

Rotary Club of Altadena

Sparks

OFF THE ROTARY WHEEL
AN AWARD-WINNING NEWSLETTER



November 05, 2015

This Week

**Brian McDonald,
Ed.D**

**Superintendent,
Pasadena Unified
School District**

**Guest Program Host:
Ray Carlson**

As the CEO of the 17,100-student school district that serves Pasadena, Altadena, and Sierra Madre, Dr. Brian McDonald is responsible for the academic and operational management of the district. He supervises and mentors school principals in the areas of strategic planning and professional development.

As former deputy superintendent, he led the district's science, technology, engineering and mathematics (STEM) initiative that connects the renowned science, businesses and research resources of the greater Pasadena area with the students, teachers and classrooms of PUSD schools.

McDonald joined PUSD as chief academic officer in 2011 after an extensive career in the Houston Independent School District of Texas.

His Bachelor's degree is in Account-

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Quietly Quick

by Steve Cunningham, *President*

Level 5 Ambition by Jim Collins A Review

At first we wondered, "Why would anyone work with these people?" They seem, well, somewhat extreme: paranoid, contrarian, independent, obsessed, monomaniacal, exhausting, and so forth. Early in our research conversations, we labeled them PNFs, shot for *paranoid, neurotic freaks*. Yet the fact is, they attracted thousands of people to join them in their respective quests. If they were nothing but weird, selfish, antisocial freaks of nature, they likely could not have built truly great organizations. So, why did people follow them? Because of a deeply attractive form of ambition: 10Xers channel their ego and intensity into something larger and more enduring than themselves. They're ambitious, to be sure, but for a purpose beyond themselves, be it building a great company, changing the world, or achieving some great object that's ultimately not about them.

In 1992, Business Week published a special report on the relationship between CEO pay and corporate performance. Dane Miller of Biomet (one of the 10X

companies in our study) ranked #1, delivering more value per dollar of his own compensation than any other CEO. And it wasn't just a one-year blip. He sustained a top ranking — sometime #1, always near the top — for more than a decade in publications like Forbes, Business Week, and Chief Executive Magazine. Keep in mind the 1990s because they were the acceleration point when executive compensation began spiraling upward, fueled by stock options that gave CEOs massive upside if their companies fared poorly. Miller's stock-option package at the time? Zero. His employees had options but he did

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November Team

**Mindy Kittay • Julius Johnson
Mike Noll • Gary Clark
Jim Gorton**

Meeting Responsibilities

- Setup • Greeter •
- Flag Salute • Song •
- Inspirational Presentation •
- Happy Bucks • 4-Way Test •
- Takedown •

Program Review

Building Good Will & Better Friendships



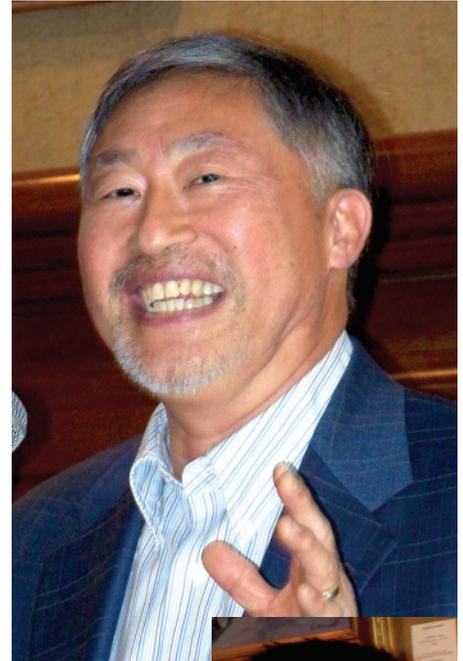
There is a common progression for a person who joins Rotary. First there is fellowship — a chance to meet and become friends with service-minded people in the local club. Then there is the first opportunity to actually help people by participating in a local project. This is followed by a desire

to support the local club by serving on the board or by leading a committee. The common theme here is *local*.

Because of the international structure of Rotary ... many members discover a whole new dimension of service when they engage overseas. John Frykenberg has made many trips to Africa on behalf of Altadena Rotary as he implements the entrepreneurship education project made possible by Rotary Foundation Grants and supported by Rotary Clubs in Sweden and Nigeria. David Smith will soon be joining Rotary in India to participate in a polio inoculation effort.

