer interns. **Cheri Alexander, SF '86**, executive director of global human resources for GM was a special guest speaker.



Mario Bonilla, MBA '03; Tom Baker, MBA '03; and staff member Laura Wilcox attend a reception hosted by Citigroup in New York.



Geoffrey Arone, MBA '04; Erika Arone, MBA '03; and Margaret Andrews, SM '92, in Seattle.



Keith Waxelman, MBA '02; Sean Brown, SM '94; and Jeffrey Uller, MBA '03, connect in Detroit.



Wired

and searching

*For recruiters and job-seekers,
there are myriad ways to
reach out and get in touch
with someone*

It's a Friday morning. 8 a.m. The phone rings and it's the CEO of a technology startup company. "I saw your name on Career Builder and Googled for your phone number. You may have some of the skills I'm looking for. Let's get together today."

Ah, how easily the Internet brings searchers and hiring managers together! A few clicks to broadcast 500 resumes. A visit to salary.com to see how your earnings stack up. A quick stop at sec.gov to gather all the company financial data you could want from the Edgar database.

With all these tools, it seems you could just surf your way to success. And, it's true: Thanks to the Internet, you can brainstorm about your career, research companies, network, polish your resume, and review job listings, all without getting into your interview suit.

Illustrations by Greg Mably

These new rules apply to recruiters as well. Whether you're posting a job to your company's website or checking references on a potential employee, the Internet makes it easier than ever to spread information and do your own research.

But as big as the Internet may be, it's not big enough to eclipse the need for the human touch. In the words of David Autor, MIT Sloan associate professor of economics and author of the 2000 working paper "Wiring the Labor Market," "The Internet hasn't solved the problem of choosing the right persons." It also doesn't help you decide if a company is right for you. For that, hiring managers and candidates need to build personal connections. Finding that perfect match with your talents and interests still requires lots of networking—online and off.

Fortunately, online tools—including a number of resources offered exclusively to MIT Sloan alumni—can help you build your network. Using the Internet, you can maintain contact with classmates, colleagues, and other professional associates, paving a wide road to the coveted face-to-face interview.

Grow your contacts online

Personal connections and professional networking are fundamental to executive job searches. Search executives stress the importance of building long-term, give-and-take relationships founded on regular contact over months and years.

You can build your network in person, by phone, or online, but it needs to be rewarding to both parties. Mary Ruddy, SM '84, vice president of marketing and business development for Parity Communications, Inc., says, "Networkers need to make good use of my time. I'm eager to talk with a person who's at a stage where I can make a difference, but you can't just ping everyone in the alumni database."

Again and again, search executives stressed the importance of giving back to your network. Jeri Robins, SM '88, managing director of Nagler Robins Partners,

Inc., says, "The people least likely to help others in networking are the first who don't understand why their networks don't work." Fortunately, there are many ways to build a network and search for new opportunities.

In contrast to focused networking, however, the quality of more general-purpose online networking can be erratic. Many people in senior positions are leery of sites like Linked In, Spoke, Plaxo, or Six Degrees, which make it possible to connect with friends of friends of friends online. Roberto Fernandez, professor of management, points out that sites like these are useful for keeping track of one's contacts, but are not sufficient for building the kind of trust relationships that would convince one individual to permit another to have unlimited access to his network. "For better or worse, that just isn't going to happen on the Web," he says.

sider, perhaps by using keyword searches or scanning processes.

That's why it makes sense to use smaller, more targeted sites. "The sites that will be the most effective in the future are the sites that will be geared toward individual professions, disciplines, and level in career," says Larry Kahn, vice president of recruiting for New Dimensions in Technology, Inc, a permanent placement firm specializing in high technology, financial services, and consulting. Examples include Women in Technology (www.worldwit.org), professional associations like the American Marketing Association (www.marketingpower.com), and geographic niche sites like www.jobstar.org for California.

I knew the statistics and I mapped my energy that way. Ninety percent of job leads come from networking and meeting new people. I sent very few resumes."

Sylvie Bokshorn, SDM '01, engagement manager, France Telecom

Focus your surfing

If you're limiting your search to some of the larger career websites, consider the odds. In March 2005, Career Builder (www.careerbuilder.com) had more than 18 million unique visitors, and Monster (www.monster.com) had more than 15 million, according to comScore Media Metrix. With these numbers, the challenge for hiring companies is to narrow down the number of resumes they con-

Raising the bar

Seventeen years ago, Martin Tang, SM '72, now chairman, Asia, of executive search consultants Spencer Stuart, started in the search business. "We used to have to send people the annual reports of the companies at which they were interviewing. We were lucky if they had a fax. Now there really is no excuse for not knowing what's going on in a company. Candidates have all the tools at their fingertips."

Building your network

One high-quality and easy-to-use online network is the MIT Sloan alumni directory (<http://mitsloan.mit.edu/directory>). With new online search capabilities introduced in June 2005, the alumni directory lets you search for contacts based on characteristics like company, location, industry, and job function. For example, you could search for alumni who work in the telecommunications industry with the title of vice president of marketing.

In addition, you can browse an alphabetical list arranged by last name, company, location, job function, or industry. And as an alum, you can use the new notes field to share comments with other alumni, such as, "I am a former management consultant, and I enjoy advising alumni on interviewing techniques."

The MIT Sloan job board (<http://mitsloan.mit.edu/alumni/c-jobboard.php>), updated in March 2005, is now easier to browse and makes it easier for employers to post. In May 2005, 537 positions were listed. Listings included a manager of corporate mergers and acquisitions at a high-profile media company with revenues exceeding \$5 billion; director of international business development for a software/e-commerce company on the West Coast; and president and general manager of a start-up VOIP division for an established communications company.

The MIT job board (<http://web.mit.edu/career/www/alumni/joblistings.html>) provides a great forum in which to focus your network. Paul Edelman, '78, managing director of Edelman & Associates, a Boston-area executive search and technical recruiting firm, says, "People who post at the MIT sites tend to be alumni or companies with MIT alumni working for them. You might get a better hearing from these people, who are likely to appreciate the MIT experience."

MIT has many events where you can meet people with common professional interests; visit <http://mitsloan.mit.edu/alumni/events>, and click "calendar." And there are almost 100 MIT and MIT Sloan alumni clubs worldwide (<http://mitsloan.mit.edu/alumni/i-clubs.php>).

Professional organizations and industry groups are another good avenue. For example, if you are interested in early-stage technology companies in Massachusetts, you might attend the meetings of the MIT Enterprise Forum (<http://www.mitforumcambridge.org>) or the 128 Venture Capital Group.

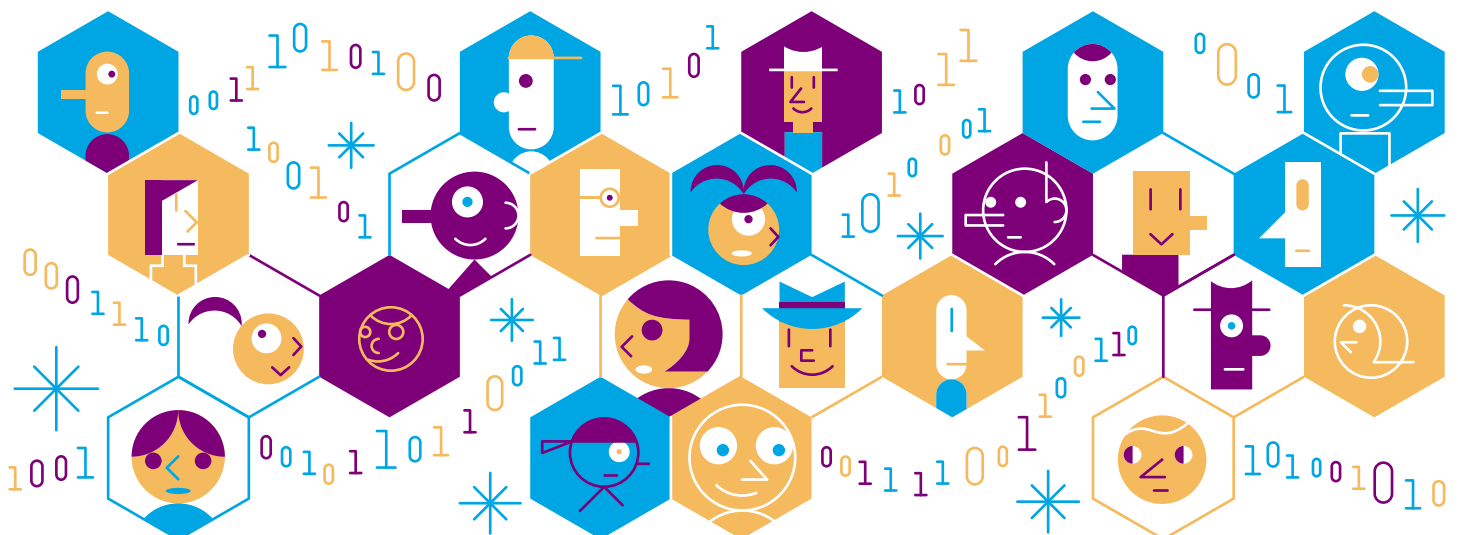
As Tang's comment shows, the Internet has raised the bar for candidates.

Companies expect candidates to come in with good questions. You can't ask a bland question like "Tell me about your company" or "describe your typical day." Now you need to be prepared to say, "Let's discuss your investment in XYZ Company and what's happening with that acquisition."

To gain insights into a target company, its website and annual report are the first resources. After that, the vast terrain of the Internet can make it difficult to find information efficiently. The trick is to identify more focused sources about industries, companies, and people in order to avoid information overload.

One solution: visit a library. The guided expertise offered by a librarian can help you research more efficiently. Most libraries list many subject guides to help focus a search, and offer free access to online resources.

For example, the online Business Database Advisor aims to help you save time and work more efficiently by showing you how to quickly choose the best database for your research task. The MIT Dewey



Library's online subject guides include biotechnology and pharmaceutical industry information; company information: U.S.; e-commerce statistics and trends; government information; marketing; and mechanical engineering. Find these guides at <http://libraries.mit.edu/dewey>.

A critical examination of information gleaned from these resources positions you to assess how you would best fit. M. Diane Burton, assistant professor of behavioral policy science, says, "From the [hiring] firm's perspective, job searchers are not good at analyzing or interpreting information. Say a person is looking for a mid- or upper-level management job. If the bios of current executives show that they have all been from large, established, multinational corporations, they'll have an operating style you can infer from looking at those career histories."

While it is seductive to gather lots of information, more than one recruiter advised against relying solely on websites that purport to give the inside story on a company. Time at sites like Vault Reports and WetFeet might be better invested elsewhere. Executive search consultant Paul Edelman says, "Companies will bristle if someone appears to have too many preconceived notions about them. You want to walk in [to the interview] with an open mind."

Reputation risk

Just as candidates have access to all sorts of official and unofficial information about employers, employers have an increasing capability to learn all about you. In the networked world, the personal and the professional increasingly are colliding.

David Hayes is president and founder of HireMinds in Cambridge, Mass., which specializes in biotech/scientific, high-tech, and creative/media recruiting services. Even for creative positions, Hayes says, "I discourage personal websites with personal statements and photos. What you find interesting and cool, others will find bizarre and strange."

We're not yet at the stage where people can manage their online reputations in the way they can look at and correct credit reports. But you can use Google or special purpose "people finder" sites like Zoominfo to see what information about you is out there. You can even set Google News Alerts so you receive an e-mail whenever a new mention of your name appears online.

Technology should build relationships

In 2004, 30 percent of Internet users viewed online job listings monthly or more, according to Jupiter Research. But going online and sending out 500 resumes doesn't work. You have to talk to people.

Fundamentally, the individual hiring decision is just that—individual. "That requires a lot of information that is not going to be gleaned from reading websites and parsing CVs," says labor economist David Autor.

Many important tasks of career management are faster, easier, more comprehensive, and less costly online. For research, speedy exchange of information, scheduling, and learning, the Internet can't be beat. For managing the networking process—keeping track of contacts and remembering to send a happy birthday note, for example—technology is a great enabler.

But every year, recruiters spend time and money to meet MIT Sloan students on campus. They don't want an e-mail. They see substantial value in in-person contact—value that they can't get on the Web. Reynold H. Lewke, '76, a partner with the executive search firm Egon Zehnder International in Palo Alto, Calif., sums up, "Good executives know how to use technology to build and maintain relationships. They don't use technology in place of relationships."

The big picture: managing your career

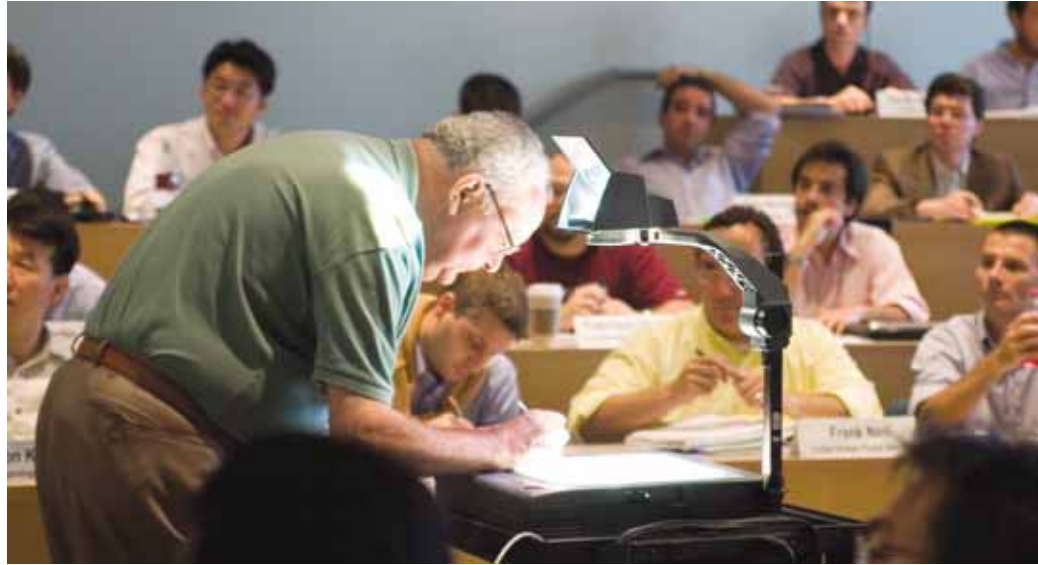
You may not be looking for a job right now. But you should always be managing your career. It's always a good time to be thinking about your values and your life goals. Stepping back and looking at the big picture is crucial to long-term satisfaction.

To facilitate that thinking, try those most low-tech of tools, the pencil and paper. Sit down in your kitchen on a Sunday afternoon. Make a list of industries and companies that interest you. Think about your preferred way of working, colleagues you have enjoyed, ways in which you can make the biggest contribution.

"Even in the time-pressured environment of a search, it's important to step back and think about the big picture," says Ken White, SM '69, alumni career advisor (See p. 64). White meets personally with some 250 MIT Sloan alumni each year to discuss their career goals.

When White meets with alumni, he finds that people overemphasize resume preparation to the exclusion of other activities required to manage a career. White differentiates between job change and what he calls "career work," the careful examination of attitude, sense of direction, and motivation. "You can't say, 'I'm really passionate about fuel cells and I also want to go into biotech.'"

Some online tools help people clarify their preferences (fuel cells or biotech?) and identify their strengths. For example, Image Builder, from Career Advancement Systems (www.careeradvance.net), helps executives focus their job searches. People invest between 20 and 40 hours to identify preferences, values, strengths, and dreams. Working with a counselor at Image Builder, they create a personal website that describes themselves and their goals in specific terms. Image Builder is available at a special discount to MIT Sloan alumni.



The Delta Model:

Putting customers before products

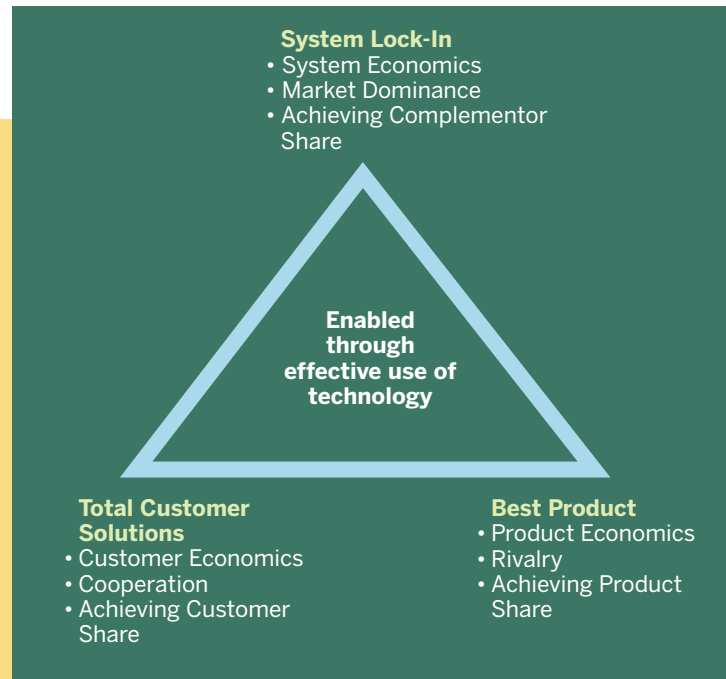
Arnoldo C. Hax

Alfred P. Sloan Professor of Management

For many years the ultimate goal of strategy has been to achieve a competitive advantage. Organizations have operated more or less as if they are at war with one another, vying only to offer the superior product. But with the interconnection made possible by the Internet and other new technologies, it is clear that this approach needs to be adjusted. It is a way of thinking that often leads to the commoditization of the product offering, imitation, and, ironically, in the end, reduced quality.

Figure 1.

The triangle: three distinct strategic positions



Technology now is allowing us to treat our customers in a singularly individualized way. If we choose to do so, we can seek a greater proximity to the customer and deliver a value proposition that is driven to satisfy the customer's specific needs. This means that the customer is placed at the very center of strategy and the primary objective is what we refer to as "customer bonding": establishing a constructive and enduring relationship based on mutual trust, collaboration, and joint benefits.

In The Delta Model, Dean Wilde, SM '80, and I developed a management framework system with just such relationships in mind. Constructed around the three distinct strategic positions of "The Triangle," or delta, the model creates a starting point for the development of a strong organizational vision. At the right-hand side is the so-called *Best Product* positioning. This is because the primary way to attract, satisfy, and retain the customer is through the inherent characteristics of the product itself. The position is rather inward and narrow, based upon prevailing product economics. Consider Southwest Airlines. In the rocky commercial airline industry, where companies

like Pan Am were going bankrupt and others were losing huge amounts of money, Southwest thrived by doing everything right internally. They used a single type of plane, cut out seat assignments and connections, and avoided operating in congested airports. All of this enabled them to offer a great product at a low price, a product that was impossible for other airlines to mimic because they had a completely different philosophy than Southwest.

The left-hand side of the Triangle is the crucial position we called *Total Customer Solutions*, which represents a 180-degree departure from the *Best Product* positioning. Rather than selling standardized and isolated products to depersonalized customers, we are providing solutions consisting of a portfolio of customized products and services that represent a unique value proposition to individualized customers. This way, the relevant overall measure of performance becomes the total customer wallet share. It is not our supply chain that is relevant; it is the combined chain that includes the organization, the customer, and our key suppliers. As for companies like Fidelity, what guides them is not exclusively their prod-

uct economics, but also the customer economics, since Fidelity is trying to help the customer in enhancing his or her financial performance in as comprehensive a way as possible.

At the top of the Triangle stands the most demanding strategic option, which we call *System Lock-In*. Here we are addressing the full network as the relevant scope, the gaining of complementor share as the ultimate objective, and the system economics as the driving force. Those who are successful in reaching this position gain a de facto dominance in the market, which not only assures them a customer "Lock-In" but also a competitor lock-out. The complementors play a key role because they are the basis for the consolidation of this power. Bill Gates is the richest man in the world not necessarily because he has developed the best product or excels at customer attention, but because he has an army of people working for him who are not on his payroll: all of the application software developers who are writing for the Windows operating systems. Once you reach the Lock-In it is hard to have it taken away from you because of the so-called network effects, which create the proverbial

Some reflections from Arnaldo C. Hax

Commodities exist only in the minds of the inept. Even products that cannot be differentiated in terms of their internal properties, which could therefore, by nature, be defined as commodities, need to be considered carefully. Take copper, for example, a product that everybody would consider the ultimate commodity. However, the copper business is far from resembling a commodity: Carrier, the world's leader in air conditioner manufacturing, uses copper in a completely different way than General Motors uses it. If you do not reflect those differences in your product offering, you are commoditizing and short changing your potentials.

Select your customer; do not let the customer select you. Many companies let the customer come to them without any careful targeting or screening. It is not surprising, then, that they often end up with customers left over by their competitors, customers who might not necessarily be on the preferred list. A common pitfall is to think that the bigger the customer, the better it is for you. This is often not the case. For instance, Walmart, the greatest retailer in the world, is so self-sufficient that all it expects from you is to provide the lowest price with the fastest delivery. This might not be the most exciting value proposition for you. A case in point is the strategy that we developed for Unilever de México. Without neglecting Walmart as an important customer, we decided to target local Mexican retail chains and fragmented individual retailers as higher priority customers since we could provide them with transfer of knowledge and support that they would badly need and create increasing revenue opportunities for us.

The customer is not always right. The proper interaction with customers goes beyond just listening to their needs, it is developing jointly a mutually acceptable proposition where you uncover how your capabilities, complemented with external parties, can generate products, services, and solutions that were not apparent to start with. One example that comes to mind is the case of Castrol, a premier lubricant manufacturer in the world. The initial belief was that

all that the customer needed was commodity lubricants at the lowest possible price. A fundamental change took place when Castrol realized that it had a wealth of plant maintenance knowledge that could be constructively passed on to customers willing to engage in a completely different relationship. Instead of selling commodity lubricants, Castrol was able to change its value proposition toward selling customized solutions based on customized products and services that enhance the productivity and hence the return on investment of the customer plants.

The customer does not have power over you. My belief is that the relationship with the customer should be based on mutual trust, fairness, and win-win opportunities. This is the most intelligent and the only reasonable way to perform business. Because of the ample access to information that particularly the Internet has provided to final consumers, there is now the sentiment that the customer can exercise power over you to your own detriment. This is a dangerous trap to fall into because it ignores the mutual benefits that can be established through a closer relationship. Take the case of National Starch, a world leader in the adhesive business. Together with Boeing, it was able to revolutionize the ways in which wings adhere to the body of the aircraft. Instead of welding or riveting them, wings are now stuck to the body with adhesive products. This joint innovation produced enormous benefits for National Starch and Boeing. Neither one would have come up with this solution independent of the other.