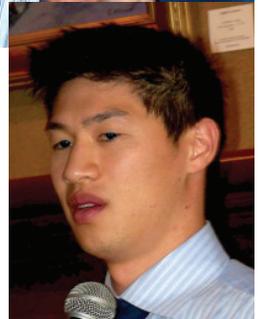
San Marino Rotarian Isaac Hung made his leap to international service when he was approached by Rotary friends asking if he would be interested in a medical mission. Two Cathedral City Rotarians formed an organization called the International Medical Alliance (IMA). With the support of medical colleagues from the Eisenhower Health Center IMA would do medical work to support poor communities in Central America. Confessing that he had no medical skills, Isaac said he was willing to help in any way possible. After speaking to his son, Joey, they both decided to go.

El Salvador became the destination. A



place and people very different from what he was used to in California — active volcanoes, high humidity, sugar cane fields, little air conditioning, and extreme poverty (average monthly earnings of \$500).

Isaac and the team were in the country
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Rotary Club of Altadena - #7183

Chartered: February 14, 1949

P.O. Box 414, Altadena, CA 91003

www.altadenarotary.com

Meets: Thursday, 12:10p

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Tony Hill Youth Contests/Awards
Mike Zoeller Youth Projects
Ray Carlson Vocational
Tom McCurry Asst. Vocational

Editor, Design & Typesetting Foreman Graphics
Photography Jacque Foreman

November Foundation

Program Chair, Jim Gorton

November 05 - Brian McDonald, EdD,
Pasadena Superintendent of Schools,
Guest program host: Ray Carlson
November 12 - Away Meeting - Altadena
Library - We host Danny's Farm Petting
Zoo - Arrive at Library around 12n
November 19 - Michele Zack, Altadena

Congratulations



Birthdays



11/08 - Sterling Louviere

11/13 - Ed Jasnow

11/20 - Steve Kerekes

11/26 - C. Ray Carlson

11/26 - Roger Fennell



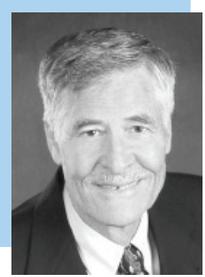
Anniversaries



11/01 - Jacque Foreman & Bruce Conroy

11/07 - Hal & Barbara Yorke

The Importance of Youth



Rotary considers Youth to be a central element of its mission statement. Indeed, one of only five avenues of Rotary service is devoted entirely to serving the youth of the world. But far beyond that single avenue, you have probably noticed that almost all of the activities of the Rotary Club of Altadena in one way or another are devoted to youth. For example, here's list of the on-going youth-related projects the club is supporting by allocating both its budget and manpower:

- School Mini-Grants
- Nigeria Entrepreneurial Project
- PCC Vocational Awards
- Dewey Merrill Business Plan Contest
- Interact and the Interact Symposium
- RYLA

Program

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for 10 days — doing medical work for 9 days. They dispensed needed medicine and performed minor surgeries and other medical procedures, including cleft palate repair, minor heart surgeries, prosthetics, and cataract surgeries. Isaac was assigned to the pharmacy and helped fulfill the prescriptions given by the medical team under the supervision of a pharmacist.

For Isaac, the 4-Way Test came alive. They were truly *building good will and better friendships*. Craig Cox ○

- 4-Way Test Speech Contest
- Dan Stover Music Contest
- JROTC/Americanism Awards
- PCC Veterans Awards

Pretty impressive? ... you bet. And I'm sure that the activities of our club pretty much mirror the activities of Rotary Clubs around the world.

Why do we put so much emphasis on Youth? Well, simply because it's clear that all of the objectives of Rotary will be one

day be in the hands of today's youth, and, to the extent that Rotary can introduce and positively shape their view of Service to their community and to the world, it can make service happen throughout the world.

We only have a limited time to impact youth – before they become like you and me. So make sure that our club continues to fully support youth and that you are involved in making it happen. ○

Veteran's Day — November 11

Remember when it was called *Armistice day*? I do. This day commemorates

This Week

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ing, Master's degree in Education Administration, and he earned his Doctorate in Educational Leadership from Sam Houston State University in 2010.