Technology is too important to be left to the technical staff. Often companies limit the use of their technological know-how to their products and processes. But this technical knowledge should be a key component of the customer value proposition, and should be used throughout the business to create totally unique situations that are exceedingly difficult to replicate. Amazon.com is great at this. It uses technology to figure out preferences one customer at a time, and based on that, offers varied products and services specific to each customer's taste. Amazon's technology is crucial to its business model.

virtuous circle. In Microsoft's case, customers want to buy the computer with access to the largest set of applications, and software developers want to write applications for the computers with the largest installed base.

I believe that not every organization has the capacity or the ability to reach a System Lock-In positioning. Nevertheless, the need to consider the full network

as the relevant business stage and the pursuit of close linkages with complementors are of great relevance for the development of an effective strategy, no matter what your ultimate goal might be. Moreover, the transformation that a company should undertake to move away from a commoditized product-centric mentality into a *Total Customer Solutions* position is, in my opinion, a mandatory challenge for all executives. In my work

with different firms I have found the Triangle to be an extremely effective tool in opening the minds of executives to different strategic alternatives and the benefits and tradeoffs inherent in each.

MIT Sloan Executive Education

Executive education at MIT Sloan is designed for senior executives and managers seeking to create and lead organizations that will shape the future in a world of growing technological and social complexity. Our portfolio of executive programs reflects MIT Sloan's core mission—to develop principled, innovative leaders and to generate ideas that advance management practice.

Our executive programs offer you an opportunity to return to MIT Sloan to reconnect directly with the latest thinking in management practice and learn about new developments in areas such as technology strategy, innovation management, and value chain design. Let your organization benefit from MIT Sloan faculty expertise and current research by attending yourself (with select alumni discounts) or inviting staff and colleagues to enroll in an MIT Sloan Executive Education program.

Upcoming programs include:

Jan 22–27, Mar 26–31, May 21–26	Leading Innovative Enterprises: Strategies for Growth in the Life Sciences
Jan 30–Feb 3	Entrepreneurship Development Program*
Mar 19–24	Driving Strategic Innovation: Achieving Breakthrough Performance Throughout the Value Chain <i>(in partnership with IMD)</i>
March 19–24	Leading Change in Complex Organizations*
Apr 2–7	Managing the Extended Supply Chain: Beyond Productivity and Efficiency <i>(in partnership with IMD)</i>
June 12–16	Business Dynamics: MIT's Approach to Diagnosing and Solving Complex Business Problems*
June 12–16	Product Design, Development, and Management*



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Recently published books by MIT Sloan faculty

The Story of Success: Mastering the Five Steps to Ethical Business Practice

by Leigh Hafrey
Other Press, 2005

In today's topsy-turvy business landscape, the issue of ethics is more important than ever. In his new book, Hafrey contends that successful ethical practice within business is achievable at all levels of the business world by using five steps: Speak Up, Speak Out; See the Big Picture; Break the Rules, Make the Rules, Absorb the Costs; Tell Good Stories; and Test for Truth. As Hafrey explains, each of these steps is rooted in effective communication. To demonstrate his points, Hafrey utilizes class discussions and mini-cases from the business world, as well as relatable vignettes from popular culture such as movies and literature.

Don't Just Relate—Advocate: A Blueprint for Profit in the Era of Customer Power

by Glen Urban
Wharton School Publishing, 2005

Traditional push/pull marketing no longer works. Smart companies are pioneering an entirely new route to higher margins and competitive advantage—customer advocacy. In this, his seventh book to break important ground in marketing, Urban offers a comprehensive game plan for attaining customer trust and details the competitive benefits of doing so.

IT Governance: How Top Performers Manage IT Decision Rights for Superior Results

by Peter Weill and Jeanne W. Ross
Harvard Business School Press, 2004

Based on a study of 250 enterprises worldwide, *IT Governance* shows how to design and implement a system of decision rights that will transform IT from an expense to a profitable investment. Weill and Ross are director and principal research scientist respectively at MIT Sloan's Center for Information Systems Research (CISR).

Managing For The Future: Organizational Behavior and Procedures

by Deborah G. Ancona, Thomas Kochan, John Van Maanen, Maureen Scully, and Eleanor Westney
South-Western College Publishing, 2004

Based on an innovative and acclaimed course taught at MIT Sloan, this book not only describes the organization of the future, but also shows readers how to become better actors within it.

The 100 best business books ever

The Best Business Books Ever, the popular book outlining the 100 most influential management books of all time, includes the revolutionary work of several MIT Sloan authors. In the company of such classics as Adam Smith's *The Wealth of Nations* and *Capital* by Karl Marx are these world-changing books by MIT faculty:

Being Digital by Nicholas Negroponte
The Fifth Discipline by Peter Senge
The Human Side of Enterprise by Douglas McGregor
The Machine that Changed the World by James P. Womack, Daniel T. Jones, and Daniel Roos
My Years with General Motors by Alfred P. Sloan, Jr.
Organizational Culture and Leadership by Edgar H. Schein

**Digitizing the News: Innovation in Online Newspapers
(Inside Technology)**

by Pablo J. Boczkowski
MIT Press, 2004

This book chronicles how newspaper journalism transformed itself into a critical part of new media. Addressing the connections between technical, editorial, and work facets of new media, Boczkowski reveals how innovation in online newspapers became an ongoing process in which different combinations of initial conditions and local contingencies led publishers along divergent paths of content creation.

**The Business of Software: What Every Manager,
Programmer, and Entrepreneur Must Know to
Thrive and Survive in Good Times and Bad**

by Michael A. Cusumano
Free Press, 2004

Cusumano builds on dozens of personal experiences and case studies to show how issues of strategy and organization are irrevocably linked with those of managing the technology and demonstrates that a thorough understanding of these issues is vital to success.

**The Future of Work: How the New Order of Business
Will Shape Your Organization, Your Management Style
and Your Life**

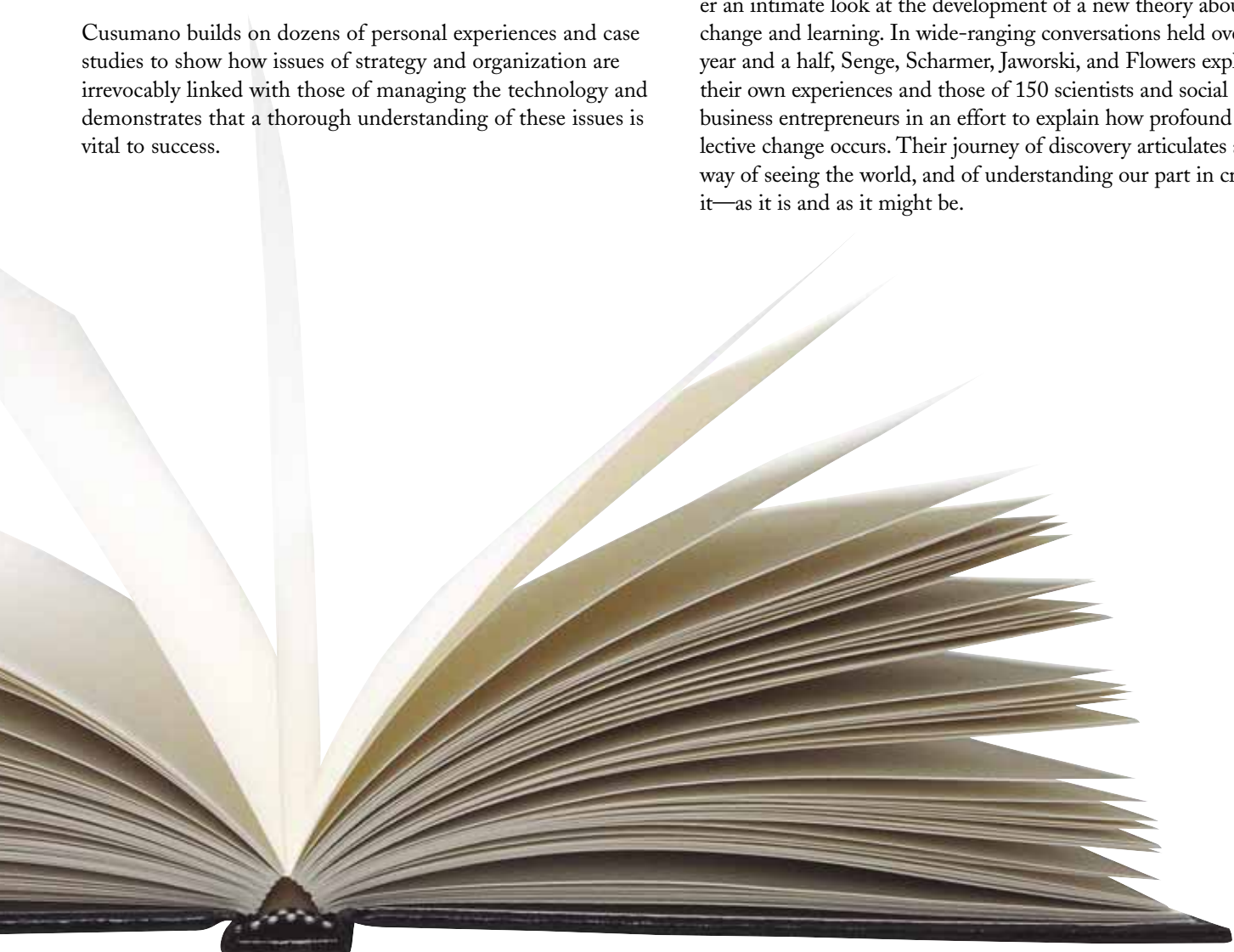
by Thomas W. Malone
Harvard Business School Press, 2004

For more than a decade, business thinkers have theorized about how technology will change the shape of organizations. In this landmark book, renowned organizational theorist Malone provides the first credible model for actually designing the company of the future.

Presence: Human Purpose and the Field of the Future

by Peter Senge, C. Otto Scharmer, Joseph Jaworski,
Betty Sue Flowers
Society for Organizational Learning, 2004

Presence: Human Purpose and the Field of the Future gives the reader an intimate look at the development of a new theory about change and learning. In wide-ranging conversations held over a year and a half, Senge, Scharmer, Jaworski, and Flowers explore their own experiences and those of 150 scientists and social and business entrepreneurs in an effort to explain how profound collective change occurs. Their journey of discovery articulates a new way of seeing the world, and of understanding our part in creating it—as it is and as it might be.





✓
✓
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✓
Searching for

The office in your pocket:

work-life balance

in a continuously

connected world

WHEN HIS COMPANY MERGED with another last year, Mike Griffin, SM '95, was part of a management team that saw a great opportunity in the merger: the chance to build a progressive new company that allowed its employees to work flexible hours from multiple locations. Outfitting employees with such technologies as Voice-over-IP phones programmed to follow them anywhere, laptops, and broadband Internet connections in their homes, the company “let people set their own schedules,” says Griffin, now the CFO of the merged company, Shared Insights. “As long as they did their jobs, they could structure their days as they wished.”

*Photographs by
John Earle*



This flexibility enabled employees to spend more time with their families or to attend to personal errands and appointments during the work day—an arrangement they initially found, according to Griffin, “a blessing.” For its part, company management saw an increase in workers’ efficiency and job satisfaction. Over time, however, the arrangement became a *mixed* blessing; some managers “began to think our capability to work anytime and anyplace meant that people were always available,” says Griffin. “And for many of us, the fact that we were wired to be on the corporate network at any given time made it hard to leave work mentally.”

The irony of Griffin’s experience is hardly unique. As American workplaces have embraced new technologies, many workers are finding that the very same devices that enable them to work more flexibly and productively can also throw their lives dangerously out of balance. The traditional model of office work required an employee to be onsite to do his or her job; he or she could then largely leave work behind upon physically leaving the office. In a remarkable change, today one no longer needs to be at a desk, in front of a computer, or even indoors to get one’s work done. Many people are consequently discovering the advantages of using technology to work from home: they feel they can be more efficient and productive without the distractions of the office, or by working whenever they feel they are most effective. As Griffin and his colleagues have experienced, however, this technology-enabled flexibility comes with a price: employees with continuous, remote access to their workplaces often find themselves “on call,” expected to respond to employers and coworkers around the clock. Thanks to the increasing sophistication of broadband Internet technology, the use of portable, wireless devices such as laptops, handheld “PDAs,” and cell phones is on the rise. As a result, a corps of workers now has the office in their pockets—and must continuously decide whether to answer its call or not.



Reading through and responding to one’s inbox can take up much active work time, resulting either in a loss of productivity or in a spillover of work into personal time.

Anecdotes abound of the encroachment of work on personal time: picture real-life scenarios of individuals talking on their cell phones in the middle of the golf course, sending e-mail while in line at Disney World, or finalizing a deal on the sidelines of a child's soccer game. Meg O'Leary, MBA '96, a manager at Price Waterhouse Coopers who telecommutes from a home office, relates times when she has put her laptop on the kitchen counter while she makes dinner for her children, so that she can listen for incoming e-mails. Doing so, she admits, detracts from time meant to be exclusively focused on family. As well, O'Leary often falls into a work pattern common today among workers with remote access to the office: that of getting up early in the morning to check e-mail and to fit in a little work, or returning to the computer at night after putting children to bed. Not only is the work day extended significantly when people fit in these extra hours of work, but opportunities to use the same hours for leisure activities, rest, or family interaction are lost.

The E-mail trail

Sean Brown, SM '94, MIT Sloan Alumni Office director, has owned handheld devices since the early 1990s and enjoys their many advantages. Yet even this self-described technology "maven" has observed some negative effects both on the way people work and on their lives outside of work. The rise of mobile technologies such as the BlackBerry and the Palm Treo (see sidebar, p. 30), for example, has made communicating through e-mail that much easier—which, paradoxically, creates extra work. "Despite the obvious advantages of new technologies, the biggest problem I see in the digital age," Brown comments, "is that it has become far too easy to make requests and expect an instantaneous response. In the old days, you had to think through what you needed from people, and often that would involve making requests in person or by phone. Those extra steps forced you to weigh the necessity of the request more than we do now with instantaneous communications."

>>The end of the water cooler discussion?

Observers of the impact of new technologies on the workplace have noted a change in the way coworkers are now communicating with each other: the ubiquitous use of e-mail and instant messaging among coworkers is, in some cases, replacing face-to-face communication. It makes sense that people doing their jobs remotely are communicating with coworkers electronically. But workplace anecdotes also tell of people in adjacent offices or cubicles sending written messages to one another rather than leaving their desks to speak to each other in person. While some point out that this may help efficiency—a quick question doesn't have to turn into a prolonged chat—others wonder, is there a loss of collegiality, even humanity, in the process?

Heavy reliance on e-mail not only affects the way colleagues communicate, argues Professor Lotte Bailyn, but it can also impact the quality of their work. Coordinating team-based work through the instant accessibility of e-mail or instant-messaging, she says, can have negative consequences: although information can be passed along and work can be done faster, this doesn't necessarily translate into better work. With e-mails flying back and forth, people tend not to plan ahead or take the time for reflection, Bailyn notes. "We see that people aren't thinking things through as much anymore," she says. "This plays into a constant crisis mode, where people are reactive, rather than thoughtful and forward thinking." She and her colleagues have observed another outgrowth of the e-mail/messaging phenomenon, wherein some people use handheld technology to be in more than one workplace setting at once—e.g., sitting in one meeting in person, while responding to another online. By spreading themselves around in this way, Bailyn points out, workers run the risk either of being less focused in their work—or of burning out.

Yet, not all technological communication is bad or impersonal, says Professor Thomas Malone. "It's false to assume that you can't get any human interaction from an e-mail or an instant message," he says. "Some e-mails can be extremely emotional and heartfelt." Alumni Office Director Sean Brown sees another dimension to using this form of communication. "I view e-mail as a formal medium," he says. "It offers an important opportunity to shape your arguments and to represent yourself well." Bailyn, Malone, and Brown all agree that e-mail and instant- or text-messaging are powerful tools that can contribute to efficiency in business—but their use should be managed carefully, by establishing thoughtful standards and norms in business settings.



>>Work to go:

>>the handheld phenomenon

According to the *Wall Street Journal* (May 18, 2005), in 2000 the market for handheld personal desktop assistants (PDAs) was made up primarily of executives. Ownership of the prototypical device, the Palm Pilot, lent a certain status in the workplace. Just a few short years later, the market has exploded, as technological and consumer trends have made handheld devices “must-have” items for workers at all levels of the organizational hierarchy. Within that time, the BlackBerry (created by Canadian company RIM) upped the ante in the PDA category by offering e-mail, a capability that has radically changed both the marketplace *and* the workplace.

Now the BlackBerry, along with the Palm Treo and similar instruments, has merged voice and data technologies to offer e-mail and telephone use in one device. Other companies are jumping on the bandwagon, rapidly developing products that take advantage of greater storage capability for small equipment. A group of new “smart phones” now offer an astonishing array of features even beyond the telephone, e-mail, and PDA, including downloaded music, video (some devices now enable people to record their favorite television shows), book readers, and cameras (video and photographic). The cell phone has become so loaded with different uses, in fact, that another *Wall Street Journal* article (Jan. 4, 2005) aptly dubbed it the “Swiss Army knife” of consumer products.

Because it was originally marketed exclusively to businesses rather than consumers, the BlackBerry is the handheld device most associated with a revolution in the way people work: with multiple business functions in one, pocket-sized instrument, employees can stay easily connected to the office from anywhere. In researching the cultural and industry impact of the BlackBerry, MIT Sloan doctoral student Melissa Mazmanian has spoken to more than 70 professionals using BlackBerries in their jobs. Across the board, she relates, they have credited the device with giving them a greater sense of control in their jobs by providing “a window into their work.” The BlackBerry offers a solution to the self- and externally imposed pressure they feel to stay on top of rapidly changing events and information, thereby relieving job stress.

The downside of the device’s convenience and its instant signaling of calls and e-mails, however, is the lure to use it constantly. In fact, so many users have called their attachment to their BlackBerries an “addiction” that the device has wryly become known as the “CrackBerry.” Mazmanian cites examples of people waking up in the middle of the night and immediately checking their BlackBerries, or of going straight to their pocket as soon as they have even a few moments of free time. Another bit of black humor in the workplace—the term “e-widow”—captures the idea that handhelds have made some of today’s professionals more responsive to e-mail and the workplace than to other parts of their lives.





With the proliferation of multi-function products on the market, people also have more options for entertainment at their fingertips. The opportunity to listen to music or watch a video on a cell phone may represent a different kind of technological seduction, by potentially distracting one from work. Yet, these capabilities can also be used to enhance one's professional life, says Alumni Office Director Sean Brown. Brown sometimes uses his Palm Treo, which has an MP3 player and book reader, among other features, to listen to a professional development lecture or to read a book on business. Availing himself of these other technologies can, in fact, help Brown maximize his work time. As with so many other technologies, usage of handheld products in the workplace has outpaced a collective business and social understanding of what appropriate uses and contexts for these technologies are. Should you listen to a work-related audiobook on the drive home via your MP3 player instead of relaxing to some music? How does one balance using technology to maximize work time with the need for personal rejuvenation?

Until the parameters are more clearly drawn, individuals will have to make their own choices while exercising professional discipline and personal balance.



Because e-mail, in particular, is a more convenient forum and is quicker to generate than such traditional forms of business communications as the memo or letter, it has become a nearly ubiquitous form of communication. E-mails beget other e-mails in response, such that most professionals now traffic in an enormous volume of e-mail on a daily basis. Reading through and responding to one's inbox can take up much active work time, resulting either in a loss of productivity or in a spillover of work into personal time. A recent *New York Times* story examines the common pileup of e-mails when workers go on vacation, and their reactions to finding an overwhelming inbox when they return. Some designate their first day back to do nothing else but go through the accumulated e-mails. More harmfully, the article pointed out, others are taking time during the vacation—with the help of wireless access to the office—to read e-mails in an attempt to diminish the pile awaiting them upon their return. When people try to keep up with work during their vacations, says Thomas Malone, the Patrick J. McGovern Professor of Management, they defeat the very purpose of vacation: "If a vacation is supposed to be time to rest and rejuvenate, then using technologies during it significantly decreases its effectiveness."

Turning the tide: solutions for striking a balance

In this increasingly "connected" world, how can we preserve our non-work time? Even as some people are experiencing the excitement of owning their first BlackBerry, others, further along the technology curve, are trying to figure out how to break away from dependence on the same device. Indeed, the language of addiction (see previous page) is often used to suggest just how alluring it is for many people to "check in" with work at all times. Rather than contributing positively to a company's success, argues Lotte Bailyn, the T. Wilson Professor of Management, this disproportionate, addictive focus on work may, in actuality, be undermining company productivity by compromising the quality of people's

work. “Research on creativity has shown that people need time out, to think and to regroup,” she says. “If they aren’t getting adequate time to do this, clearly their ability to be creative, innovative, and thoughtful suffers.” A central premise of Bailyn’s work is just how critical workplace (and society’s) support of the worker’s non-work life is to productivity and well-being. “The underlying assumption in the workplace needs to be that people’s lives and time are valuable,” she says, “and that their lives outside of work should be supported, because that support only benefits what they bring to their work.”

At the MIT Workplace Center, Bailyn and her colleagues are working to teach corporations and policy makers that company performance can be positively impacted by a healthier, more integrated approach to the work–life equation. They are recommending to companies some solutions for addressing the imbalance between work and personal lives, ranging from large-scale, company-wide change—

following successful models of family-leave policies and flexible work arrangements from other countries that have resulted in a productive workforce and society—to practical tips, such as queuing e-mails so that they go out only during regular business hours. The good news, Bailyn says, is that new technologies can help achieve these goals. “If applied creatively and appropriately, multiple technologies will bring about greater productivity and can be used to legitimate people’s personal, life needs. We should align multiple technologies with the way people want to work.”

Meg O’Leary began telecommuting full-time in her job at Price Waterhouse Coopers when her first child was born six years ago. When her second child was born three years later, she adjusted her schedule to three days a week. Having a wireless connection in her home office allows her to put in a full work day, while also taking breaks to be with her children. She has handled the constant presence of

work in her home in two ways. “I try to set clear limits upfront and let people know that certain hours and certain days I just won’t be able to be as responsive,” she says. She and her team have also collaboratively agreed on what they expect as a reasonable response time from each other (24 hours) and have decided on the signals they will use to let each other know when something is more urgent.

Because she feels fortunate that her company is very supportive of her telecommuting arrangement, she is even more motivated to deliver on her work. “With my kind of arrangement, the firm looks to me to hold up my end of the deal,” O’Leary says. “I am responsible both for delivering *and* for letting them know when work begins to encroach on the rest of my life. This is how I can help the company to shape a work–family policy for myself and for others.” In his book *The Future of Work* (see p. 25), Professor Thomas Malone points out that the marketplace may begin to reward companies like O’Leary’s that emphasize “non-economic” values. “Some companies are beginning to differentiate themselves and to compete based on such non-economic values as what employees’ qualitative work life will be like,” he says. If enough workers—or shareholders, or customers—respect and reward those values, bottom lines may begin to be driven by a new set of factors. “Let the market decide,” Malone says.

In the meantime, without a collective understanding of where boundaries are set or of a work culture that supports their non-work life, some users of new technologies are finding their own, individual ways to keep work from encroaching on their lives. Tim Rowe, SM ’95, uses his connec-

Staying connected? The preponderance of cell phone use sometimes results in disconnection.



“If applied creatively and appropriately,

multiple technologies will bring about greater productivity

and can be used to legitimate people’s personal, life needs.”

Lotte Bailyn, T. Wilson Professor of Management

tions to the office to create *more* time for his personal life. “Even though I am a CEO and have a million messages all the time,” he says, “I can check my e-mail remotely in the morning—and then spend extra time with my kids at their school without having to worry that something critical at work is being held up.”

Tom Stocky, MBA '04, a product marketing manager at Google, deliberately decided not to accept a BlackBerry when the company offered him one. “I like to have a clear delineation between work and the rest of my life, and I don’t want e-mail following me everywhere,” he says. He also tries to control demands on his time; if he needs to work on weekends, he will queue his e-mails to go out on Monday morning so that he doesn’t create the expectation that he will always be available on weekends. “The bet I’m making,” Stocky reflects, “is that I will be happier and more efficient in the long term if I set limits. I may get a little less done this week, but at the end of the year, I will be in much better shape personally and professionally.”

Working out the kinks

A year after they were wired to work from home, employees at Mike Griffin’s company are now beginning to push back against expectations that they are always available, setting limits about how and when they work in order to ensure more “down” time. Griffin himself recently decided not to check in with work for an entire weekend, and reveled in the simple pleasure of doing yard work instead. At the same time that Griffin, *the employee*, is deciding along with his Shared Insights coworkers that he doesn’t want to work around the clock anymore, Griffin, *the manager*, is concluding that the new company “went too far too fast.” The same remote connectivity that ultimately added to employees’ workloads also “backfired” a bit from the company’s perspective, Griffin says: managers have realized how little opportunity they now have for face-to-face interaction. “Accomplishing work as a team is just not the same when people aren’t in the office,” he says. “Getting five people in the same room for a meeting is much harder now!” Consequently, though still committed to the flex-time arrangement, Shared Insights’ management is now considering asking workers

to spend a bit more time in the office during the work week. Even as they work out the kinks, though, Griffin is optimistic that his company is on the right path—and is slightly ahead of a trend that will soon become common practice. “New technologies have clearly resulted in a productivity boom,” he concludes. “At our company, using technology to work more flexibly has caused people to think differently about work, which is very empowering.”

No matter what their attitudes toward the use of new technologies, business people and academics alike agree that those technologies are here to stay. The challenge now is to wisely and thoughtfully integrate new technological capabilities with workers’ needs. “The advent of new technologies has simply pushed to the forefront decisions about the workplace that we have to make sooner rather than later,” points out Brown. “We as a society need to continue to set limits, create norms, and, especially, train the next generation to use technology in a balanced, productive way.”



Catching up with Rod Garcia

Director of MBA Admissions

The odds are very high that if you've graduated from MIT Sloan in the last 17 years you've met—or at least know of—Rod Garcia. Since coming to MIT Sloan in 1988, Garcia has admitted more than 8,000 students, befriended countless alums, and served under the tenure of three deans. He's also seen most of the world a few times over. Here, Rod fills us in on his first days at MIT Sloan, chance airport encounters, greeting royalty, and life as a frequent flyer.

MIT Sloan, my early years

In the late 1980s we were already very successful internationally, especially compared to our competitors. We were the first management school to sponsor an international study tour. It was the Japan trip of February 1989, and it happened to coincide with the funeral of the emperor. Naturally, it was quite an experience for everyone involved.

C-Functions were held in the E52 lobby, so you'd often find staff and faculty mixing in. On occasion they'd be at Walker. One time there was an Italian C-Function there. The student organizers convinced Franco Modigliani to attend—and dance!

When I arrived at MIT Sloan in 1988, there was a phrase coined by *BusinessWeek* going around: "MIT Sloan has the most famous business school dean." Of course, this was Lester Thurow. On my first day here there were lots of introductions, but I didn't get to meet the dean. Instead, my first encounter with Lester was in the men's room. I decided against introducing myself then. Over the course of his tenure as dean, Lester and I ended up traveling together on School business, but I never mentioned that bathroom meeting to him.

Oh, the places I go!

There are very few places I haven't been, and there's no place I haven't seen that I wish to see. At this point, I travel so much for work, when I can, I'd rather be home. In fact, that's where I'm spending my summer vacation.

Slovakia is my favorite vacation destination. Next to that would probably be the British Virgin Islands. I have other favorite places to go for work, and much of that is because of

the alumni I know in those areas. It's easier and more pleasant for me to travel to those destinations.

Chance encounters

It's amazing, the people you meet on planes. In general, I try to keep to myself, but when I do find myself in a conversation with a fellow traveler, I'm always amazed by how interesting some of these folks are. I've met all kinds of people. I can tell you lots of stories.

I was flying from Munich last year, and this middle-aged German man struck up a conversation with me. I told him I worked at MIT and it turned out he had spent his post-doc here and he was one of the pioneers in DNA, and is now one of the investors in a VC firm that does biotech, based in Munich.

I also met an interesting gentleman on a flight to San Francisco. He looked to be in his 70s or 80s. He was using his laptop, which is rare to see someone of that age do, and it turned out he was one of the pioneers in the computer industry. When he found out I worked at MIT Sloan, he started talking about Rebecca Henderson and Kristin Forbes!

Friends in high places

I've been on a few flights with the celebrities. On a flight through Minneapolis, the Fly Girls from "In Living Color" were sitting across from me. And one of them was a pre-megastar Jennifer Lopez.

Back in the '90s I was on a flight with John Sununu. I think Bill Murray was on a flight with me once, too. I'm sure there've been other celebrities, but I just didn't recognize them.

In Argentina there was a Mexican pop star staying in my hotel. He was on my floor and there was quite a commotion and lots of screaming fans.

I've met royalty. On several occasions I've met Princess Alexandra of Denmark. When I first met her, I didn't know how to greet royalty: Should I bow? Take her hand? Speak? But she was very gracious, and I quickly learned that with royals, you just follow their lead. It's also important to keep your conversation to very general, uncontroversial topics, like the weather.

Human connections

Because of the frequency of my travel, I can pretty much go anywhere and always know somebody. I remember once I was inside a security area in Korea waiting for my flight to Shanghai, and I ran into an MIT Sloan student. He had just come in on a flight from New York and was going to China. It's amazing how many Sloanies I see at airports.

People assume I must have a huge Rolodex. Strangely enough, I don't. It's all in my head. I associate countries with people and people with countries. Like if I go to Brazil, there's certain people I let know I'm coming, and they'll get the word out to others. Same thing in Japan, Thailand, Spain, and Chile.

At least once a year I'll travel to an alum's wedding, or to a gathering of MIT Sloan friends I've stayed in touch with through the years. It's very rewarding to have made so many human connections. I have this idea that after I retire, I'll write a book about the people I've met during my travels.

I wish more of my colleagues had the privilege of traveling. Because I don't think the experiences I have are unique to me.

Class notes

In May, the MIT Sloan Alumni Office conducted a “call for class notes.” We were thrilled with the response, as hundreds of alumni updates poured in. To all contributors, thank you for making this section possible and for keeping your classmates current on your personal and professional milestones.

Please note that, where necessary, these class notes were edited for length. Full versions of all class notes can be found on the class notes website at <http://mitsloan.mit.edu/classnotes>.

Please e-mail your new class notes to Tammy Cupples, associate director of Alumni Communications and Information, at tcupples@mit.edu, or post them directly on the class notes website. For MBA classes 2001–2005, please e-mail your class officers directly (see sidebar at left).

MIT Sloan MBA Class Officers

The MIT Sloan Alumni Office would like to acknowledge the efforts of those alumni who volunteer their time as class officers. Contact information for these alumni can be found in the MIT Sloan Directory at <http://mitsloan.mit.edu/directory>.

2001

Ryan Berryman, president
David Cromb, vice president
Mohammad Taher Dehkhoda, secretary

2002

Keith Waxelman, president
Julia Abramovich, vice president
Nisa Bradley, secretary

2003

Doug Grant, officer
Patricia Gagnon, officer
Telmo Valido, officer

2004

James Randall, president
Harris Rabin, vice president
Melodie Munoz, secretary

2005

Charlie Lieu, president
Stephanie Healy, vice president
Kirk McKeown, giving officer
Meghan Fitzgerald Henshon, secretary
Mark Hendy, secretary
Kate Long, secretary
Jeremy MacDonald, secretary

Key to MIT Sloan academic programs

In order to include accurate degree information for all alumni, the following abbreviations were used to indicate academic programs:

SE = Senior Executive Program
SF = MIT Sloan Fellows Program
SF* = MIT Sloan Fellows Program in Innovation & Global Leadership
TPP = Technology and Policy Program
LFM = Leaders for Manufacturing
MOT = Management of Technology
MBA = Master's of Business Administration
SM = Master's of Science in Management
ORM = Operations Research Management
PhD = Doctoral Program
SDM = System Design and Management
SB = Undergraduate Program
VF = Visiting Fellow

I 9 4 0 s

Bob Ilfeld, SF '44, writes that “things couldn’t be better” and provides the following update: “First, our health couldn’t be better. Pearl has been going to Weight Watchers and feels terrific, has lost five pounds, and toned muscle she didn’t know she had. They provided a video, and each day she exercises with about a dozen healthy looking girls to a cha cha beat. It’s our best entertainment. I have resumed my golf schedule of three times a week, on the days there is not dialysis. The only thing that did not improve was my swing ... and score. I still have my bladder cancer for which I am starting chemo again, but the doctors don’t seem to be very exercised about it. I feel great, too, so the Bob and Pearl show is on the road again. We seem to have fallen into a new mission for our lives and savings: paying tuition and some expenses for kids in college or post-secondary training. We now have eight in college or training plus one in private middle school.”

I 9 5 0 s

David E. Webster, SB '50, celebrates his 55th anniversary with Carole this year. They currently spend seven months of the year in Sarasota, Florida, and four months of the year on Nantucket Island. David tells us, “During our odd month, we travel to Europe: Villefranche-sur-Mer for a month of French or Harry’s Bar in Venice for other reasons... . We have owned a real estate business on the Island since 1978 when I retired as CEO of Dynaco, a Tyco company. Prior to that I was CEO of such diverse companies as steel and wire, Ivy; toilet seats, Beneke; and plastic housewares, Tucker. While living in New York City, taking a 40-year-old break, I wrote *Marriage on the Rocks With a Twist*, which sold 240,000 copies in hard cover as *To Love and To Cherish*. We recently had dinner with Tom Buchanan and John Dockum, both Kappa Sigs and class of 1950.”

Peter K. Stein, SM '52, retired in 2001 after running 320 short courses in 17 countries for 40 years on the subject of “The Unified Approach to the Engineering and Dynamics of

Measuring Systems” which he developed as president of Stein Engineering Services, Inc., founded at MIT in 1950. He reports that son, David, and his wife Carole are living in Redondo Beach, California, and that daughter, Bracha, lives with her husband and seven children in Israel. Peter also says that he does “as little” as his loving wife, Sandy, lets him get away with.

Robert L. Hamman, SM '54, checks in with this update: “By the time I matriculated in the MIT Sloan Class of 1954, I had already experienced infantry combat from Normandy, France, to the Elbe River in Germany, and I had received an SB degree in physics, course VIII, from MIT. The MIT Sloan education engendered my interest in a career in academia. Following graduation from MIT Sloan, I earned a PhD in economics from Harvard. Professionally, I have been a professor and university administrator, with consulting activities for the National Science Foundation, corporations, and universities. I have been privileged to enjoy a rewarding career and a delightful retirement.”

Bob Millard, SB '55, notes that “it doesn’t seem like 50 years have passed, and my hair has hardly any gray in it. I thank my parents for giving me great genes.” He is currently a lean manufacturing consultant with international experience in manufacturing companies of various sizes. If anyone is interested in reading about ideas to help manufacturing companies improve profitability, Robert would be happy to e-mail APICS articles (“When It Comes to Forecasts, Demand Nothing But the Best” and “Good Bye, MRP. Hello, FRP!”) and related papers to you. He can be contacted directly at RnJMillard@hotmail.com.

Bill Glaser, SM '57, retired in 1991, and now he and his wife, Linda, divide their time between Naples, Florida, and Westport, Mass. Bill writes, “I play locally competitive tennis four or five days a week and keep more than busy taking care of our homes and gardens. I’ve been active in the local Planned Parenthood and Council on World Affairs as well and enjoy personal portfolio management (clipping coupons). We have five children and eight grandchildren between us, several of whom have MIT potential.”

Joe Brenner, SM '57, reports that after MIT Sloan and the USAF, he spent over three decades with IBM and a similar amount of marital time chasing career brass rings and raising two children. He tells us that people say to him, “Thirty years with the same company and the same woman? You must be doing something wrong!” He is currently consulting in IT and management systems and remaining connected with old classmates and colleagues. His son is a Navy commander.

John C. Dyer, SM '59, has been married 43 years to his wife, Patricia (Wright). They have two “really super” sons, Charles and Andrew, and three grandchildren who live nearby. He writes, “Pat taught fifth grade in Quincy for six years and, after our sons entered school, had another 20 or so as a preschool teacher. As the husband of a teacher, I came to appreciate the effort and dedication that go into the profession; but even more, each time Pat retired, her students and their parents returned their love and devotion for her in a way that resembled the movie, *Mr. Holland’s Opus*. I salute the teaching profession. After graduate school, I had a 40-year career in the high-tech, electronic, and aerospace industries with Lab for Electronics, AVCO, Textron, and MITRE, mostly in the area of business development and strategy and other general management activity. At age 70, life and health are still very good.”

Frank Ferguson, SM '59, just turned 78 and is still working 50-plus hours per week as president of Curriculum Associates. He tells us, “We’re small as publishers go—115 employees or thereabout—profitable, and out of debt. What’s not to like? If you are REALLY interested in what we do, have a look at our website: CAinc.com. Mitzi retired from her job here as treasurer some five years ago. She now reads, weaves, and knits and enjoys it all.” Frank is also an active angel investor in a number of growth-stage companies around the world.

Then and now ...



MIT Sloan got its first computer, an IBM 1620, in 1962.



Individual laptops that connect wirelessly to the MIT network are now the norm on campus.

1960s

Bill Mott, SM '60, calls his current work "a bit unusual for MIT Sloan graduates." His firm is involved in economic development projects around the world. Bill says that "several years ago, we established a joint project with a non-profit, Roots of Peace, and the University of California, Davis, to rehabilitate the vineyard industry in Afghanistan. We are now moving into our second year. Roots of Peace's specialty is raising money to get the mines out of the vineyards; we call the project "Mines to Vines." We also do more normal projects. One is developing a business plan for the establishment of a food and agricultural informatics institute for the University of California; this is getting closer to some of the MIT specialties. Part of the reason I have followed this path is that I was one of the organizers of the MIT Fellows in Africa program in 1960. (I went to Nigeria for two years, sponsored by MIT.)

Michael Hale, SB '64, checks in with the following update: "I retired from Bank of America initially at the end of 2000 and took a year off. I went back to the bank for a year-plus at half time, off a few months, then back full time on a

conversion project for a year. I finally retired for good at the end of June 2004 and currently volunteer a couple of days a week with Portland Taiko."

Dan Murphy, SB '65, recently joined Certeon Inc. (www.certeon.com). Certeon is a startup company in Burlington, Mass. He writes, "We hope you'll be hearing great things about us in the near future. I continue to do radio occasionally, including a series of programs on the music of Bob Dylan on WATD (FM), Marshfield, Mass. Grandsons Gabriel and Jacob recently turned 8 and 6, respectively."

Gerrit Lydecker, SF '66, recently hosted an MIT Sloan Class of 1966 Reunion at the Ocean Edge Resort and Golf Club in Brewster, Mass., on Cape Cod. He can be e-mailed at lydecker@optonline.net for more information.

Paul E. Newton, SM '67, after running software companies for many years, now serves on a couple of boards, has a small investment company, sponsors an assistant professor and some research in MIT's Department of Brain and Cognitive Sciences, travels from his home in Northern California to vacation spots in Arizona and Lake Tahoe, and plays with his two

grandchildren who live nearby. He says, "I've been trying to play golf and the piano, but my marginal skills indicate that I should have taken up these hobbies earlier."

Shripad Pendse, SM '67, was honored by the students of the Sobey School of Business at Saint Mary's University as the Professor of the Year for the year 2004.

Doug Lowry, PhD '69, tells us that he is a "professor of business and marketing at Franciscan University in Steubenville (40.0 miles west of Carnegie Mellon!) since 1993." He recently submitted a patent application on "efficient proximity search of text" and is currently tidying up www.Pryvit.com, a patent-pending method of disguising computer files that requires light computer resources.

Ken White, SM '69, writes, "Kitty and I moved full-time to our summer place on Martha's Vineyard. This was NOT the beginning of retirement but a first step in a five-year plan to take my executive coaching work offshore. After 10 years as a part-time TEC chair, I am winding down my peer advisory work with local CEOs and focusing on the Alumni Career Advisory effort at MIT Sloan. I am totally energized by some rather exciting initiatives in this bailiwick, especially around helping to take our networking to the next level. Another worthy beachhead is developing meaningful services/resources for alumni in the third and fourth quarters of their careers. If either of these in any way piques your interest, by all means, let me know. I look forward to building these Class Notes to be a useful forum. I've come to believe that Woody Allen was right: 'Ninety-four percent of life IS showing up!'"

1970s

Peter Marmorek, SB '70, taught high school for 32 years and then decided he was ready for something "at least partially different." He writes, "I retired from the Peel Board of Education and came back to MIT for a glorious month of IAP to be inspired and excited. It worked, due to a happy synergy between the courses and my ongoing blog reports on them.

2005 2001 1996 1991 1986 1981 1976 1971 1966 1961



Reunion 2006 will be here before you know it! Please mark your calendar for a weekend of reconnecting with former classmates and MIT Sloan.

Activities will include:

- Career Workshops
- Consumption Function
- Back to the Classroom with MIT Sloan Faculty
- Class-Specific Dinners
- Family BBQ

If you would like to participate in Reunion planning for your class or would like to help with the Reunion Giving Campaign, please e-mail the Reunion team at mitsloanreunionteam@mit.edu.

reunion

MIT Sloan School of Management Reunion, June 8–11, 2006

2006

For more info, call 617.253.1557 or visit the website at <http://mitsloan.mit.edu/alumni/reunion2006>

Maybe this computer writing isn't just a hobby, I started thinking. The result was a new career: The Writers' Croft. There, I offer three-month online courses, within supportive writing circles. The Writers' Croft combines my love of teaching, computers, writing, and spirituality. With luck, it'll keep me going for the next 32 years. And if you're interested in cultivating your creative seeds, drop by and take a look!" Catch up on what Peter's been doing on <http://www.livejournal.com/users/uhclem>.

Riva Poor, SM '70, is just back from a year in Canada where she studied comedy at Humber College School of Comedy Writing and Performance. She still lives in Cambridge and gives us this update: "I'm almost back from two years of grieving over the passing of my dear darling husband **Harold Ira Becker, MIT EE '56**, with whom I enjoyed a very happy marriage—my third marriage. (It took me three times to learn how to have a happy marriage.) And now that I'm almost back, I'm not ashamed to tell you that I'd like to pass this know-how along to some wonderful person of the male persuasion who also needs a companion." Riva can be reached at rivapoor@alum.mit.edu.



Riva Poor, SM '70 (right), recently performed on stage while studying comedy in Toronto.

Sakari T. Lehto, SE '71, reports being called a "free writer," since writing three books (in Finnish) on management. "My main job was: 1972–1987 CEO Partek Group. For 1975–1976, I was on leave having the post of Minister for Foreign Trade in the Finnish government. I am a Dr. hc from the Helsinki School of Economics and Business Administration and the Helsinki Tech. University."

Alan White, SF '71, writes that he has regular contact with a number of alumni. He serves on the board of Ceridian Corp. (NYSE) with CEO **Ron Turner, SF '77**. He also serves on the board of SBS Technologies (NASDAQ) with Chairman **Chris Amenson, SF '82**; **Pete Fenner, SF '75**; and **Hal Kennedy, SF '87**. Alan travels frequently to Asia and meets with many alumni in Japan, Korea, Hong Kong, China, Singapore, and Taiwan. He has frequent contact with **David Znaty, SF '79**, who is the new chairman of Ingenico in France. David's son, Daniel, just entered MIT Sloan's MBA program this September. David and Alan recently had dinner with **Dick Santagati, SF '79**, president of Merrimack College. Alan was recently honored as the recipient of the Gordon Y Billard Award for special service of outstanding merit performed for MIT.

Dr. Earl R. Smith II, SM '71, is a serial entrepreneur, political and social theorist, published author, and popular speaker. Earl is a veteran of Wall Street and has founded and managed two nonprofit and six for-profit companies. In 1996, Earl was awarded a PhD by the Department of Government and International Studies, Strathclyde University, Glasgow, Scotland, and subsequently taught advanced political and social theory as a senior research fellow in the Department of Government, University of Birmingham in England. Dr. Smith is executive director of Longview (www.lngvw.com), a D.C.-based firm which provides services in CXO-level coaching, board service, board design, population, management, and strategic advisories.

Augusto L. Dias Carneiro, SB '72, checks in with this update: "I have my own company in Rio de Janeiro, Zaitch, in which I combine executive, search, assessment, and coaching. I also publish a monthly newsletter, available on my website, www.zaitch.com.br, where I try to bring up provocative issues about the interface between people and work."