Bring potential members to hear about the remarkable changes that McDonald has made that have elevated PUSD's academic standards. ○

the signing of the armistice between the allies of World War I and Germany at Compiegne, France, for the cessation of hostilities on the Western Front, which took effect at eleven o'clock in the morning — the *eleventh hour of the eleventh day of the eleventh month* of 1918.

Altadena Rotary honors this day by putting flags up on Lake from Woodbury to Altadena Drive. Find the answer about why we do this in the article about our endowment in the *Members Only* section on our website. ○

> > **NEXT BOARD MEETING** < <
TUESDAY, NOVEMBER 3, at 6:30p
260 S. Los Robles, Pasadena
3rd Floor Conference Room

Quietly

Continued from p. 1

not. He owned his own equity outright so that his personal fortune linked directly to the company's performance on the upside and the downside. In a sense, relative to business norms, Miller could have been viewed as the world's most underpaid CEO.

Yet Miller showed nothing but gratitude, noting in 2000 that his life was dedicated to two things, Biomet and his family. "I enjoy virtually every day and I couldn't be having any more fun or any more excitement about what I do." As for being the most underpaid CEO relative to value, he blasted the idea of granting tons of upside-only options. "What's the point of just more and more and more for the sake of more and more? What incremental value does an extra 100,000 shares have?" he snorted. "At some point, you're just satisfying an uncontrollable greed complex."

Every good-to-great transition in that research began with the emergence of a Level 5 leader who deflected attention from himself, maintained a low profile,

and led with inspired standards rather than inspiring personality. On the surface, some of the 10Xers appear to be unlike Level 5 leaders. Kelleher had a zany and flamboyant personality who often drew attention to himself by his antics. So did the Peter Lewis era at Progressive Insurance. We came across a range of descriptors: "Just plain strange." "Oddball." "A standard deviation from an iconoclast." "A Wildman." "Eccentric." "A frame or two off the ordinary screen." "A rock star without any musical ability." "No way to jerk his chain because he doesn't have one." Lewis signed his annual letter to shareholders with the quirky "Joy, Love and Peace—Peter B. Lewis." He strode into a board meeting one Halloween dressed as the Long Ranger, firing cap pistols to the music of the William Tell Overture, an apt image given that Lewis began to see himself as the Masked Man. Lewis jumps off the pages of our research materials almost like a self-absorbed teenage male who inherits his family's company and

turns it into a hedonistic party house in some adolescent, fantasy, B-grade movie.

Yet despite his eccentricities and sometime outlandish behavior, Lewis dedicated himself to one goal above all others, making Progressive a truly great company. And he built the company to be great without him. After Lewis engineered a smooth transition to his successor in 2000, Progressive continued to grow, gaining on its competitors, increasing share value, and sustaining a high return on equity. Did Lewis have a large personal ego and colorful personality? Yes. Did he mature, so that he eventually channeled his ego into building a company that could be great without him? Yes.

The 10Xers share Level 5 leaders' most important trait; they're incredibly ambitious, but their ambition is first and foremost for the cause, for the company, for the work, not themselves. Where as we focused heavily on the humility aspect of Level 5 leaders, this work highlights their sheer ferocity of will. ○

Form & Line

by Jacque Foreman

Did You See This?

It's a letter to Polio from all of us: Rotarians of the present, the past and the future — and everyone who has donated to the PolioPlus campaign. It appears solitary and alone on the cover of the September issue of *The Rotarian*. This 30-years war on Polio [since 1985] is still going on, but we are winning. And it's a reminder to each of us about what good can be accomplished by an individual, a small group, a large group or even a country if we have a plan, we work that plan, making modifications only as necessary. ○

Dear Polio,

We have bad news for you. Very, very, very bad news. Today we stand extremely close to eliminating you.

We still have more work to do, but we'll get there. Someday we'll live in a world where you no longer exist.

So prepare to exit stage left. Adios.

Ciao. Au revoir. Sayonara. Toodles.

Goodbye.

Sincerely, Rotary