Ayo Olagundoye, SM '74, is spending more time these days playing golf and with his family—wife, Folake, and two children who are still in school. His oldest daughter, Toks, took up a career in acting after graduating from Smith College and now lives in New York City (and has been seen in several off-Broadway shows and

TV series). He says, "I was a banker for 29 years. First, with First Chicago, then CEO of a bank in Nigeria, then Chartered Bank PLC, for 12 years from 1988 to 2000. In 2000, I was invited to resuscitate the oldest indigenous bank in Nigeria, National Bank of Nigeria Limited. After the job was done, in 2003, I retired from banking. I am now a financial advisor." Olagundoye is planning to attend Convocation 2005.

Rear Admiral W.G. (Jerry) Ellis, SM '74, married "wonderful Rosemary" in 1968, and they have three grown children (Kevin, Karri, and Chris), all with successful careers. He gives us this overview of his career: "My career really began when I graduated from the U.S. Naval Academy in 1964. After that event, I began a naval career that spanned 36 years of active duty, most of it with the submarine force. Operationally, I served aboard six submarines. I commanded the missile submarine U.S.S. *Ulysses S. Grant* (SSBN 631 B), was the First Commanding Officer of the attack submarine U.S.S. *City of Corpus Christi* (SSN 705), and commanded Submarine Squadron Six in Norfolk, Virginia, a squadron of 10 attack submarines. After being selected for Admiral, I was Commander of Submarine Group Ten in Kings Bay, Georgia, which included all strategic submarines in the Atlantic. Ashore, my varied assignments had a nuclear theme: director of the Enlisted Nuclear Power School; head detailer for all Enlisted Submariners and Nuclear Trained Enlisted Personnel; and then the senior member of the Atlantic Fleet's Nuclear Propulsion Examining Board. My first tour as a Flag Officer (Rear Admiral) was as a Deputy Assistant Secretary in the Department of Energy where I managed the nuclear weapon establishment for the nation. In June 2000, with only one other Naval Academy classmate on active duty out of the 981 graduates, I retired from the U.S. Navy. I continue to serve the Navy in the Senior Executive Service as the director of the Deep Submergence Program and the Defense Liaison Division." Rosemary remains very active with Navy volunteer work, and Jerry likes to hike, bike, and play golf. "I would love to see any of you if you happen to be in Washington, D.C."

Rory Judd Albert, SB '74, is about to celebrate a 25th anniversary as a partner in Proskauer Rose LLP, an international law firm with 700 attorneys. "I recently was elected by the partnership to our firm's Executive Committee (which runs the firm), and we opened an office in Boston—led by MIT alum Steven Bauer. We already have more than 50 lawyers in Boston, with plans to grow significantly larger. While we practice in almost 50 legal disciplines, our Boston office is known for its significant expertise in private equity, fund formation, and intellectual property. In fact, MIT is one of our patent law clients!"

Kien-Keong Wong, SB '75, currently works for Baker & McKenzie, Wong & Leow in Singapore. "I am also the chairman of Baker & McKenzie's Asia Pacific Regional Council and am a member of the eight-member Global Executive Committee that runs the firm. Baker

& McKenzie is a global law firm with over 3,300 lawyers situated in 69 cities in the world. I received my law degree from Oxford University, England, after graduating from MIT."

Brad Sparks, SM '75, tells us that his daughter, Savanna, just turned three and is doing well, and daughter, Allison, is 24 and newly married. In May, he took the CFO position with WatchGuard Technologies in Seattle, Washington.

Christine V. Bullen, SM '76, is currently on the faculty of the Howe School of Management at Stevens Institute of Technology, where she is also completing her PhD in Information Management. She teaches one of the capstone courses in the MSIS and MBA programs. Christine writes, "Stevens is growing, and the management program is growing the fastest of all the programs in the school. We were very

proud to be included with MIT as one of the top five schools in technology management in the United States by *Optimize* magazine. My two daughters are Valerie (25) and Georgia (21). Valerie is an agent at a top modeling agency in New York City. Georgia just finished her junior year at Carnegie Mellon University and is studying HCI. Georgia raced in a pair boat for the Dad Vail regatta in Philadelphia last weekend and won a gold medal. My husband, **Rick, MOT '82**, is working for Dell as a result of Dell acquiring the professional services firm that he helped to launch about 14 years ago. It's very interesting watching Dell learn to manage a business very different from their traditional one. I am looking forward to a quiet summer after having run an international conference last summer, AMCIS2004. This summer I will 'only' be doing a major data collection for my dissertation."

profile: David Znaty, SF '79

Chairman of the Board, Ingenico, Paris, France

When describing what happens when he and his many friends and mentors from MIT Sloan get together to catch up on old times, it is fitting that David Znaty uses the French phrase "on se resource." Translated literally, it means "we re-source ourselves," but in French it also conveys a complex regeneration, a rebirth and reworking of ideas. Znaty and his fellow Sloanes are not merely reminiscing; they are revisiting the very source of their relationships, drawing from each other's knowledge and insights to build something entirely new.

And it is exactly this sense of growth and evolution that has kept Znaty so closely connected to MIT Sloan for so many years. He has maintained friendships with former peers all over the world; and as chairman of the MIT Club of France, he has worked to foster a place for European alumni to enjoy the same kind of intellectual and cultural vibrancy that MIT is known for. The group, which boasts over 1,200 members, meets frequently to welcome prominent professors, political and scientific leaders, as well as artists to exchange ideas and knowledge.



When Znaty describes his connection to such events, his passion for new ideas and experiences is obvious. Clear also is his passion for business. As chairman of the board at Ingenico, the world's largest provider of payment and transactions systems used in all sectors of the banking, retail, gas, and transportation industries, he works with people from all over the world; and there is no doubt that he enjoys this privilege. But, perhaps it is when he speaks of his love for world music that we get a better idea of exactly why. He explains, "I am very interested in understanding the people and the culture of each nation; I am very curious about how different people are—how they think, how they behave inside their families, how they educate their kids. I like to observe people. Through music and art, you can feel what people are." Despite his overwhelming success in the world of business, Znaty's one regret is that he never learned to play a musical instrument. But with any luck, the piano lessons he recently began will remedy that once and for all.

David M. Hall, SE '76, is currently senior facilitator for the Michigan Leadership Development Institute at Saginaw Valley State University in Saginaw, Michigan.

Eleanor Phillips, SM '77, retired from Hewlett-Packard in 2002. In 2004, she was elected treasurer of the New Bedford Historical Society. "We are restoring the first free home of Frederick Douglass, in downtown New Bedford, and an Underground Railroad site. I would love to talk to others working on historical preservation projects or fund raising for nonprofits. Also singing tenor with Sweet Adelines... any other barbershop singers out there?"

Jack Saltiel, SM '77, is now living in Lawrenceville, Georgia, and is chief technology officer of Cadillac Jack, Inc.—the leading manufacturer of gaming equipment. He announces his engagement to Karen Fine, and they are to be married sometime later in this year "when we can find the time!"

I 9 8 0 s

The Reverend Samuel Nixon, Jr., SB '80, was a ministerial consultant to the second series of the *Eyes on the Prize* television series, while completing a master of divinity degree at Harvard University in 1990. He served as a member of the faculty and an academic advisor at Harvard University in 1990 and 1991; Tufts University in the early 1990's; and Fontbonne College in 1993–94. Nixon was recognized among the 1999 *Who's Who of Professional Management* as well as a member of the 2002 National Register's *Who's Who in Executives and Professionals*. He is a recipient of the 2001 Harvard Divinity School's Summer Leadership Institute (SLI) for Church-Based Community Economic Development Fellowship Award. He served on the advisory board of the Religious Heritage of the African World (RHAW) at the Interdenominational Theological Center (ITC) in Atlanta, Georgia, in 1998–99. He is a member of the Black Alumni of MIT Planning Committee and the Harvard Divinity School Alumni and Black Alumni Councils. Nixon is involved with ministries in Africa, Asia, Canada, the Caribbean, Europe,

and the United States. His preaching and teaching moments have taken him to over 32 states in the United States and other areas of North America, Africa, the Caribbean, and Europe. He is a board member and director of the Progressive National Baptist Convention (PNBC) and regularly meets with African-American church leadership to develop and coordinate empowerment and HIV/AIDS programs and activities for African-American communities across the country. He serves on the ministerial staff, Board of Christian Education, Drama Ministry, Helping Hands Ministry, and HIV/AIDS Ministry among others of the Alfred Street Baptist Church in Alexandria, Virginia.

Art Aaron, SB '80, is married to his high school sweetheart, with two daughters graduating high school this year and one starting high school next year. Art was in the U.S. Army from 1980 through 1984. He received his JD in 1987 from Harvard Law School and worked for the Skadden, Arps, Slate, Meagher & Flom, Boston office until 1993. He then went on to work for the COMSAT Corporation, Ascent Entertainment Group, and the Liberty Media Corporation. He gives us this update for 2002–present: "Romani Group, Inc. and ICON Venue Group, LLC: executive vice president of these firms from startup to our current role as owner's representative and project manager to over \$1 billion in complex construction projects worldwide. We are managing major arena projects in London, Berlin, Kansas City, and Newark for Anschutz Entertainment Group and the New Jersey Devils; soccer stadiums in Denver, Chicago, and New Jersey of MLS franchises owned by Stan Kroenke and Phil Anschutz; and a major hospital relocation in Denver."

Carl Lehner, SM '80, tells us that "in general, my wife, Sandra, and I are doing well, but like everyone there are a few things to make life interesting. I came down with Parkinson's disease about five years ago, which I try to ignore, but it does slowly get worse. I encourage you to vote for politicians who won't hamper stem cell research, which is probably my best long-term hope. In business, I remain CEO of our family textile waste recycling firm, in what remains left of the U.S. textile industry. Our four kids are fine. Myric just finished his freshman year at Amherst College. Jessica finished boarding school and is heading for Middlebury. Walter wrapped up his freshman year at Concord Academy. Erica, 12, remains our only one at home, so the house in South Carolina is rather quiet now. We often get all the family together during the summer at our New Hampshire house, which is a great place for family time. My best e-mail address is carl.lehner@alum.mit.edu."

Mark LeDoux, SM '82, married the Reverend Bill Albinger on April 10, 2005, at their home in Becket, Mass. After 15 years of "virtual" marriage to one another, "we are joyful and thankful that we have the right to be married here in the Commonwealth."

John C. Martin, Jr., SM '83, is serving as director of the Washington Nanotechnology Initiative, a program of the state's agency for tech-economy development at the Washington Technology Center in Seattle.

Russ Gould, SM '83, is semiretired now and keeps busy with his Internet-based sporting firearms businesses. "We also book hunting safaris to Africa and Argentina."

Chris Bohrson, SM '84, tells us that after 20 years with Teradyne in Boston, Silicon Valley, Texas, Korea, Singapore, and Chicago, he has moved to Calabasas, California (north of Los Angeles) where he is vice president of Product Marketing for Spirent Communications. "The group I am joining, Performance Analysis Broadband, makes specialized computer-based systems for testing the infrastructure and applications in next-generation networks for service providers and enterprises. My wife Kathy and my two kids, Craig (13) and Michelle

(11), joined me in our new house in mid-June. We are looking forward to no more shoveling snow and lots of beach time!”

Dr. David Pearson, SM '85, has joined BioBlocks, Inc., of San Diego as their COO. BioBlocks provides chemistry services for pharmaceutical companies that have decided to outsource their medicinal chemistry activities. David returned to the United States after 17 years in Europe working with Novartis and as CEO of a German research stage startup company. “California is a dream—more than 200 specialty pharma companies to focus our business development on—and it is a great place to live and see our kids thrive. No major earthquakes or fires yet, and the water still flows.”

Dr. Marc Mitchell, SM '85, is a lecturer on international health at the Harvard University School of Public Health where he teaches courses on program planning, management, and evaluation. Since leaving MIT Sloan, Dr. Mitchell has worked in over 30 countries in Africa, Asia, Latin America, and Europe, leading international efforts to evaluate and improve health care in the poorest countries of the world. Dr. Mitchell worked for 12 years at Management Sciences for Health prior to his appointment at Harvard. His research interests focus on the relative effectiveness of alternative health strategies and more recently the application of technology to improve the quality of health care. In addition to his work at Harvard, Dr. Mitchell has founded and is president of D-tree, a nonprofit company using technology to bring evidence-based medicine to frontline healthcare workers in the developing world. Marc can be reached at mmitchel@hsph.harvard.edu.

Mike Johnson, SF '85, provides this news: “I retired from Conoco Inc. (after 30 years) in Houston. I hated to leave, but as CEO of the Gas and Power business for Conoco, it was an opportunity to go do some things I had always wanted to do—and, of course, the opportunity to be financially independent while I played. Since that time I have joined several boards of directors for public energy companies. I have also been very active in resuming my scientific research into global climate patterns; some of you may remember I had a graduate degree in geochemistry from Rice University before I became a finance/management type. My wife, Judy, is still working, and is now employed by the mayor as director of finance and administration. We are planning on her retirement in 2007, and we will move to Santa Fe, New Mexico, onto the ranch we bought a few years ago to raise horses, grow organic wine grapes, blue corn, and chilies. Our kids are almost grown. My son has finished his freshman year at SMU, and my daughter is finishing her junior year in high school. Cheers to you all; and if you are in Houston or Santa Fe, look me up.”

George Jerzyk, SE '85, sends his greetings from sunny Melbourne. He has fond memories of the “51 great guys” in his program, and said he would love to hear from those that he’s lost touch with. He gives us this update: “Looking for a change of course and some adventure (regardless of the risks), I decided to set up a consultancy business in Poland just at the time that communism fell, and I never looked back, as I worked my way progressively into the deeper parts of Eastern Europe. Having been shot at on a few occasions, I even learned to drink vodka. I decided to return home and play some golf. I reside now in a bayside suburb of Melbourne called Sandringham, surrounded by six golf courses (including the Royal Melbourne) and some 300 meters from the beach where I walk my Labrador dog, Niki. I am also a member of a rotary club and that keeps me busy, together with a few consultancy projects.”

Sarah Shoaf Cabot, SM '85, writes that she has “gone to the dark side (No, I am not a Yankees fan—Go Red Sox!) and am practicing law at Mintz Levin in Boston. I did law school on the *two-kid, five-year plan*, finishing up in 1994, which was actually a nice break from working. I now work mostly on biotech licensing and alliances and even give the occasional talk at MIT Sloan.”

John Roberts, SM '85, reports that “the 20th Reunion Committee is hard at work already planning for next June.” He notes that he would like to hear from former members of the MIT Sloan Ice Hockey Club team. “I’m still playing on a hockey club, and one of the reasons I’ve stayed with the sport was all of the fun we had on the MIT Sloan team.”

Robin Chase, SM '86, finished the year as a Loeb Fellow at Harvard’s School of Design. “It has been an incredibly fruitful year of deep thinking, networking, learning, and scheming about a new startup. As of February, I severed the last of my formal ties with Zipcar by stepping off the board. Zipcar continues to grow well, making a good dent into car ownership and use while giving its members the mobility they need. I’m very proud of it. Roy is still Zipcar CTO. Kids: Cameron (17) is graduating from high school, will take next year off to pursue modeling, acting, and all the things she hasn’t had time for. Dylan (14) is taller than me and is growing into a lovely young man. Linnea (11) is rock-climbing champ and all-around monkey. She spends two to three hours a day dangling from something. We all admire her muscles.”

Betsy Salkind, SM '86, comments, “Well, I may have one of the oddest careers of an MIT Sloan alum. I’m a stand-up comedian.” Betsy recently released a new CD, titled *Squirrel Speaks*, and her website is www.betsysalkind.com.

Paul Smith, SM '86, now lives happily in the San Francisco Bay Area with his wife, Robin, and two sons, Stefan and Jesse. Paul had a very successful 14-year career with Young & Rubicam in New York and was one of the senior executives taking the agency public in the late 1990s. After spending many years working hard and running several marathons, he is now

profile: Stephen P. DeFalco, SM '88

President & CEO, MDS Inc., Toronto, Ontario, Canada

It is surprising to learn that when Stephen DeFalco—the president and CEO of a 9,000-employee publicly traded company that operates in 25 countries—first arrived at MIT Sloan, he didn't even have a passport. In fact, his original intention at MIT Sloan was only to hone and develop the management and technology skills he was already using in his position at IBM. But he soon found the diversity and innovative curriculum of the School pulling him in some unexpected and exciting directions. “MIT Sloan was my first real exposure to global business... The colleagues I met there were very global, and I found that intriguing; but then, the classwork also reflected looking at business at a global level, understanding how different economies operate—competitiveness around the world.” He describes his experience at MIT Sloan as one of broadening perspectives and diversifying skills, and this process has been a recurring theme in DeFalco's career.

As an undergraduate at MIT, he studied mechanical engineering. And though he is now much more focused on the analytical



problem-solving side of using those skills (“No one is going to ask me to build a bridge any time soon,” he jokes), his passion for technology has always been the cornerstone of his success. From MIT Sloan, he moved on to McKinsey, where he remained focused on technology-related clients. Later, as the CEO of U.S. Genomics, he was able to become even more deeply involved in the advancement of science. Now at MDS Inc., a global, values-driven company dedicated to improving the processes of drug development and disease diagnosis, he seems to have found the perfect place to balance his love of technology with his drive to do business in the ever-broadening international realm. “The company does very important things, and the technology we have saves people's lives and helps deliver better health care. To be a part of that is very important. It's a wonderful company that's doing great things, and to be asked to lead it is a great privilege.”



Paul Smith, SM '86, and family in Lake Tahoe.

focused on the personal enjoyment of his family and vineyard estate in Woodside, California—just south of San Francisco and the gateway to Silicon Valley. He is soon to bottle his second-year estate-bottled Pinot Noir and is looking to bond his winery, Great Blue Heron Vineyard, this year. You can write him anytime at PaulRichardSmith@aol.com.

Arthur Radford Laney, MOT '88, has been promoted to executive director, Application Delivery and Information Systems for FNX Limited. FNX Limited was founded in 1992 and is now one of the world's leading providers of fully integrated trading, risk management, back office, and general ledger solutions that streamline mission-critical operations for the international financial community.

Stephen DeFalco, SM '88, was named CEO of MDS, Inc. Stephen, Rosemari, and three of their children will be moving to Toronto this fall. Their oldest, Tommy—who was born when Stephen was at MIT Sloan—will be off to Dartmouth this fall. (See profile above.)

Hiroaki Yamashita, SM '89, writes in with this report: “I am doing all right in Shizuoka Prefecture in Japan. I was sent there by a bank to help its client to establish a manufacturing plant in China. I am a frequent flier to Shanghai. Shizuoka Prefecture is located about 110 miles west of Tokyo. It takes about an hour from Tokyo by a bullet train and is the home of

Mt. Fuji. My wife, Tomoko, and two daughters, Julie and Annie, are in Tokyo where I return on weekends. I hope everyone is doing fine.”

Neil French, SM '89, spent seven-plus years at Hewlett-Packard and is about to reach eight and a half years at 3Com. Now he is making another move. “This time I intend to ‘smell the roses’ and enjoy life for a while. Rebecca (10) and Abigail (7) are, of course, more than enough to keep Penni and me busy; and in between all of that, I will figure out my next move, then go for it. Anyone with good opportunities in the London/Southeast UK area is most welcome to beat a path to my door.”

Lisa Tener, SM '89, after 10 years of running a nonprofit organization in Boston, became a published author in 2003. She is now working on her second book, *Write Your How-To Book in 60 Days*, and is giving up the world of traditional publishing in favor of the e-book. Her work focuses on helping others to write and publish their nonfiction and how-to books. She teaches seminars and workshops and also

offers private coaching. On a personal note, Lisa tells us, “My son is almost five (how time flies!) and will be entering kindergarten in the fall. Tom, Will, and I live in Saunderstown, Rhode Island, and love it here by the sea. We’d love to see some MIT Sloan classmates when you’re in Boston or nearby—we’re right by Newport and several beautiful beaches.”

Joonkee Hong, SM '89, recently joined Lehman Brothers in Asia as managing director and head of Global Finance Group for the Asia-Pacific region. He commutes between Hong Kong and Tokyo and lives in Hong Kong. “I travel a lot in the region. In the past six weeks, I already have been to Tokyo three times, Korea twice, and the Philippines, Malaysia, and Singapore once each. In Hong Kong, I was happy to see **Ed Chan, SM '89**, and **David Lee, SM '89**, and their families. David was visiting us from Wellesley, Mass. Ed graciously entertained us with his company boat, which took us around the Hong Kong island. We enjoyed the beautiful view and the kids had a good time swimming off the boat. Friends can e-mail me at joonkee.hong@alum.mit.edu.”

John F. Martin, SB '89, has been providing operational consulting for early-stage companies from his own consulting firm, JFM OPS Consulting (www.jfmops.com). He has worked with healthcare and other service-related companies. He is currently residing in New York City.

Michael Tippie, SM '89, is continuing as VP Business Development at CompleGen, Inc., a biotechnology company in Seattle. He tells us, “The aftermath of the dot-com crash and the nuclear winter for biotechnology were awful, but things are slowly getting better. My three children are thriving, and my eldest daughter, Monika, who was a babe-in-arms at MIT Sloan, will be heading to college soon (yikes!). My wife, Mary, manages to drag me off to musical events on a regular basis.” Michael rows competitively and plays jazz in a duo or trio setting a few times a month in Seattle.

Debra Amidon, SF '89, was recently featured at the Festival of Thinkers—www.festivalofthinkers.com—with Dr. Edward DeBono and 10 Nobel Laureates. She also delivered the keynote address for the e-Gov Institute conference in Washington, D.C., where she delivered remarks on the five principles of homeland security. Debra recently launched a new children’s book for leadership executives, titled *In Search of Innovation*.

1990s

Wayne Firsty, SM '90, along with wife, Julie, and daughter, Shayna, announce the arrival of “future alum” Alana Danielle. She was born on Feb. 13, 2005. “I guess that makes her class of 2030 (or something like that). We live in Silicon Valley, and if you are in town, come and visit.”

Stan Fung, SM '90, left Zero Stage Capital in 2004 after working there for 12 years and was recently a managing director. Previously, Stan was with Advent International between 1990 and 1992 where he worked in the Far East Group. Stan is launching a venture capital fund and will keep everyone posted. Stan can be reached at StanFung@alum.mit.edu.

Aliza & Graham O’Keeffe, SM '90, currently live in the United Kingdom. Aliza reports the following: “No big changes for us in the past couple of years. Graham is still with Atlas Venture. I am working very, very part-time, am on one company board, and have a limited number of exec coaching clients. Jake is now seven, and Hannah is four, so they keep us hopping! We hope to see many of you either on your travels through London or on our next trip to Boston. Will definitely see you at the 20th Reunion!”

Luda Kopeikina, SF '90, was appointed a visiting scholar at MIT Sloan. The research project—under the wise guidance of Professors John Van Maanen and Ed Schein—resulted in a book that will be published by Prentice Hall in September 2005. The book is titled *The Right Decision Every Time: How to Achieve Perfect Clarity on Tough Decisions*. It is about how to make tough business decisions easier by using

a measurable coherent state of mind, body, and emotions. Luda calls it a “clarity state.” The book presents a practical decision-making technique that was developed as a result of working with CEOs on their current decisions.

Yoshiro Hiraiwa, SM '90, still works for Chubu Electric Power (Nagoya, Japan), although he “frequently rerotated after MIT Sloan.” He says that his experiences in engineering, planning, and sales have helped develop his insight into management in power industry. He tells us, “Raising Mayu (8), Soichiro (6), and Yuki (2) is a big project for my family, and my wife, Junko, is especially busy for it. Junko and I will welcome Sloanes visiting Nagoya. I look forward to seeing them in the near future. Finally, I really appreciate the time and effort of those who organized the reunion activities.”

Dennis R. Klein, SE '90, is now project director for a major project by Dow Corning in the Shanghai area of China. “My wife, Roxanne, and I have relocated to Shanghai as of September 2004.”

Robert Aronoff, SM '90, is a cofounding partner of Capital Value Partners. He reflects that “life has certainly changed in the last two years with the arrival of our twin joys. (Last movie we saw at a theatre? Last fancy dinner out? But boy, we can snap-change a diaper!) Business is good—we help people buy and sell patent portfolios. Actually have developed a very nice niche firm. Health is good. All parents still are living. For now—no worries.”

Eric Zetlin, SM '91, lives in El Dorado Hills, California, in the foothills of the Sierra Nevada mountains between Sacramento and Lake Tahoe. He lives with his wife, Sue; two children, Taylor (almost 12) and Jabob (almost nine); and two Siberian Huskies (Suka and Koda). “Sue and I will celebrate our 15-year wedding anniversary this summer. Wow. I work for Sonic Solutions, a leading digital media software company based in the Bay Area, where I’m responsible for the technology licensing operation. We’ve recently won large licensing deals with Microsoft, Yahoo!, AOL, Sony, Scientific Atlanta, and about 50 other companies. Since I live 100 miles from the office, I have to say

Discovering work-life balance

by Brad Feld, MIT 1987, SM '88
brad@feld.com

The challenge of “work-life balance” is a central theme for many people, especially entrepreneurs. It took me 15 years, a failed first marriage, and my current wife (Amy Batchelor, a Wellesley graduate) almost calling it quits for me to realize that I had to figure out what “work-life balance” meant to me. Today, I can comfortably say that I have a major clue, and my life is dramatically better for it.

I started my first company when I was 19 and in college at MIT. I was obsessive, worked incredibly hard, and—while I generally had a lot of fun—was almost always maxed out. This manifested itself in many ways, including always being overcommitted, regularly being exhausted, having a failed marriage when I was 24, and physically changing—according to one of my best friends—from “skinny Brad” to FOB (“fat older Brad”).

During this time, I was very successful at the work I did. I created a company—Feld Technologies—which was acquired by a public company. I helped start and/or finance a number of other companies which went on to be acquired or go public. I helped create a venture capital firm. I was well known and respected within the entrepreneurial community—both for what I had accomplished and what I was working on.

However, until about five years ago, I had absolutely no balance in my life. I was on the road from Monday to Friday, arriving home exhausted at the end of the day Friday. Amy got “the dregs” over the weekend—I’d sleep a lot, spend time in front of my computer getting caught up on all the crap I didn’t get to during the week, and when we went out, I’d always

be tired and withdrawn. The burnout cycle continued; every six months I’d completely crash from the effort. (I graphically remember a vacation to Hawaii with friends where I slept 20 hours a day for the first four days—so much that Amy thought something was physically wrong with me.) I drank too much, I struggled with my weight, and I felt physically crappy. I loved my work, but I couldn’t see past it.

At age 34 when—on a long weekend with friends where I was completely absent and struggling to get through a difficult deal (for a company that eventually failed)—Amy turned to me and said, “I’m done. I’m not mad—I just can’t do this anymore. You either have to change, or it’s over.”

That woke me up! We spent the rest of the weekend talking about what change meant. I knew that this wasn’t a warning. After that weekend, we created a set of well-defined rules which have evolved over time. As I discovered what balance meant to me, the rules evolved into a set of habits which—among others—include (1) Spend Time Away, (2) Life Dinner, (3) Segment Space, (4) Be Present, and (5) Meditate. Following are examples of each:

Spend time away: Amy and I take a week-long vacation each quarter (which we fondly refer to as “Qx Vacation” depending on which quarter of the year it is) where we completely disappear. No cell phone, no e-mail, no computer, no conference calls—my assistant knows how to find me in case of an emergency; otherwise I’m completely unavailable for the week.

Life dinner: We have a standing date on the first day of every month that we call “life dinner.” Occasionally we’ll invite friends; often we have dinner alone.

We have a ritual where we give each other a gift ranging in value from nominal/silly (a fart machine) to expensive/romantic (jewelry). We spend the evening talking about the previous month and about the month to come, grounding ourselves in our current reality.

Segment space: We have two homes—one in the mountains of Boulder, Colorado, and one in the small town of Homer, Alaska. Both have nice office areas which are clearly separated from the rest of the house. We only have telephones in the offices and, by some delightful fluke of nature, our cell phones don’t work in our Boulder house. We treat our houses as a retreat from the world and, while we do plenty of working at home, where we do this is separate and distinct from the rest of the house.

Be present: One of Amy’s lines to me is “Brad, be a person.” This is a signal to me that I’m not present in the moment, that something is troubling me, or simply that I’m tired. Whenever I’m not present, it only takes a short phrase to pull me back from wherever I’ve drifted off to.

Meditate: I use the word meditate metaphorically—everyone should meditate their own way. Four years ago, I became a marathoner—the six to 10 hours a week I run is my current form of meditation. I’m also a voracious reader, and the 10 hours a week I read extends my meditation time. Do whatever you want, but spend some of your time on yourself.

The habits have created a structure for my life that not only encourages, but also reinforces a healthy work-life balance. My work—which used to overwhelm everything else I did—is still a central part of my life. However, it is no longer my singular focus, nor is it the most important thing to me anymore. The balance that I’ve discovered has helped me understand the value of other things, which has made my work—and more important, my life—much more rewarding.

that I'm thankful for recent advances in communication technologies, allowing me to work from home quite often. That said, I do spend lots of time on the road and am getting my money's worth out of my Audible audiobook subscription."

Charlie Tillett, SM '91; Tom Anderson, SM '91; and **Kirk Wortman, SM '91,** ventured to Alaska in April for a week at Valdez Heli-Ski Guides. Charlie tells us, "This trip can only be described as extreme. In six days of skiing, we experienced virtually every snow condition imaginable—from knee-deep powder to crusty wind slab. Sunny weather prevailed all week, with daytime temperatures reaching the mid 30s. The clear skies allowed us to see the northern lights on several evenings." Charlie has been working for the past two years as CFO of Reveal Imaging Technology in Bedford, Mass. Tom recently took the position of CEO for Upromise in Needham, Mass. (See profile on this page.)

Paul Hunter, MOT '91, retired from Bell Atlantic in 1999 after 27 years. "Since I like living in Tampa and chose not to leave, I abandoned my career in telecommunications and my affiliation with high technology. My wife and I bought a franchise from Great Clips to operate hair salons in the Tampa area. Since neither of us is a licensed stylist, we are owners—not employees or managers—of the salons. We pay others to run day-to-day operations. My company name is Second Wave Inc., and my title is president and COO."

Allison Burman Gordon, SM '92, writes that "after 10 years at Goldman Sachs in the Private Wealth Management Group, I retired to focus on my three children (six, four, and one) and to earn a master's in real estate from Harvard. Our family is building a house in Back Bay, Boston, which we hope to finish in December. This year has brought lots of travel and big birthday celebrations to commemorate turning 40."

Rahul R. Shah, SM '92, recently moved to the Philadelphia area to join Rittenhouse Asset Management as an equity analyst. "I look forward to meeting other MIT Sloan alums in the Delaware Valley area!"

profile: Thomas N. Anderson, SM '91

CEO, Upromise, Inc., Needham, Mass.



As CEO of Upromise, Inc., the largest non-governmental organization dedicated to helping students save for college, Tom Anderson is running a business that is both built for profit and benefits society as a whole. Since 2001, the company and its partners have already contributed hundreds of millions of dollars to families saving for college. This is something Anderson is very excited about and was a compelling reason for him to join Upromise earlier this year. He explains, "When I finished MIT Sloan, I had come to the conclusion that I was going to have two careers: I was going to have a business career and then when I got to the point where I felt my family was taken care of, I was going to stop the business career and have a second one running a not-for-profit or a foundation. Instead, I have been able, in many ways, to marry the two."

It is no surprise that Anderson found himself involved in the world of education. He is a former teacher and has worked with the Boston Public Schools and Massachusetts Special Education Reform. While at MIT Sloan, his passion for academic life was more than evident. From the moment he arrived at the School, he immersed himself in every possible aspect of student life. He loaded up on classes (eventually TAing for many of them), played a number of intramural sports, became involved with the administration, and met with countless visiting companies. Says Anderson, "Being at MIT Sloan gave me access to a whole bunch of different companies and what they do in a very short window of time, so I took full advantage of that. I went to every company presentation. I interviewed with anybody who would talk to me. When they had a guest speaker, I would go and talk to the speaker. So I just started learning about all this stuff out there that I didn't even know existed."

By the time he was in his second year, Anderson had become so intrigued by all he was learning that his goals shifted away from his initial interest in asset management and onto solving complex business problems as a management consultant—and ultimately a partner—at McKinsey. It was a pivotal shift in both his life and his career, and he credits MIT Sloan for allowing him to discover his true interests. "At MIT Sloan, you get the opportunity to explore businesses and types of jobs at relatively no risk, in a short period of time, that you will never ever be able to do again in the rest of your life... . It is an incredible opportunity to really find out what you are passionate about."

Christopher Voisey, SF '92, and his wife welcomed their second child on June 20.

Christian E. Kampmann, PhD '92, is an associate professor with tenure at the Copenhagen Business School. He gives us this update: "I live with my two teenage children in middle

Jutland, which is the industrial heartland of Denmark, where I am director of CBS's M.Sc. program in industrial marketing and purchasing. On the personal level, unhappily, Heather Hazard, MIT '78, and I divorced in 2002. She lives in Copenhagen and is also an associate professor at CBS."

Rich Moore, SM '92, is a managing director and head of the REIT team of securities analysts at McDonald Investments, a division of Key Bank. His wife, **Carol Smith, SM '92**, is responsible for envisioning and creating next-generation customer experiences for Progressive Insurance. They and their two children live in Solon, Ohio. "Come visit!"

Scott Seidewitz, SM '92, reports that he is still "stranded" in Cincinnati, Ohio, but may be moving back east soon. His consulting business, started in 2001, has experienced dramatic growth in 2005. "The Seidewitz Group has landed new business with Intuit, SYSCO, Barr Laboratories, and ConAgra this year.... It's nice to have new business but it doesn't leave much time for anything else!" The Seidewitz Group uses proprietary contextual modeling tools, derived from research from the cognitive sciences into human memory and motivation, to model purchase decisions in business-to-business and consumer markets. Using these tools, they help clients develop more effective branding, selling, and product development strategies. The firm's website is at www.seidewitzgroup.com, and Scott can be reached at scott@seidewitzgroup.com.

Daniel Joensen, SM '93, has been living in San Francisco for two years. "My prior company, Advertising.com, was sold in August to AOL. I have been working with venture capital since I 'retired' from the company. I am currently involved in a couple of ventures of which one typically takes almost full time. If any of you make it to San Francisco, give me a ring."

Julie Sydor, SM '94, writes, "I left suburban New Jersey (where I swore I would never travel to, let alone live) after five years with J&J and have been in London for the past two and a half years doing business development for a startup pharma/device company. I was lured over here by the prospect of being able to pepper my speech with Britishisms (e.g., my company has gone all 'pear-shaped'), the warm sunny climate, and of course, the possibility of meeting and taking home Hugh Grant. Overall a fabulous experience, but I may be returning to America. Looking forward to catching up with all of you and seeing what progress we've all made in the past 10 years—both professionally and personally."

Melissa Raffoni-Rivers, SM '94, lives in Rye Beach, New Hampshire, with husband, Roger, and their two children (19 months and one month). "On the business front, my consulting business continues to do well as my focus continues to narrow. Currently, I am working solely with CEOs of mid-market growth companies (10–250m). My role is to help the CEO to clarify their company's priorities to sustain growth and engage their organization so that they are effectively executed. Basically, I help them think, communicate, and organize their employees. I offer a CEO peer group program, strategic planning/management team facilitation, and management training on a variety of soft skills. If anyone is looking for a day or an overnight at the beach in New Hampshire, give us a call ... We honestly love guests!"

Thomas Atkinson, SM '94, is moving back to the Boston area after two years of exploring Istanbul and Madrid and enjoying a few professional and personal diversions. During these two years he has been busy "trying to start an outsourcing firm in Istanbul and Kuwait, helping **Tom Monroe's** pharmaceutical company open an office in Turkey, giving seminars on communication skills and IT management in Istanbul, learning Turkish and a little Spanish, and teaching an international business management course at a business school in Madrid." Thomas, **Banu**, and their two daughters (ages two and seven) are looking forward to reconnecting with all of their old friends in Boston.

Tania Romanoff, SM '94, gives the following update: "My big news is that we moved to Shanghai, China, at the end of December 2004. My husband (John Krotzer) opened an office for his company (Altra Industrial Motion), and we plan to stay for three years. One classmate, **Busty Okundaye**, lives here and met us at the airport upon arrival. Classmate **Tom Monroe** has already visited during a business trip, and **Betsy Adams** will be visiting in June."

Tim Wood, SM '94, writes that Christopher Michael Wood was born on December 27, 2004, to him and his wife, Kathy. Their other children are Cara, Erica, Marissa, Monica, and Patrick.

Adi Alon, SM '94, is currently at Monitor Company and lives in Newton, Massachusetts with his family. "Up to 2000, I did the 'traditional' consulting path; then in 2000 I moved to Israel to manage Monitor's Tel Aviv office (quite an experience), observing the cresting and collapse of the internet boom (which affected Israel significantly), and along with it seeing the cresting and collapse of the peace process (which had an even more dramatic and unwelcome effect on the economy and overall daily life). Towards the end of 2002, I and the family made our way back to the Boston area."

Patrick Kaufer, SM '94, after almost three years with Morgan Stanley in Frankfurt, is returning to the firm's headquarters in New York to join a structured finance group. "My wife, Meg, is managing most of the logistics of the move—not an easy task with our five children. In December 2004, Quinn joined Liam, Hannah, Cicely, and Carl to round out the gang. We'll be living in the suburbs for the first time—Larchmont, to be precise. Would love to hear of any classmates in that area."

Phil Pao, SM '94, regrets missing the reunion due to traveling internationally. "I trust it was a blast. We (Martha, my wife) just had our first baby after settling into the Seattle area a couple of years ago. I'm still working in tech, and it's been a brutal few years. Anyway, that's the quick scoop on what we're up to."

Angelica Oliver, SM '94, and **Alberto Dalla Rosa, MOT '94**, moved back to Japan after a two-year stint in Italy (2000–2002). Alberto writes with this news: "I am now in charge of building and managing the Project and Structured Finance group in J POWER, the largest electricity generator and wholesaler in Japan. Angelica temporarily left IBM to make a fundamental contribution to increase our family with Valentina, now almost three years old, and Pablo Alberto, one and a half years old. Tokyo is a wonderful place, and we hope we'll have the opportunity to meet as many of our former classmates as possible. Also, since I'm spending about half my time in Chicago to start up J POWER's U.S. operations, and since Angelica and the kids will also travel back and forth, we



Nuno Nunes sent this picture of MBA '95ers: Alberto Capriles [Venezuela], Canio Corbo [Chile], Jean Paul Zalaquet [Chile], and Diego Serebrisky [Venezuela].

hope to have soon the chance to drink some beer with our classmates at a White Sox ball game. Write us! (adallarosa@aol.com, angoliver@hotmail.com)."

Sunny Youn, SM '95, gives us this update: "At the suggestion of Westport, Connecticut-based [classmate] **Vijay Rajamani**, who is running his own options trading, a bunch of Sloanies from the Class of '95 in the tri-state NY/NJ/CT region got together to re-create the fine tradition of Thursday night 'C-Functions.' **Fernando Soriano** of Hill Street Capital and **Simon Roberts** (self-proclaimed as the only consultant left at the same company he's been at since graduating) met up with **Howard 'The Buzz Man' Buznitsky**, **Helen Ng** (who is close to an architect certificate), and myself to celebrate with a bottle of wine, a few Havana cigars, and steaks ... We missed an upgrade from the lobby at E51 and Rebecca's sandwich bags from recruiting lunches!"

Juli Yien-Ying Lee, SM '95, reports the following: "After putting my MIT Sloan degree to very good use at BCG, starting a very new consumer product division for Microsoft, and then starting a very new rich media division for EMC, I decided it was time to start something for myself. Well, suffice it to say that starting a business on your own is vastly different from starting a business with Microsoft's or EMC's muscle and funds behind you! ... After doing some very interesting (and fun!) market research, I pulled together a few partners, and we started Julianna Rae, an apparel company designing and retailing upscale women's sleepwear, lingerie, and active wear. Feel free to visit us on the web at www.juliannarae.com."

Krist Homs, LFM '95, has lived in Portland, Oregon, for the last decade. "After a 2.5-year stint with a small manufacturer of counting devices (Intel), I moved on to gigs with upstart service providers. A few feats worth mentioning: learning to shave with a straight razor, getting a wicket in Northwest Cricket League (www.nwcl.org), playing and umpiring an entire NWCL match free of any fracas, taking direction from a three-year-old (daughter, Isabel), biking to work in the same zip code as my residence since '98, Luddivision—all analog, all the time."

Amy Rowe, MBA '95, and **Tim Rowe, MBA '95**, welcomed the arrival of their third child, Margaret, on May 1, 2005. Amy reflects that "brother, Sam (age 5), and sister, Alexa (age 2), are handling the new arrival with grace, for the moment." Tim writes, "Amy has been spending most of her time mothering our children, and she continues on a part-time basis with McKinsey & Co. I continue to run my small business, Cambridge Innovation Center, just across the street from MIT Sloan. We have grown quickly over the past two years, and we now house and provide services to approximately 100 startups, many of which are MIT spinout technology companies. I divide my time between that and my work as a venture partner with the DFJ New England venture capital fund, alongside **Scott Johnson, MBA '96**, who is a managing director there. The fund and the center are doing great, and we are fortunate to have an opportunity to come into contact with a lot of Sloanies along the way."

Eric Swergold, MBA '95, and wife, Dawn Dobras (HBS '95) now have three kids—Jacob Dobras Swergold (5), Ethan Meyer Swergold (3), and Macabee Stocker Swergold (6 months). Eric continues to be a portfolio manager at Gruber and McBaine Capital Management, and Dawn continues to work for the Gap, doing Internet retailing projects. Dawn also serves on the boards of the Stocker Foundation and the Florence Crittenden Foundation, while Eric is on the board of overseers of Sea Education Association.

Thomas Gross, MBA '95, writes that after six enjoyable and stimulating years with McKinsey & Co., he joined Credit Suisse in 2001 to hold up the in-house consulting unit. In August 2004, he took over the Securities Operations Department. "I've been married since July 2003; and on November 11, 2004, our son was born."

Mike Stollenwerk, MBA '95, retired in summer 2005 from the U.S. Army as a Lieutenant Colonel and will study law at Georgetown Law Center.

Andre R. Morkel, MBA '95, tells us, "After eight exciting and fun-filled years in Boston, I moved back to Perth, Australia in 2002. Sept 11 pretty much closed down Peoplestreet, which I started with **Tim Rowe** and Cambridge Incubator in 2000. It seemed like a good time to move back home and enjoy the company of family again. I've been busy since 2003 starting up Member IT, a company building online member and event management solutions for associations."



Andre R. Morkel visits David Moloney (both MBA '95) in Sydney.

Marc Rakotomalala, MBA '96, reports that life is fun and good with Owi, PhD '97, and "her job of emerging market portfolio manager at Goldman gives us enough off time to enjoy surfing the New Jersey wavelets in the summer and riding the NY/VT slopes in winter with **Christiana Stamoulis, MBA '96**.

Christiana lives two blocks down the road and is an investment banker extraordinaire at Goldman." Marc also gives us an update on the venture he is working on: "Well, it is real! My partner and I left our previous jobs late last March '04 and started a consulting 'incubating' company on April Fool's Day. We were very happy to see our efforts come to fruition on the winter solstice: talk about signs ... The rating agencies, Moody's and S&P, assigned their highest rating ('AAA') to one of our companies—Athlon Asset Acceptance Corp. (or AAA Corp. for short) ... Please cross your fingers; luck is a necessary ingredient, too!"

Athol Williams, MBA '96, returned home to South Africa after three years at Bain & Company (Boston, New York, London) and two years at Rio Tinto plc (London). Athol launched Taurus Associates (a niche strategy consulting firm) and Taurus Capital (investing in unlisted businesses). "In April of this year, I was invited to speak at the Milken Institute global conference held in Los Angeles, where my topic was 'investing in Africa'. The conference was phenomenal, with other speakers including Myron Scholes, Gary Becker, Rupert Murdoch, Mike Milken, Al Gore, and Wesley Clark. I also met with classmate **Hiroshi Kobata** in Boston to discuss a business venture that we are pursuing. It would be awesome to hear from classmates."

Steven Hill, MBA '97, entered a leadership development program at Pratt and Whitney upon graduation. He and his wife, Carmen, lived in Florida for one year before moving to Singapore, Maine, and San Antonio (where he worked as general manager for Pratt and Whitney). He tells us, "It was the most fun I had ever had at the time, and leading 130 people was more challenging than I could have imagined. I learned so much there." After 11 years with Pratt, Steven moved on to other opportunities with Raytheon Aircraft (in Wichita),

Boeing Ventures (in Chicago), and Lockheed Martin (in Orlando). Most recently, Carmen finished a program in interior design, and Steven is now the director and general manager of LM Tactical Systems-Clearwater Operations in Tampa, Florida. "As soon as we locate a permanent location, I'll send an update."

Danielle Pedreira (Urban), MBA '97, checks in with this news: "I am blissfully married with a wonderful 15-month-old daughter named Carmen. We are living in southern New Hampshire, and I am working part time as a consultant for an environmental nonprofit organization. Every day I am in absolute awe of my daughter and love being a mom."



Danielle Pedreira (Urban), MBA '97, and daughter Carmen.

Judah Kaplan, MBA '97, announces his forthcoming marriage to Carolyn Krupnik. Judah is a vice president of Strategy and Analytics at IRMC, a premier provider of customer management solutions specializing in collections, accounts receivable management, and customer retention services.

John and Loan Webb, MBAs '98, tell us: "We have relocated to the Pacific Northwest; Portland, Oregon to be exact. John has adjusted well to not-so-sunny Portland, while Loan and children are still trying to find ways to cope with the gray. John is still at Intel Corporation. We are expecting our third child in September. Brianna (4) and Griffin (2) are anxiously awaiting the arrival of their baby sister. We would love a visit from fellow Sloanies."

Meredith Collura Applegate, MBA '98, and her husband, John Applegate, are proud to announce the birth of their son, Jack (John Collura Applegate). He was born on April 19th, weighed seven pounds and two ounces, and measured 20 inches long. Sloanies **Ellen Minosh, MBA '98**, and **Adam Rizika, MBA '89**, came to visit Jack in the hospital a day after he was born. "We are very blessed!"

Brook Vinicchayakul, MBA '98, reports that after spending the last six years overseas (Hong Kong, United States, and Singapore), "I have finally moved back to Thailand permanently, working for Credit Suisse First Boston in Bangkok. Feel free to give me a call if you pass by Thailand. My contact information can be found in the directory."

Frank Martelli, MBA '98, is keeping busy with wife, Vicky, and daughters, Teodelina (4) and Justina (2). He switched from Monsanto to Amgen in 2004 and remarks, "Can't beat the weather in Southern California. Visits are welcome."



Frank Martelli, MBA '98, with wife Vicky and daughters Teodelina (age 4) and Justina (age 2).

Patricia (Webb) Shepard, MBA '99, moved to California in 2000, instead of London as originally planned, and only regretted the change for a minute. "I am having loads of fun spending time with Sloanies, enjoying the California weather, and working away with our new wealth management/family office company. Only downside: market hours in California means getting to work by 6 a.m. Bummer. If anyone gets to the Bay Area, be sure to call or e-mail!!"

profile:

Elizabeth J. Altman, LFM '92

**Vice President, Strategy – Business Development
Mobile Devices, Motorola, Inc., Lexington, Mass.**

Go to Amazon.com, type the word “geek” into their search engine and it won't be long before Liz Altman's name appears. Thanks to a flattering profile in the 2002 book *Geeks and Geezers*, by her former MIT Sloan Professor Robert J. Thomas and coauthor Warren Bennis, Liz's connection to that dubious title will more than likely be sealed for many years to come.

And while her career has surely been entrenched in the kinds of science and technology usually associated with the term, it is her much less “geeky” experience as a negotiator and strategist that has been the driving force of her success.

While at MIT Sloan, her passion for experiencing new cultures and places led her to New Mexico, and eventually Korea and Japan, where in 1994, while working for Motorola, she was invited to spend a year working in a Japanese factory. As the only westerner among 2,000 employees, she gained invaluable insights into the world of global business and cross-cultural interaction—knowledge which has been integral to her current position at Motorola. As the vice president for strategy and



business development for their Mobile Devices business, she orchestrates agreements of all types in all parts of the world, and she credits MIT Sloan and its Leaders for Manufacturing Program for supplying her with the tools necessary to bridge the gaps between engineering and management. “What LFM provides is the ability to see both the business and the technical side of things,” says Altman, “I learned about cross-cultural issues in terms of nationalities through the Japan trip and working with my international classmates, but I also learned to become very aware of cross-functional types of communications through the LFM Program.” This ability to speak the multiple languages of business, she explains, is crucial to success in today's increasingly complicated work environments. “One of the things MIT Sloan and particularly LFM gave me was an appreciation for the white space between the boxes of an org chart—how to navigate the white space, how to understand and bring together the different groups... and I use that every day.”

Jeff Conway, MBA '99, is currently working for a large investment bank in Connecticut, UBS. He is moving from New York City to Connecticut and gives us this update: “I am involved in structuring derivatives for the UBS (Paine Webber) RETAIL channel. (I couldn't cut it on the institutional side but really seem to like the retail side.) My wife is still with me, which I am sure shocks most of you who remember me. It really is amazing that she has stuck around this long. We're having lots of fun. No kids yet, hopefully soon though! Hope to see everyone soon. Only four more years until the next great reunion! I'm volunteering to help organize it ... anyone want to join me?!”

Santiago Murtagh, MBA '99, and wife, Mercedes, welcomed their second daughter, Violeta Murtagh, who was born on January 14th, 2005 (big sister is Ines). “Everything went perfectly, and Violeta keeps gaining weight by the minute.”



Ines and Violeta Murtagh.

Phil de la Motte, MBA '99, writes, “It's been a long rainy winter here in Portland, Oregon, which may or may not explain why we're expecting our third child in October! In the meantime our two resident comedians (Lilie, 6; Jack, 4) continue to provide us loads of laughs—where do kids get this stuff anyway? I'm still working at NetIQ these days and began telecommuting from home full time last fall, which I'm finding works really well. Avoiding the crazy commute alone was worth it. I still haven't figured out how to play golf (smirk), but am having a blast exploring the back-country roads on a sport bike when it isn't raining. There don't seem to be too many Sloanies in Portland these days, but I occasionally hook up for breakfast with **Thor Sewell** on his day trips to the Intel campus. If any of you are ever here, give me a shout.”

2000

Elisa Mofarrej, MBA '00, is very busy taking care of her two daughters. "Lara is 20 months. She started school two months ago and is already talking. As most toddlers, she is not easy to deal with. Julie is four months, and with all the know-how acquired from the first one, this one has been really easy. My husband, Amaury, is also doing great. He started his own business, a hedge fund named Capitania about two years ago. I am still on maternity leave from work but planning to go back to my family business. I've been working with real estate development and property management since 2002. (See our latest project at www.mofarrej.com.br.)"



Elisa Mofarrej's, MBA '00, daughter, Lara.

Rafael O. de Jesus, LFM '00, is in his fifth year at ABB in Europe. He lives in Ireland with his new wife, Laura Koshel. He describes a recent mini-reunion in London: "A group of MIT Sloan Class of 2000 alumni, based in the UK and Ireland, held a pre-five year reunion social gathering on the 18th of March in London. Among the attendants there were **Kathryn Cosgrove, MBA '00**; **Amy Husain, MBA '00**; **Jack Busta, MBA '00**; **Juan Ibinarriaga, MBA '00**; and **Thomas Meinl, MBA '99**."

Elizabeth Lin, MBA '00, has been working in different roles at Intel since leaving MIT Sloan. She writes, "I moved to a new group within Intel earlier this year, and my new role entailed quite a bit of traveling. So I've been all over the country, which was tiring but quite fun as well. I managed to catch up with a bunch of Sloanies when I was in NYC. I also took a vacation to Spain and France in September and had a blast! It's hard to believe it has been five years since we graduated!"

Marcelo Maziero, MBA '00, is married to Madalena and living in São Paulo. They have three children: daughter, Bruna (3), and twin boys, Caio and Artur. "I am still working at Itau Bank as managing director at the treasury sales desk, focused on OTC derivatives."

Lorien Moore (Ryan), MBA '00, returned to Michigan after graduation to work for Ford Motor Company in their Marketing Leadership Program. She spent one year working in corporate advertising and a second year as a sales representative in the Boston region. She left Ford in 2002 and started working for Gillette in April 2003 as a "forecasting manager." Lorien gives us this update on her personal life: "I married David Moore, August 2002, in Ireland, and we had a great honeymoon in the South of France. We bought a house in Lexington, Mass., and have settled into the suburban lifestyle ... Jacqueline Layla Moore was born on November 16, 2004—she was almost two weeks early but still weighed 7 lbs. 6 oz. We have many pictures on our website, <http://www.davidgmoore.com/>."

Ana Martinez, MBA '00, checks in with this update: "Alejandro and I lived in Boston until November 2003. Since then, we have been living in Santo Domingo with our one-and-a-half-year-old son, Gabriel. I am currently working with my family in the cattle ranch and in projects related to the tourism sector. Alejandro and I recently created our own consulting firm, and we are beginning to form our portfolio of projects."

Martin Giese, MBA '00, tells us that son Maximilian is growing from baby to toddler. "Over the year, his communication abilities grew at an amazing pace, surely helped by Franziska's incredible ability to understand or guess most of his utterances correctly. One of his favorite pastime activities is visiting museums with his dad. Luckily we live within walking distance of the world's largest science museum." On the professional side, Martin reports that he changed employers in April but hardly changed his desk. "I am now head of marketing digital TV at Kabel Deutschland... One of the most exciting aspects of my new job is running a nationwide TV ad campaign featuring the most credible testimonial we could find (i.e., we

made the TV set itself address the viewer, stressing the advantages of our product). The experience has been very rewarding, as I have been privileged to follow the project from the first concept slide to fruition. All the best for you and your loved ones in 2005."

J.C. Cordoba, MBA '00, is living in Austin. "Our daughter, Alexandra, is our joy in life; she is now 16 months old and loves to hang out with Daddy. I continue to work at SBC, although I am in a new business unit. We occasionally get together with Sloanies here in Austin. Hope everyone is doing well."

Ben Baker, MBA '00, has been working at the same place for two and a half years: inCode, a small wireless consulting firm. "We pretty much do the whole range of wireless, from deploying networks and all aspects of the technical side of the biz to the standard strategy consulting stuff ... I am still living in the same place, too: Hermosa Beach, California. **Sean Hinners, MBA '00**, had been my roommate but he recently moved to London. I see other LA Sloanies from time to time. I had dinner with **Ramon Frausto, MBA '00**, and **Anthony Yannatta, MBA '01**, a couple weeks back."

Cindy Weaver, MBA '00, is living in New York City's East Village and is "absolutely, positively loving NYC." She has been working with a partner to start a venture fund that acquires and revamps undervalued apparel brands. Cindy has taken lots of exciting trips in the last couple of years. "I'm about to start on another bout of travel: back to Rome, followed by a week in Miami, another two weeks in Ghana, and a week in Switzerland... I'm happy and healthy. I miss my Baltic friends and can't wait to be back in touch with one and all."

Konstantin Stoytchev, MBA '00, moved back to Bulgaria in 2001 and now works as the CEO of one of the leading software and IT consulting firms in Bulgaria—TechnoLogica (www.technologica.biz). "My contact info is in the alumni directory."

Todd Fischer, MBA '00, is working at CSFB on the trading desk and living in New York. He "got married last September and all is well."

Carl Stjernfeldt, MBA '00, tells us, "I really don't have much of an update, except that we bought a house right next to **Daryl Morey, MBA '00**, without knowing he lived there! Well, it's actually like 200 yards away, but still. I have survived the 'interesting' last three years at Battery, and finally we are starting to see the light at the end of the tunnel!"

Uri Kolodny, MBA '00, reports that "Yotam is almost two and is growing fast, spreading love and tenderness everywhere. Hilla is about to complete her master's in education at Harvard and is thinking of what she wants to do next. I'm still at Omniguide, working hard and enjoying it. We're in the process of raising another round of funding, beta testing our fibers, etc., so there is quite a bit going on."

Lisa Sunwoo, MBA '00, and husband, Steve, have settled into their house in Richmond, Virginia. "I've opted out of the work force for now to care for Justin, our 10-month-old bundle of energy It's tough to keep in touch with Sloanies when you live in Richmond, but I had lunch with **Homayoun** in Boston, breakfast with **Carl S.** and lunch with **John McLanahan**. I attended **Michael Rogol's** Labor Day party at the Cape (he's doing a PhD at MIT in energy economics). I saw **Jyothi** when she came down to Richmond ... I get to see **Joe and Ros Karlin** on occasion, who have an amazing one-year-old daughter. Hope everyone is doing well. Send me an e-mail if you're coming down to Richmond, want to see cute Justin pictures, or have advice for new parents!" Lisa can be reached at lisa_sunwoo@alum.mit.edu.

Pablo Gimenez, MBA '00, has two sons, Santiago and Gonzalo. "They get along very well, and they love playing together. On the professional side, we sold the company I was working for (NETikos, belonging to Telecom Italia), so I was basically out of a job for a few months. I took this time out to do what I like most: teach. For a semester, I taught an entrepreneurship class at two universities in Chile. It was a lot of fun. I am now the head of Intel Capital in the Southern Cone (Chile, Argentina, and Uruguay). The job is really interesting."

Julianne (DiCenso) McHugh, MBA '00, works in central research at State Street Research and Management and is now covering nonbank financials, "which include such fun industries as insurance, credit cards, and data processors." On a personal note, Julianne writes that she recently celebrated a wedding anniversary with Kyle and that they "are enjoying our life together pre-children." Her contact information is jmchugh@ssrm.com.

Diego Molina, MBA '00, moved back to Mexico after spending some time in Miami following the dot-com dream. "I am now working for Microsoft and recently bought a house. I am taking up sailing and having a good time... would love to hear from you all (diegomol@microsoft.com)."

ChungMeng Cheong, MBA '00, reports that the big news on his side is his marriage to Lily in New Zealand. He is still at Elance, running marketing for the online business unit.

Salvador Paiz, MBA '00, notes that life became a lot more complex after his father passed away in September 2002. "Sergio, my brother, is now the general manager of Logistika Labs (which by the way is doing very well! We're up to 45 customers, and they span each of the five Central American countries). I'm basically dedicating myself full time to the family and the family business."

Joyce Pinkham, MBA '00, married Chuck in October 2002, and they bought a house north of Boston. She writes, "I'm still consulting for PRTM but have been lucky enough to have my travel limited for the past year. I have run into a couple of our classmates: **Lev Lesokhin** in Bass Harbor, Maine, and **Kevin Smith** in New Haven, Connecticut... . Had nice chats with both of them; both seem to be doing well. Hopefully, there will be more unexpected meetings in the next year."

Paul Mattson, MOT '00, is currently working in a business development position at IBM in the life sciences area, especially focused on creating business opportunity from technologies and learning from collaborative efforts between IBM and the Mayo Clinic (both in Rochester, Minnesota). The IBM/Mayo collaboration focuses on deep computing (e.g., modeling disease), biomedical informatics (harnessing patient data), and individualized patient care to change the practice of medicine."

Jennifer Himelfarb, MBA '00, moved to New York City in 2002 to take a marketing position at American Express and has worked in product management for small business credit cards since then. She writes, "I recently bought a co-op in Brooklyn. I enjoy seeing fellow Class of 2000 Sloanies at American Express; playing bridge with **Jacqueline Chang**; having dinner in NYC with **Melissa Moorhead, Holly Tang,** and **Robert Daniels**; and visiting with classmates **Ali Theodora Quiroga** and **Jack Busta** on occasional trips to London."

Cynthia Ryan, MBA '00, tells us: "Through a series of fortunate events and circumstances for which I'm grateful every day, I am now in a job I love at a very successful company in an industry I'm passionate about. I'd consider that a milestone! Another great milestone is I bought my first apartment in San Francisco. Being back for reunion was terrific. It feels like no time has passed. My favorite part was the "Back to the Classroom" sessions—reminds me how much I enjoyed my time at MIT Sloan!"

2001

Mohammad Taher Dehkoda, MBA

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Irwin Rodrigues, MBA, and Michelle have been in Seattle since graduation. Irwin is still with Microsoft, having spent his first three years working in the wireless group. He recently moved to a new division where he runs the enterprise project management business. Irwin and Michelle have a two-year-old daughter, Sophia. **Karen Feigenbaum, MBA**, is still with VH1, working as a production coordinator. She was recently the show coordinator for *Storytellers: Coldplay*. After directing that, she took a five-week cross-country trip on her motorcycle. **Seth Reynolds, MBA**, is at Parthenon in Boston. He and Sandra have a daughter, Sofia, who is two and a half and a new baby boy, Gustavo Leonardo, born on June 26th. **Grace Webber, MBA**, is with Booz Allen Hamilton in San Francisco. She sees plenty of **David Grosof, MBA**, and **Wendy Hasse, MBA** (now Mrs. Tourlos). She recently went cruising in the Caribbean, linking up with a group through the original MIT Sloan BVI trip. Grace also says she is in touch with **May Lo, MBA**. May is now in Hong Kong. **James Baker, MBA**, is still working in engineering at Pratt & Whitney, now doing more tech strategy-related work. He is happy that he has time to coach his five-year-old's soccer team. **Marian Hodges, MBA**, has been with Sprint in Kansas City for four years but is seeking a change of pace—perhaps some international or NGO experience. She is excited about catching up with classmates at the reunion in 2006. **Kjell Lundal, MBA**, is still in St. Louis with A.G. Edwards investment banking group, though now in M&A as opposed to private equity. Kjell has two children: Shaila (4) and Shad (2). **Amit Jain, MBA**, has not left Cambridge (to his surprise). He works at Airvana (www.airvananet.com), the startup he joined after graduation. Airvana is now a 300-person profitable company. In 2002, Amit got married to Alexandra, and in 2004 they bought a condo in Cambridge. **Sejal Patel, MBA**, still works at Pfizer in New York but in a new area called environment marketing. Sejal lives in Columbus Circle on the West Side and would

profile: Jacintha S. Peeris, SM '93

Jacintha Peeris has always been guided by a deep commitment to people. She came to MIT Sloan armed with two degrees in psychology. Through classes like “Maverick Entrepreneurs and Innovative Social Thinkers,” as well as through her experience traveling to Costa Rica to help local farmers market their products, her passion for helping people achieve their full potential only grew. It was, however, her firsthand encounter with the deadly tsunami in Sri Lanka this past December, which truly put her commitment to the test. After witnessing the devastation, she and her partner immediately began work setting up AmentiRelief.com, a nonprofit organization for survivors of the disaster. As of March the group had raised \$129,395, which is being deployed by enabling survivors to help themselves. And it is exactly this kind of sustainable social change that she is building into her newest startup in the luxury goods sector.



Convinced that there is an increasingly strong market for socially responsible consumer products, Peeris hopes to create “a way for us in the West to enjoy our lives—to enjoy the privileges of being wealthy, but at the same time enable people who are at a different stage of their development to make progress, too.” It is an optimism and a desire she traces back to her time at MIT Sloan where talented professors like Fred Kofman gave her a unique view of how measurements and accounting changed human behavior. Now she senses a real shift in the way consumers are thinking about social and environmental responsibility—one that she hopes will only grow. “Socially responsible entrepreneurs are making real impacts. They might be technically small, but it’s how things start; it’s how change begins... change begins with people doing things... That’s a very old belief. That’s an MIT belief. That’s an entrepreneur’s belief and that’s what innovation is all about.”

love to hear from fellow Sloanies (spatel@sloan.mit.edu). **Cem Karakas, MBA**, says he has stayed on course since leaving MIT Sloan, working for the equity investments arm of the largest private pension fund in Turkey (<http://www.oyak.com.tr>). He runs the M&A activities in the holding company and holds executive and board-level positions in several of the companies. Cem enjoys seeing some of the alumni in Turkey almost weekly.

For **Aurelio Narciso, MBA '04**, was full of changes. First, he married **Elizabeth Golluscio, MBA**, in April in Milan. Many Sloanies attended the event. Second, they moved twice: first from Barcelona (Aurelio was working for DiamondCluster) to Milan (he joined a firm in mobile media), and then from Milan to New York City (with the same firm, opening their U.S. branch). They love New York City and are having fun with Sloanies, including **Chris Davis, MBA**, and Trudy, **Tamara Charm, MBA**, and **Rick Onkey, MBA**. You can add Aurelio (anarcisous) to your Yahoo! Messenger.

Anupama Bhave, MBA, moved to Gurgaon, a suburb of New Delhi, India, in 2004 after spending two years at Siebel Systems in California. She works as associate vice president of marketing at a small firm and welcomed her second daughter, Tanvi, six months ago. Tanvi joined big sister Pallavi (6). **Laura Kennedy, LFM**, has recently moved to small-town Virginia to take on the role of VP/general manager for ABB's Dry-Type Transformer business unit. This past spring, Laura took advantage of the Blue Ridge Mountains for some hiking, camping, and canoeing. She was happy to be part of two MIT weddings recently—**Aviv Cohen, LFM**, who was wedded in Buenos Aires, and **Yoel Roznitsky, LFM**, who got married on Nantucket. **Juan Carlos Mendez, MBA**, and Kim will be moving to Brazil next July. Juan still works for General Motors, and he will be in Brazil for a year-and-a-half assignment. **Enrico Sanna, MBA**, is now in London, working in consulting, following stints in Milan (where he worked for a consumer lending company) and Miami (where he did consulting in Latin America). He welcomes anyone in or passing through London to get in touch with him. **Gary Mi, MBA**, has been living in Singapore with Janet since late 2004. They are enjoying the culture, language, food, and cost of living. Check out their Australian honeymoon photo gallery at <http://www.mifamily.org/sing/honeymoon>. **Andrew Nelson, MBA**, moved to Morgan Stanley from Lehman in May 2005. Four years ago, he founded—and has continued to organize with a team—the MIT Sloan CFO Summit, a 550-person event designed to attract national attention to MIT Sloan (organized via the MIT Sloan Alumni Club of Boston). He also let us know that his wife, Linda, is taking a company public as CFO. He and Linda have a daughter, Katie (7), and a son, Alexander (3). **Kerry James, MBA**, has left financial services to work as a consultant at Monitor Group in Cambridge. She also recently bought a condo in Boston and welcomes visitors. **Andrew Gribbel, MBA**, recently moved to Andover, MA. He is working for HarbourVest Partners, a private equity firm in Boston. He and Amy have a daughter, Sabrina (4); a son, Johnny (2); and a golden retriever, Bogey. They are all expecting baby number three this fall. **Haakon Brown,**

MBA, moved to Chicago in September 2004 to pursue his PhD in marketing at the Kellogg School of Management at Northwestern University. If all goes according to plan, he will begin molding the minds of future MBAs sometime in the next four or five years. Haakon adds that he was able to attend the Patriots Super Bowl victories in 2002 and 2005 and the long-awaited Red Sox World Series championship in 2004.

Carolina Zambrano, MBA, and her husband, David, said their highlight from 2004 was the arrival of son, Bruno. **Maria Cutinello, MBA**, and Rick had a son, RJ, on January 24, 2005. Before giving birth to RJ, Maria had completed a six-month temporary position as the brand manager for merckvaccines.com. **Douglas Walters, MBA**, welcomed his second child on March 14, 2005. Douglas is still working at Deutsche Bank in London, now doing capital structure research. However, a move to New York City may be on his horizon, so Douglas welcomes recommendations about New York City 'burbs. In December 2004, **Fabio Armani, MBA**, and wife, Sara, had a baby boy, Rodrigo Armani. Fabio still lives in São Paulo and now works for Unibanco. **Keiichi Suzuki, MBA**, informs us that his wife, Kiyomi, gave birth to a healthy girl on May 2, 2005. He is still in New York and working for a private equity fund called KPS Special Situations Fund. He plans to return to Mitsubishi Corp. in Tokyo, Japan, some time in 2005, where he will do principal investments in Japan. **Chandragupta Sooran, MBA**, who lives on New York City's Upper West Side, greeted baby daughter, Uma, in 2004. **Melinda Rothstein, MBA**, writing from Boston, welcomed Hannah Rose on February

10, 2005, who joined big brother Samuel. Melinda has been busy renovating their basement to be a playroom/billiard room and cofounding a nonprofit to help families learn how to practice "elimination communication." Their website is <http://www.diaperfreebaby.org>. Melinda is also working on launching her website, <http://findothermoms.com>, a site that matches moms (and dads) with similar interests and parenting philosophies. If anyone is interested in partnering with Melinda, please e-mail her. **Christopher Davis, MBA**, says that he and Trudy are expecting this fall. They are still living in Manhattan where Christopher works for a small VC fund. **Petter Karal, MBA**, is busy in Oslo. He and his wife, Heidi, are expecting their second child, who will join big brother Martin, and are building a new home. Petter has been working for the same company since graduation, which was acquired by the Swedish search company, Eniro. Petter manages the Norwegian search division. In addition, he is writing his thesis for a master of peace and conflict studies at the University of Oslo. **Jennifer Goodwin, MBA**, now has two children, Emily (2) and Connor (1). Jennifer left Bain in March 2004 and moved to Ohio (outside Cleveland) where her husband Rob works with U.S. Endoscopy. **Rebecca Griffiths, MBA**, and husband, **Daleep Singh, MBA '03**, welcomed their son, Jaden, on December 26, 2004. Rebecca is back at work with Ithaka, a nonprofit that works to accelerate the uses of technology for the benefit of higher education around the world. Her job is to launch a new consulting practice to help initiatives in this space develop sustainable business models. Rebecca and Daleep would love to hear from



Rebecca Griffiths, MBA '01, and son, Jaden.



Alex Kacprzyk, MBA, '01, and son, Adam.

classmates in New York City with young kids (or without, but she says social activities are limited). **Gokul Rajaram, MBA**, and **Tamara (Lucero) Rajaram, MBA**, are living in Los Altos. Their new addition, son Ari Jay Rajaram, arrived on December 4, 2004. Gokul works in product management at Google, alongside a number of other Sloanies: **Shuman Ghosemajumder, MBA '02**; **Prasenjit Phukan, MBA '02**; and **Vinay Bhargava, MBA '99**. Tam is working part time after her most recent stint as a business development manager in Guidant's VC unit. They look forward to seeing everyone in Boston at the fifth-year reunion. **Alex Kacprzyk's, MBA**, first son, Adam, was born on February 17, 2005. Check out photos of Adam at http://photos.yahoo.com/alex_kacprzyk. Alex is still with Enterprise Investors, the largest Central European private equity firm. His wife, Ola, is with Procter & Gamble.

John Perry, LFM, married Elisa Newey of Acton, Mass., in 2004 in Salt Lake City, Utah. They honeymooned in the Caribbean. John is still at MIT in the Computer Science and Artificial Intelligence Laboratory (CSAIL), located in the new Stata Center. He plans to graduate in 2006. **Beran Rose, MBA**, and Marcela were married in April of 2003. They live in Boston where Beran continues to work with the Analysis Group. Beran is also leading an initiative with two academics at Harvard to apply novel modeling techniques to understand the effect of changing product and service levels on individual customer behavior. Marcela is still traveling the world doing international economic development. Contact Beran if you pass through Boston. **Patric Schlemmer's, MBA**, big news is his marriage to Ulrike Huber, who is from Germany, in October 2004. They had dated since Patric was at MIT Sloan. **Marcus Schulmerich, MBA**, was on hand to help them celebrate their big day in Europe. **Jennifer Begasse, MBA**, and Roc tied the knot in September 2004. They live in Hoboken, New Jersey. Jennifer still works at IBM in Albany, New York, as a consultant for state social services and labor agencies. **Brian Toll, MBA**, became engaged recently to Jennifer Yang. Brian is still at Nextel, working on the Sprint merger, and Jennifer is a management consult-

ant in D.C. They recently purchased a home in McLean, VA. Brian also coaches Little League baseball, finishing his fifth season this past spring. **Gwendolyn Hasse, MBA**, got married in February 2005 and has started a new job at VISA as director of finance business partners. She is also busy with home remodeling and running an art gallery on the side.

Sambit Mishra, MBA, wrote to say hello to all from the Bay Area where she resides.

Kimberly Wegbreit, MBA, wrote to say hello and that she looks forward to seeing everyone in 2006 for the five-year reunion. **Gary Kaplanovich, MBA**, is catching up as a contributor to class notes. After graduation, he spent a year working for JP Morgan in investment banking. He gave that up to travel with Maria for two and a half months until he got a gig with a biotech startup, helping the company raise VC funding. About a year ago, Gary joined Sanofi-Aventis, where he focuses on licensing, codevelopment, copromotion, and M&A transactions. Gary also writes that he and Maria welcomed Isabel Ariel Kaplanovich on July 29, 2004. They now live in Springfield, New Jersey, and would welcome visitors.

Sara Metcalf, MBA, is working on a PhD in geography at the University of Illinois. She hopes to graduate in 2006. Sara uses modeling techniques to simulate people's perceptions of urban places and how those perceptions evolve in a social context. She says though the domain is urban geography, the methods are also of interest to market researchers. **Smaranda Moisescu, MBA**, left Accenture's government practice and opened a nonprofit school in Newton, Massachusetts, for rhythmic gymnastics called Rhythmic Dreams (www.rhythmicdreams.com). She hired coaching talent from Romania and Bulgaria, and three years later more than 100 girls from the Boston area are involved—some of them national and international champions! Her daughter, Ada (14), is successfully competing internationally.

Fred Wysk, MBA, Tina, and Alexander (2) are living happily in New York City. Fred is a VP at Banc of America Securities (media/telecom), and Tina continues practicing commercial litigation.

2002

Nisa Bradley, MBA

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Michele Carlo, MBA, spent time in Costa Rica this spring and had a blast! **Marta Byczkowska, MBA**, traveled to Poland, spending some time while there at the shooting range.

Shuman Ghosemajumder, MBA, is enjoying working in product management at Google and being involved in several new product launches. You might have seen him in the airport in June demonstrating some of these new tools. Shuman's wife is putting her dance shows on hold to do her master's in the LDT (Learning, Design, and Technology) program at Stanford.

Gregor Delleman, MBA, announces that his second son, Tobias Simon, was born on November 22, 2004. **Keelan Yang, MBA**, and his wife, Amelia, also welcomed new baby boy Samuel. **Deepa Daryanani, MBA**, is on maternity leave from her development job at the University of Toronto's business school after having given birth to her first daughter, Chaaya, on February 6, just a few months after moving into the family's new house. Deepa and **Seema Sheth-Voss, MBA**, caught up in Toronto and shared motherly advice, including Seema's experiences with her daughter, Sajni.

Chris Rigopoulos, MBA, and his band, Honest Bob and the Factory-to-Dealer Incentives (www.honestbob.net), released their second album in the first quarter of 2005. Chris says he spent much of 2004 on this project. He promises the greatest blend of rock and MIT influence since the end of the JTO era. Boston and New York alums: keep your eyes peeled for the band's next show in your area.

Continuing the entrepreneurial spirit from the MIT Sloan Sweatshirt Company, **David Cheng, MBA**, and his wife started a company called Plush Necessities, selling luxury spa robes, slippers, and gift sets online. They launched plushnecessities.com in February, and business has been better than expected! They are offering a 10% coupon especially for MIT Sloan friends; just enter coupon code "sloan" at checkout.

Rob Weintraub, MBA, just got engaged to Natalie Setton. In his words: "Wedding in Brazil, date TBD". In related news, **Suzanne Salas, MBA**, and **Matthew Pender** will wed on October 1 in Miami. Bridesmaids include **Rebecca Kirk, MBA**; **Daria Kim, MBA**; and **Kaidra Mitchell, MBA**. Suzanne also reports that she has started a new job at SmartBargains.com as their senior manager of search engine marketing.

Daniel Lozano, MBA, is moving north from Florida to New Jersey with Beatriz (wife), Martin (son), and Ricardo (son-to-be). Daniel will be working at a bank in New York City. He and his family will be moving into the same building that **Nico Bendersky, MBA**, and **Juan Garcia-Gayou, MBA**, live in and where **Dan Jacobson, MBA**, used to live before getting married in February to Jenna Fleskes and moving to Boston. After spending seven months in Mexico City on a project, Juan has been back in the United States with his family since November 2004, relocating to Jersey City. Juan still works for The Thomson Corp. in New York City. Also settled down in NY are **Alex Martinez, MBA**, and Julie.

William Lim, MBA, is working in Singapore and **Henky Agusleo, MBA**, is working for BCG in Indonesia. After spending a year trading credit derivatives in London, **Chris Pun, MBA**, has been relocated to Singapore since late 2003. He is now working for Deutsche Bank Exotic Credit Derivatives trading, making periodic trips to Hong Kong and Taipei, and was promoted to VP last year. All are welcome to give Chris a shout if they drop by Asia!

Ingrid Huang, MBA, says she's settling in nicely to San Francisco. She's enjoying her new job at Banana Republic and sees the other SF Sloanes fairly regularly, including **Ed Tai, MBA**, who works in the building next door. Ingrid has also been sailing with **Chet Chauhan, MBA '03**, on his J/24 in the bay, which she says is a bit chillier than the BVI, but still loads of fun. **Sonia Pasquali, MBA**, recently started working at the Gap and has lunched with Ingrid.

Greg Moeller, MBA, and his wife, Kristen, welcomed Derek Ryan Moeller on March 16. The company Greg was at, Bluefin Robotics, has been acquired at a healthy profit, and now

Greg is onto his next startup, QD Vision (<http://www.qdvision.com>). The company focuses on the market for next-generation flat-panel displays and has signed a term sheet

profile: Timothy Rowe, SM '95

CEO, Cambridge Innovation Center, Cambridge, Mass.

Many Sloanes tend to think of MIT Sloan as a kind of second family, a tight-knit group of colleagues and mentors who will always be there for advice or support. But few can take this notion quite so literally as Tim Rowe. Not only did he meet his wife Amy (MBA '95) while on an MIT Sloan sponsored trip to Mexico, but his mother, Mary Rowe, has been working for the School as an Ombudsperson and Adjunct professor since 1973. Her "Negotiation and Conflict Management" class is among the most popular the School offers, and though she (to avoid any conflict) asked her son not to take the course, her connection to MIT Sloan has still deeply impacted his life and career. After college, Rowe took a job in Japan at the Mitsubishi Research Institute, but before leaving, was encouraged by his mother to take a class or two at MIT Sloan. He did, and the experience proved so positive that he returned four years later to get his degree. "MIT Sloan represented an opportunity to step back and look at all the facets of business and decide what I wanted to do ... It's a group of people with tremendous possibility in front of them, and tremendous skills... and I don't think there is anything else like it."

Even now, MIT Sloan has continued to be deeply entwined in all aspects of Rowe's life. Since graduating he spent four years working at the Boston Consulting Group before becoming cofounder and CEO of Cambridge Innovation Center, an investment holding company located so close to the MIT campus that MIT is, in fact, their landlord. He continues to keep in touch with a number of his peers, most notably a group of four close friends/advisors who refer to themselves as "The Kitchen Cabinet." And Cambridge Innovation Center as a business is also very tied in to the MIT Sloan community: "We have MIT Sloan professors who have been members of the advisory board here, and at our peak we may have had 10-plus MIT Sloan people as employees."



from two blue chip VCs. Greg also won \$50K at a business plan competition.

Tim Jarrett, MBA, writes from Boston that the job market appears to be heating up along with the weather. Tim accepted an offer for a position as the product manager for iET Solutions, a small firm specializing in software to manage IT processes. He has a line on other software product management leads in Boston, Seattle, Colorado, or at AOL in Northern Virginia; let him know if you're interested. Tim adds that on the West Coast, **George Chang, MBA**, continues to do great things with his company, and **Bransby Whitton, MBA**, is now engaged to Jessica—a fact that **Nisa Bradley, MBA**, can verify. Bransby passed through Colorado for some late-season skiing at Vail. Also visiting Nisa this year for some skiing were **Jay Thompson, MBA**; **Julia Abramovich, MBA**; and their spouses. In Colorado, the Bradleys have made the most of the six-month ski season and adopted a great dog. Nisa also ran her first marathon, qualifying for Boston.

Kevin Long, MBA, writes that **Jon Morrow, MBA**, works for DHR and took a new position in Seattle, moving back home. **Catherine (Lavoie) Long, MBA**, got a new job, working in corporate finance for William Blair & Company in Chicago. Kevin is still with Danaher but moved to another position back in Westboro, Massachusetts. Kevin and Catherine will try commuting and see how it goes. The Longs had a short-notice St. Patrick's Day party in Chicago. **Manny Picciola, MBA**, and **Kim Picciola, MBA '04**, attended as well as **Keyur Patel, MBA**, and his wife. While visiting the Bay Area in February, Kevin and Catherine made it to **Ed Tai's** 30th birthday party. Also there celebrating were **Neeraj Choubey, MBA**; **Anil Gupta, MBA**; **Meera Mehta, MBA**; and **Jill Soley, MBA**.

Barry Daniel, MBA, is working out of Midrand, South Africa (Johannesburg), from May to November, building a finance-shared services center for UTC/Chubb. He finds it a pretty interesting place. He writes: "We have over 7,000 armed guards to go along with our traditional electronic security and fire businesses."



MIT Sloan Ski Trip. Pictured (l to r): Truman Bradley, MBA '04; Keith Waxelman MBA '02; Shion Hung LFM '04; Nisa Bradley MBA '02; Natalie Karpov MBA '04; and Miguel Waxelman (Keith's brother).

Justin Youngblood, MBA, is taking a new role within IBM Tivoli software, moving from market management to business development, focused on M&A. He and Summer enjoyed their first vacation without the boys in Cabo San Lucas. **Philip Kong, MBA**, recently joined the Boston office of Mintz Levin as an associate in the Business & Finance section.

Cynthia (Witvoet) Prieto, MBA, writes with lots of news from London—thanks! She is still at HSBC, while her husband, **Macario Prieto, MBA**, is still at Goldman. **Yvette Hau, MBA**, is busy with wedding preparations for the big day in July in France. **Alexander Axentiev, MBA**, was promoted to VP early—congratulations! He is also getting married in July in France. **Graham Ruck, MBA**, is also getting married, to make it three French weddings out of London! **Savina Eneva, MBA**, is still at CSFB in the real estate team. **Catalina Hayata, MBA**, moved internally at Goldman to New York. **Muge Ponte, MBA**, also moved internally at Goldman to the financial sponsors team, responsible for Investment Ideas Generation for Europe. Husband **Gabriel Ponte, MBA**, is still at McKinsey. **Caroline Chan, MBA**, is preparing her last term of the CFA, still working at Merrill Lynch. **Eitan Golani, MBA**, is also still at Merrill.

To top off the French weddings this summer, **Maria Ferrer, MBA**, mentioned that **Willy Schlumberger, MBA**, proposed to **Sabina Welt, MBA '03**. They are getting married one week before Yvette this July, also in France.

Paul Ko, MBA, was married on April 16 to **Jackie Luu, SB '98**, in Saratoga, California. Two '02 Sloanes were in the wedding party: **Jerry Lee, MBA**, as the best man and **Amy Zhu, MBA**, as a bridesmaid. Many other Sloanes were present, including **Tomomi Aozono, MBA**; **Alessandro Araldi, MBA**; Alice and **David Cheng, MBA**; **Steve Fong, MBA**; **Eric Jan, LFM**; Trinh and **Gene Kuo, MBA**; Jia-Lu and **Stanford Lin, MBA**; **Sonia Pasquali, MBA** and Chris Fraser; **Chris Pun, MBA '02**; **Jimmy Zhang, MBA**; Anil Gupta, and **Prasenjit** and Chandrima **Phukan, MBA**. Paul left Sun Microsystems five months ago to join a venture-backed software startup called Acsera, as director of product management.

Fernando Ramirez, MBA, has been roaming far afield from his Detroit home. He and Florence visited **Chuck** and **Naomi Pearlman, MBA**, in Tokyo for a week last year. In November, the Pearlmans gave birth to their first child, Joseph Yohei Pearlman. **Tim** and

Cindy **Sweitzer, LFM**, welcomed their new daughter, Carli, to the world on March 26.

Micha Barnum, MBA, and his wife, Xin (pronounced Sheen), are contributing to the next round of MIT Sloan babies with a girl due in August. Micha is consulting for a tech company called GTECH, building their new metrics plan.

After nine months as a senior product manager and a successful product launch this past fall, **Neeraj Choubey, MBA**, recently left Yahoo! Mobile to go to San Francisco-based venture capital firm Bay Partners, focusing on wireless and communications investments. A few months ago, Neeraj visited Costa Rica and saw **Diego May, MBA**. Diego recently left Intel Capital and is now CEO of a 60-person software startup. **Mark Giordono, MBA**, has settled into life in Oregon where he works in new ventures at HP. The Giordonos welcomed their second child, Sabina, on May 9.

Michael Prazma, LFM, is still with Wyeth in manufacturing, producing the vaccine, Prevnar. He and his wife, Charlene, are proud to announce the birth of their son, Daniel Prazma. He was born on March 6. **Juan Carlos Calderon, MBA**, and his wife, Sonia, are expecting their first child, who will be a baby girl.

Lots of good news from Boston as always from **Rebecca Kirk, MBA**—thanks! **Fred and Jaimie Kraus, MBA**, bought a new home in the South End. **Jessica Santiago-Green, MBA**, and her husband **Eric Green, LFM '03**, are enjoying their home just a block away from Fred and Jaimie. **Jackie Dufault, MBA**, can be seen walking her family collie through the neighborhood. Jackie was able to visit **Macario Prieto, MBA**, and wife Cynthia, while at a conference in London. **Riccardo Cumerlato, MBA**, and **Lara Berkowitz, MBA**, were recently engaged. **Kaidra Mitchell, MBA**, will be returning from Tajikistan this summer as a married woman!

2003

Patricia Gagnon, MBA
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Giulio Pappalardo, MBA, and **Lisa Stuardi, MBA '04**, were married in July 2005 in Lisa's home state of Alabama. About 30 Sloanies from the classes of 2003 and 2004 celebrated with them. **Andrea Migliassi, MBA '04**; **Paolo Gencarelli, MBA**; and **Piedad Rodriguez, MBA**, all participated in the ceremony. The couple lives in Milan, Italy, where Giulio works as a management consultant with Booz Allen Hamilton, and Lisa works as a product development strategist for Design Continuum International.

Oliver Bergmann, MBA, writes that he relocated to Zurich, Switzerland, in January 2005. Oliver works for ABB Asea Brown Boveri Ltd. as assistant vice president responsible for transport logistics within global supply chain management. **Mauricio Salazar, MBA**, reports that he recently moved to Atlanta, transferring there from McKinsey-Bogota to McKinsey-Atlanta. Mauricio is looking forward to connecting with MIT Sloan Alumni in the Atlanta area. **Imran Qayyum, MOT**, has recently joined Hewlett-Packard as a solution architect in New York City. Imran is part of HP's consulting and integration division, focusing on enterprise application services.

Matt Palmer, SB, is working as a client service associate at NetPlus Marketing, an online advertising agency located just outside Philadelphia. He is happy to be using the project management skills he learned at MIT Sloan and the communication/negotiation skills from Mary Rowe's class that he found posted on the OpenCourseware site. Matt lives in Philly with his girlfriend, Christina, who is going to grad school at Penn.

Federico Stubbe, MBA, is dividing his time between San Juan and Florida where he is in charge of starting up operations for the family real estate development business. Federico also got married this past spring. **Mannig Simidian, MBA**, of Delray Beach, Florida, gave birth last year to a baby girl, Elle Taylor. Mannig now works at Office Depot's corporate headquarters as an analyst in marketing programs. She can be reached at msimidian@officedepot.com or mannigsimidian@yahoo.com. **Gavin Leung, MBA**, is also living in Florida (Boca Raton) where he works for Play Along, probably best known as the maker of Care Bear toys. He works in the marketing department, identifying new market opportunities or new ideas. He says the ticket for success in this job is watching a lot of cartoons and playing with action figures, like Tom Hanks in *Big*.

Shai Schwartz, MBA, who lives in Los Angeles, was married during Memorial Day weekend 2004. **Andy Gitelson, MBA**, managed to sneak into town from a Vegas business trip to join in the festivities. From the San Francisco Bay Area, **Chet Chauhan, MBA**, writes that he is working for Siebel Systems. Chet spends a lot of time outdoors on his J/24 racing sailboat called "Nixon Was Cool ...". Apparently, he inherited the name and can't change it because the boat won the 2002 season, and sailing superstition considers changing the name of a winning boat to be bad luck. Other Sloanies on the Nixon Racing Team include **Jonathan Rheume, LFM**, and **George Chang, MBA '02**. To follow the Nixon Racing Team's progress, check out the boat's website: www.nixonwascool.com. Chet invites visitors to the Bay Area to let him know you're in town so he can take you out for a sail on the bay. The Bay Area is also home to **Julianne Young, MBA**, and **Ken Khouri, MBA '02**, who were married in August. Julianne works for BCG and Ken works for IBM.

Priya Dewan, MBA, moved to Bangalore, India, in April 2004, leaving New York City for a rotation with Thomson in Bangalore. **Archana Kalegaonkar, MBA**, writes from Toronto, Canada, that she is working at Pepsi as associate marketing manager for SoBe Beverages. **Priya, Kirsten**, and **Ricardo Almeida, MBA**,

have visited Archana, who hopes more Sloanies will come to T.O. **Guido Meardi, MBA**, is now living in Vicenza, Italy, after having previously lived in Bologna and Rome. He is still working with McKinsey. **Chung-Hung Lee, MBA**, is working in Washington, D.C., as a product manager with Nextel's Business Solutions Group, which manages a portfolio of products developed by partners throughout their entire product lifecycle from product road mapping to launch. **Richard Nardo, LFM**, reports that he is working for Johnson & Johnson in Raritan, New Jersey, and is living in Hoboken, New Jersey.

Hakan Adolfsson, MBA, of Sudbury, Massachusetts, and his wife, Amy, welcomed their first child last October. **Mike Schwartz, MBA**, writing from New Jersey where he works for Merck, says that on April 28, 2004, he and Beth had their first baby, a boy. **Enrique Perez, MBA**, became father to Agustina Montserrat, born in March 2004. Enrique works for the Heritage Group in Indianapolis. Along with **Sam Epee-Bounya, MBA**, **Giovanni Carriere, MBA**, and **Rodrigo Canales, MBA**, Enrique ran in the Vermont City Marathon in May 2004. Word has it that **Virginia Guerrero, MBA**, now living in Burlington, Vermont, also ran the big race!

Sophie Louvel, MBA, was married to William Schmitt in October 2004 in New York. Sophie and William live in Boston's South End. **Arnaud Bensoussan, MBA**, and Erica Wolf were married on February 15, 2004. They are living in Manhattan's Upper West Side. **Aaron Westrick, MBA**, reported in from New York City that he and Erin were married on November 15. They were in Dublin, Ireland, from October to December 2004 for Aaron's work in the treasury center. **Todd Alwart, MBA**, and his bride, Katie, were married in Rhode Island in the spring of 2004. Attending the wedding were fellow Sloanies **Chris Bauserman, MBA**; **Gautam Khanna, MBA**; **Jeff Uller, MBA**; and their wives. Todd and Katie reside in Philadelphia where Todd is in a marketing rotation program at DuPont. Other classmates who married recently include **Steve Perreault, MBA**; **Neil Cantor, MBA**; and **Jeremy Seidman, MBA**.

Reaching new heights

At 6:15am on Tuesday, January 18, the 11 members of the inaugural MIT Sloan Experiential Leadership Trek reached a goal that was four months in the making. They set foot on the summit of Mt. Kilimanjaro.

At 19,340 feet, Mt. Kilimanjaro is the tallest mountain in Africa and the world's largest freestanding mountain. Unlike other treks, there were no companies to visit, no executives to prepare for, and no potential job opportunities. Their preparation was taking the stairs. Their research, the effects of high altitude. Their suits were made of Gore-tex®.

The purpose of the trek was to take leadership training outside of the comforts of the classroom and into an uncontrolled and extreme environment. The resulting experience gave the trekkers a completely new perspective on what it takes to be a leader. Students took turns being "Leaders of the Day" and were responsible for the safety and progress of the team, as well as for leading the evening discussions. In a harsh environment like Kilimanjaro, it became glaringly evident that a critical aspect of leadership is gaining the trust and support of the team around you. Says trekker Robert Vega, MBA '06, "We were able to achieve trust by constantly keeping the lines of communication open and by being willing to provide criticism in a constructive manner, as well as being receptive and supportive of such criticism."

For five days, the group made its way up one of the most difficult routes on the mountain. Pushing their bodies to their physical limits, they leaned on each other for moral support. If one member succumbed to the effects of altitude, there was no shortage of teammates to help carry packs and lend a hand. This is where the real lessons in leadership and teamwork were learned, and it allowed everyone to make a serious charge at the summit.

Back in the daily grind of life at MIT Sloan, Vega says he couldn't help but feel as if things are a little different. "Even though we might be seen taking the elevators a little more now, for one brief moment in January, we were on top of the world."



2004

Harris Rabin, MBA

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Jeremy Kirsch, MBA, reports that in July he vacationed in Israel and Egypt with 2004 Sloan classmates, **Eran Penini, MBA**, and **Barak Salomon, MBA**. "In addition to SCUBA diving in the Red Sea and some general rest and relaxation in the Sinai, there were many nights of good food and drink in Tel Aviv. Barak's wife Shiri and sons Ido and Eli are all doing well, as is Sloanie **Joshua Gold, MBA '03**, who is also currently living in Tel Aviv."



MBA '04 Vacation. Pictured (l to r): Barak Salomon, Jeremy Kirsch, and Eran Penini in Nuweiba, Sinai Peninsula, Egypt, after days of SCUBA, swimming, and relaxing at the beach.

Scott Bush, MBA, and wife Jesse welcomed their son, Adrian Addis Bush, into the world on July 19. He was seven pounds, seven ounces.



Scott Bush, MBA '04, and his wife, Jesse, welcomed Adrian in July.

J.R. Randall, MBA, is still plugging away at Bain in New York, living with **Tolu Adeleye, MBA**, and absolutely loving the city.

Rajesh Srinivasaraghavan, MBA, joined McKinsey in New York in April last year. "My wife, who was pursuing her PhD at Penn State, finally defended her thesis this June. We hope to move to New York together, finally, in a month or two."

Albert Wang, MBA, is a faculty member at Cornell University in the Department of Applied Economics and Management. He recently purchased his first house.

Courtney Homer, MBA, is expecting her first child in December, and is still enjoying work within the advertising world. Courtney is part of the Business Strategy Group at Arnold in Boston.

Chad Eckes, MBA, sends his greetings from Minneapolis, Minnesota, where he and his wife, Molly, are expecting their first baby and live in a new house near a hip uptown neighborhood. Chad writes: "On the career front, I am working as a product manager for HighJump Software, a 3M Company, focusing on RFID systems, and Molly is still working in private equity with Gemini Investors. Do look us up if you're ever traveling through the Twin Cities."

Saku Hieta, MBA, continues to work for Nokia as a senior manager on the technology strategy team and lives in Finland near Helsinki with his wife Kati and two sons, Alex (age 5) and Max (age 1). "I am traveling to the U.S. quite frequently and plan to visit Boston in late September for an Emerging Technologies conference at MIT."

Congratulations to **Basak Yildizbayrak, MBA**, and **Tamer Tamar, MBA**, who were recently married.

Florence Gong, MBA, is heading into her second year at Intel in China. Her focus is hedging and investment. She will be traveling to Malaysia in September and the U.S. (Santa Clara) in October.

Julius Lai, MBA, recently got engaged to Kelly Parsons, his girlfriend of nearly four years. The wedding is planned for October 2006 in Kelly's hometown of Lexington, KY. They live in the Washington, D.C. area where Julius is now working for Excella Consulting, an IT strategy consulting startup.

Othman Laraki, MBA, moved back to the Bay Area last September to work at Google as the product manager for several of the company's consumer products. Othman tells us, "I am currently responsible for the Google Toolbar and the Google Web Accelerator as well as several other products that are currently being developed."

Luis Laguna, MBA, became engaged to **Miriam Bruhn, MIT PhD Economics '07**, in November 2004. They will get married next year in Guadalajara, Mexico, and will have an additional ceremony in Hamburg, Germany.

Giulio Pappalardo, MBA '03, and **Lisa Stuardi, MBA**, were married in July 2005 in Lisa's home state of Alabama. About 30 Sloanes from the classes of 2003 and 2004 celebrated with them. **Andrea Migliassi, MBA '04**; **Paolo Gencarelli, MBA '03**; and **Piedad Rodriguez, MBA '03**, all participated in the ceremony. The couple lives in Milan, Italy, where Giulio works as a management consultant with Booz Allen Hamilton and Lisa works as a product development strategist for Design Continuum International.

Josh Binder, MBA, SM, and **A-P Hurd, MBA, SM**, were married on September 10th, 2005. They are currently living in Seattle where Josh works for Boeing and A-P works for McKinstry Co., a mechanical contracting company.

Harris Rabin, MBA, and his wife Nicole are living in NYC and recently welcomed their first child. Harris is working at Bayer Healthcare as a brand manager, currently on the Bayer Aspirin business.

Derek Flynn, MBA, started working in sales with PeopleSoft after graduation. He stayed with PeopleSoft through Oracle's acquisition and now works with Oracle's sales force out of the NYC office. Derek and his wife, Liz, welcomed a baby, Alice Catherine Flynn, in July.

Mark Shay, MBA, moved to London in March to help launch Coghill Capital UK Ltd., where he is an equity research analyst. Leo Shay was born August 11, 2004 in Chicago.

Mandy Mobley Li, MBA, just celebrated her one-year wedding anniversary with her husband, Charlie Li. They traveled to Northern California and toured multiple wineries in the Sonoma and Napa Valleys. Back in Atlanta, Georgia, Mandy stays busy as a senior client representative at IBM and spends her free time with family and friends. She is still getting settled into her new home, but hopes to have her Sloan classmates visit soon.

Gregory Dibb, SM, gives us this update: "I'm living in Southern California with my beautiful wife Melinda and cute new daughter Amelia. Amelia came to us on June 6th, and we love her! Work-wise I've now been at Nissan for a year, in their financing division . . . Melinda was working at the local elementary school in their afterschool program, but since Amelia came along she's taking a break from work indefinitely, for which Amelia and I are grateful. Overall things are great—we miss our friends from MIT!"



Gregory Dibb, SM '04, with wife, Melinda, and new daughter, Amelia.

Michael Osofsky, MBA, tells us that his company is preparing to go-to-market with a new market research tool that finds markets for existing technologies, useful in new product development, innovation management, and intellectual asset management. He would welcome the opportunity to beta test the software with colleagues who are interested.

Lucas Arangüena, MBA, writes: "Marta and I are enjoying very much our new life in London. We've rejoined old friends and met new ones and have managed to do some travel (Italy, Greece, Israel, Germany, Switzerland, Spain). By Christmas, we'll have to decide whether to stay in London longer term or move back to good old Spain. We'll keep you updated. In the meantime, if you're in London, give us a shout!"

Reporting for the MIT Sloan Fellows Program, **Dave Cunningham, SF**, writes: **Lucas Petersen, SF**, married Paula Berdun in New York City on February 18. Congratulations to Lucas and to a new "partner" for the group! **Jeff Moore, SF**, is working at RCT, a life sciences VC firm. He is currently in their Tucson office but will be relocated back to Boston to open up their Northeast office later in the summer.

Johnny Liu, SF, has moved to the China Development Industrial Bank, the largest investment bank in Taiwan, as senior VP and treasurer. **Miguel Hoyos, SF**, has been a very busy guy! In addition to his new babies, Miguel has been promoted to VP Trading for Cemex Asia. He is now based in Shanghai.

Ken Knight's, SF, smiling face is part of a national ad for General Motors... Could our Detroit-based GM plant manager be destined for a career in Hollywood? Please send future SF news to Dave Cunningham at dcunningham@sloan.mit.edu.

2005

Kate Long, MBA

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Paul John Paredes, MBA, is continuing to pursue his passion for foreign languages, having learned Japanese and Korean this past summer. His goal is 12 languages by age 30.

Stephanie Healy, MBA, traveled with **Debbie Farese, MBA**, and **Katie Maeng, MBA**, this summer in Vietnam. They also toured Angkor Watt in Cambodia with **Jed Finn, MBA**, and his fiancée; spent a few days with **Hsulín Peng, MBA**, in Saigon; and had dinner with **Jamie Dooley, MBA**, in Nha Trang.



MBA '05 Bachelorette party. Pictured (l to r): Stephanie Healy, Deborah Farese, Meghan Henshon, Mary Joseph, Elizabeth Hawkins, Vinaya Valloppillil.

Camille Prado, MBA, and **Geoffroy de Myttenaere, MBA**, spent June in Guatemala learning Spanish in preparation for the non-profit consulting projects they worked on in El Salvador in July. In August, Camille joined Citibank in Belgium as the financial controller for corporate banking.

Terry Angelos, MBA, is in South Africa through Christmas and will head back to the United States in January. Genevieve is with Terry in South Africa after having spent the summer in Santa Barbara, California.

Carolyn Lee, MBA, bummed around California earlier in the summer before moving to Soho and starting her job with Pfizer in New York City.

Jaime Singson, MBA, traveled through South America in June and then headed to Alicante, Spain, to brush up his Spanish in July and August. He then went to Manila for a few weeks before settling in New York City with **Nancy Hu, MBA**, and **Hsulin Peng, MBA**, in September.

Norman Wayne Karo, MBA, accepted a job at Pipeline Communications and Technology, Inc., in Honolulu, Hawaii, as the company's COO.

Grant Ho, MBA, and wife Laurel spent 10 days in Istanbul after classes ended. Grant started at ADVENTIS as a consultant in July.

Nimish Parikh, MBA, started his job at Johnson & Johnson's DePuy Spine division, based in Raynham, Massachusetts, on June 6. He also bought a new condo in Dorchester.

Vik Sahney, LFM, attended the International Achievement Summit in New York City in June with **Cole Sirucek, MBA**, and **Manuel Costescu, MBA**. MIT President Susan Hockfield was one of the award recipients. Later in June, Vik climbed to the summit of Mt. McKinley with his teammates in their quest to climb the seven summits to raise awareness among cancer survivors. Vik previously climbed Kilimanjaro with the MIT Sloan Leadership Expedition in January 2005, so he has five more summits to go. Vik starts work at McKinsey in Seattle in early September.

Mary Joseph, MBA, has been in Texas ever since leaving Boston. She spent June in Austin wedding planning and house hunting with her fiancé, Scott Miller. She also made it to San Francisco for her bridal shower and second bachelorette party (the first one was in Boston with MIT Sloan friends) and also hung out with **Tom Stocky, MBA '04**. Mary then spent time in Houston visiting family. In late July, she started working as a product marketing consultant at Dell. Mary and Scott celebrate their wedding in early October and will take a January honeymoon. They look forward to hanging out with the other Austin Sloanies, **Gerri Tunnell, MBA**, and **Wayne Chang, MBA**, and welcome visitors.

In Bilbao, Spain, **Asier Alea, MBA**, joined Guascor, a company dedicated to renewable energy sources, working on the commercial side of a new business unit of this company that will build solar panels.

Ken Beausang, MBA, and Kari tied the knot at the end of May and honeymooned for several weeks of the summer.

Nicolas Burr, MBA, Angelita, and their two children returned to Buenos Aires where Nicolas started his new job. They are also expecting their third child.

Jeremy Macdonald, MBA, is living in Boston where he is starting an educational software company (CopleyEducation.com) with class-mate **Ian Blakely, MBA**.

Lucas Raduy Guimaraes, MBA, is in Curitiba where he went back to work for Positivo, which offered him a fast track to a senior position within a couple of years. Leitica and Lucas are also getting married soon.

After graduation **Mark Hendy, MBA**, took trips to Ireland, Switzerland, Romania, Lebanon, Jordan, Namibia, Botswana, Zambia, and South Africa. He is now working at McKinsey & Co. in London. Mark asks you to please let him know if you are passing through London.



Mark Hendy, MBA '05, traveled extensively after graduation.

Jose Kliksberg, MBA, a.k.a. "The Venezuelan King of Salsa," is working in New York City for JP Morgan - Investment Banking Latin America. He asks you to please send him an e-mail if you are in New York City.

Since graduation, **Jonathan Lehrich, MBA**, has signed a lease on a new apartment in Cambridge, started a job as associate director of the MIT Leadership Center, and found out that his wife is expecting their first child in December.

Andrew Luan, MBA, moved to New York City to work for Deutsche Bank in fixed income. He is also looking for a business partner in a new venture (retail/distribution business) in New York City. He has the funding and the business plan but needs an operating person who is entrepreneurial and trustworthy.

Christina Pan, MBA, started work at SanDisk in San Francisco as a product manager. **Alson Kemp, MBA**, is also in her group!

Mark Strohmaier, MBA, is working in product marketing for KLA-Tencor in California. He and his wife recently became parents.

Howie Carpenter, MBA, is working for Invitrogen Corporation in Maryland. He reports that his baby girl is now walking.

Kat Oetjen, MBA, and **David Jackson, LFM**, became engaged in May and moved to Seattle where they both work for Amazon.com.

IN MEMORIAM

- 1930 Mr. William J. Harris, SB – February 5, 2005
- 1935 Mr. Irving S. Banquer, SB – April 4, 2005
Mr. Ellis M. Flink, SB – May 2, 2005
Mr. Richard Lawrence, SB – April 5, 2005
- 1939 Mr. Robert W. Arenston, SM – June 5, 2002
- 1940 Mr. Knight S. Carson, SB – March 21, 2005
- 1944 Mr. David T. Woodbury, SM – November 6, 2004
- 1946 John A. Ritchey, PhD, SM – February 3, 2005
Mr. Alfred Goldis, SB – January 1, 2005
- 1949 Mr. Fletcher Eaton, SB – April 2, 2005
- 1952 Mr. Paul A. Lux, SB – March 2, 2005
- 1955 Mr. David K. Easlick, SF – March 14, 2001
- 1956 Mr. John T. Roberts, SB – May 10, 2005
- 1958 Mr. William A. Diman, SE – March 16, 2001
Mr. John L. Kelly, SM – May 16, 2000
Mr. Victor J. Lombardi, SF – July 17, 2004
- 1961 Mr. Raymond E. Britt, Jr., SM – October 4, 2004
- 1962 Mr. Robert A. Sandberg, SE – June 28, 2004
- 1964 Dr. Christopher R. Sprague, SM – March 7, 2005
- 1966 Mr. Ray E. Bates, SE – June 25, 2004
Mr. Jamie J. Gonzalez-Duke, SB – January 14, 2005
- 1967 Mr. James H. Bragg, SE – June 15, 2005
- 1968 Mr. Sherman B. Carpenter, SE – March 6, 2001
- 1973 Mr. Robert Lister, SM – August 9, 2005
- 1976 Mr. Paul L. Sandoz, SE – March 27, 2002
- 1978 Ms. Margaret Bigelow, SM – March 13, 2005
- 1987 Mr. Brian W. Morgan, SM – March 29, 2005
- 1991 Mr. John W. Newsham, SE – May 9, 2005
- 2000 Ms. Kristine Foss, MBA – April 18, 2005

With deep sadness, the MIT Sloan School of Management reports the passing of **John Maglio** on August 24, 2005. **Christopher Voisey, SF '92**, writes with these fond memories of John:

One of the most famous and kindest faces that has helped thousands of us through the MIT Sloan School is John Maglio... John would work all hours to help us configure our computers and resolve problems, such as de-bugging and getting rid of viruses. When we think about MIT Sloan, we think of the real assets of the School, which are people like John Maglio... Without John and his team, most of us would not be where we are now. Our thoughts and prayers are with his wonderful family.

Write it down!

Insights from MIT Sloan Alumni Career Counselor Ken White, SM '69



As Stephen R. Covey says in his book, *7 Habits of Highly Successful People*, “begin with the end in mind.” No matter what stage of your career you happen to be in, this is perhaps the most important advice that you could receive. Career management is basically a matter of making choices—informed choices based on the full spectrum of realistic considerations. But there is also one key consideration that is often overlooked: what do you want? What is the end result that you desire? What set of outcomes makes up your ideal vision for yourself? These are questions that everyone should think about regularly, even those who are satisfied with their current position.

In working with MIT Sloan alumni and other executives over the years on their career development, I have successfully used a simple homework exercise. It effectively focuses on the array of your ‘desirables.’ You start by writing down—and this must be written in order to accurately capture your thoughts—the 10 things that are most important to gain as a result of your next career move.

Compensation is the first thing that comes to mind for many people, and geography is a close second. But those general factors fail to capture the specifics that matter to you. It is important, therefore, to dig deeper.

Part of the difficulty is that a lot of what matters to you takes the form of the intangible, immeasurable, and frankly, the ‘nice-to-haves.’ But because these are not deal breakers, you often lose sight of them. It is important, therefore, to get it down in writing and figure out how to turn the intangible items into tangibles. For example, one of your items might be “work/family balance.” Identifying this item will only be useful if you break that down into some meaningful components, such as less than X days/month travel, flexible hours, at least three weeks vacation, and/or ample parental leave.

One way to get the process started is to think back to prior job situations—or even school or sports—that you really enjoyed, in which you thrived, and of which you would like a steady diet. What was going on in those situations? What was important to you? Why did you like it? What enabled you to shine? What was your boss like? Your colleagues/teammates? What was the context?

Exclusive resources for MIT Sloan alumni

MIT Sloan Job Board (<http://mitsloan.mit.edu/jobboard>):

Unlike other job boards, the MIT Sloan Alumni Job Board posts jobs from employers that are specifically looking for MIT Sloan alumni.

Individual Career Counseling

Ken meets with more than 200 alumni each year for one-hour sessions that are completely tailored to the individual's needs. Sessions are available at no cost and may be held by phone or in person.

E-mail mitsloancareers@mit.edu to schedule an appointment.

MIT Sloan Directory (<http://mitsloan.mit.edu/directory>):

The newly redesigned directory makes it easier than ever for alumni to maintain and expand their network with the entire MIT Sloan community (alumni, faculty, staff, and students).

After you have completed your list, rank your 10 desirables. (Your significant other or close friends may have useful perspectives on this.) Once you have built your list of ranked priorities, it's time to proceed with the rest of the campaign, clearly focused on what is important to you. The MIT Sloan alumni website has a career section (<http://mitsloan.mit.edu/alumnicareers>) which lists several tools and services that you will find useful in defining your ranked priorities.

Of course, your subjective assessment of how well any new opportunity meets your priorities is crucial to the choices you are about to make. Your ranked priorities become the playbook for your interviews or inquiries in pursuit of the opportunity. And the reason that your list must be written is that you should be able to come back to it months—even years—later and use it as a benchmark going forward.

So, for all alumni who are managing their careers, let's amend Stephen Covey's notion a bit: “Don't begin until you have your ends in mind.”

MIT Sloan Alumni Office

>>> ADVANCE YOUR CAREER

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>>> CONNECT TO EACH OTHER

COMMUNITY NEWS

Stay on top of the news from all corners of our vibrant global community through the MIT Sloan alumni magazine, the website, and e-mail newsletters.

ONLINE ALUMNI DIRECTORY

Use the new directory to maintain and expand your network with the entire MIT Sloan community.

EVENTS

Keep up to date on upcoming events, speakers, and workshops.

REUNION/CONVOCATION

Reconnect and reminisce with your classmates at Reunion, and renew your intellectual connection to the School at Convocation.

GET INVOLVED

Join your local MIT Sloan club, and participate in programs and events that help bring alumni together.

ADVANCE YOUR CAREER

Meet with a trained career professional for a customized consultation and use exclusive job resources for alumni.

LIFELONG LEARNING

Great opportunities for continual learning, including faculty videos, course notes, and upcoming executive courses.

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To connect MIT Sloan alumni to the School and to each other, and to help our alumni advance their careers.



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