



Rotary Club of Altadena

# Sparks

OFF THE ROTARY WHEEL  
AN AWARD-WINNING NEWSLETTER



September 24, 2015

## This Week

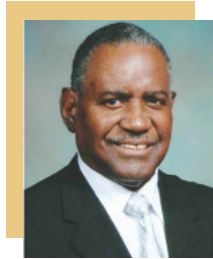
**Nathalie Rouviere,  
PhD & Founder, CdP  
Consulting International  
Pharmaceutical  
Industry  
Program Host:  
Ray Carlson**

It is rare to find someone with broad skills in biochemical research and business development in the pharmaceutical industry. Her experience spans large, multinational companies in pharmaceutical development, such as Merck, Sanofi, Boston Scientific, Baxter and others.

A native of France, she earned her PhD in Enzymology at the University of Paris (XI). Her 20+-year career in academia, industry, agencies and institutes led her to relentlessly pioneer innovation, to champion evidence-based medicine, and put patient's needs first.

She launched her own consulting service in California, CdP Consulting, last year to provide business development support, and to help start-ups maximize their commercialization of new products.

Bring a friend to hear this expert in pharmaceuticals open our minds to that which invariably affects us all - health-care and medicine.



## Quietly Quick

by Steve Cunningham, President

## Visionary Companies Part II

The Study referenced in this article is from *Successful Habits of Visionary Companies* by James C. Collins and Jerry I. Porras. Collins and Porras' provocative analysis will get you thinking. And, more important, ready to apply these ideas in your own organization.

Last week we promised that we would shatter some more myths about Visionary Companies. So here goes ... starting where we left off: with Myth 3.

**Myth 3: The most successful companies exist first and foremost to maximize profits.**

**Reality:** Contrary to business school doctrine, *maximizing shareholder wealth* or *profit maximization* has not been the dominant driving force or primary objective through the history of the visionary companies. Visionary companies pursue a cluster of objectives, of which making money is only one — and not necessarily the primary one. Yes, they seek profits, but they're equally guided by a core ideology — core values and sense of purpose beyond just making money. Yet, paradoxically, the visionary companies make more money than the more purely profit-driven comparison companies

**Myth 4: Visionary companies share a common subset of correct core values.**

**Reality:** There is no *right* set of core values for being a visionary company. Indeed, two companies can have radically different ideologies, yet both be visionary. Core values in a visionary company don't even have to be *enlightened* or *humanistic*, although they often are. The crucial variable is not the content of a company's ideology, but how deeply it believes its ideology and how consistently it lives, breathes, and expresses it in all that it does. Visionary companies do not ask, What should we value? They ask, "What do we actually value deep down to our toes?"

Please turn to Quietly, p.4

## September Team

David Alimi • John Casci  
Hal Yorke • Tony Hill  
Ed Jasow

### Meeting Responsibilities

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

# Program Review

## The Intricacies of Buying and Selling Real Estate



That's what our speaker last week spoke to us about in great detail. Cynthia Cohn, and her husband, Mark, have been doing this as a team since 2006. Although she said that she knew what people thought about working with your spouse, she has found that they are able to lead into each other's strengths. Their goal is to see how they can best serve their community. They recognize that they

are dealing with families who are leaving one life to go to another life.

She is a member of the Class of 2010 in Real Estate - Pasadena, and their project was to reduce the dropout rate of students in high schools and middle schools in the PUSD. In pursuing that project, she met the principal of Eliot Middle School, who just happened to know our own Ray Carlson. As a result, she came to our club and spoke about the project. She received \$1,000 from us in support of this project.

Cynthia grew up in Maryland, and, as a result of visiting a hair salon with her mother, realized that the owners of that salon were entrepreneurs, and that she wanted to be one, too. And, now, with her husband, she is.

She then gave a presentation on the statistics of real estate in our area. The difficulty of selling homes in Altadena and Pasadena is inventory. The last five years have seen inventory drop from over 800 homes in 2010 to 317 today. Sales, however, are up 50 percent. The increase in price over the last five years has been .67 percent. Meanwhile, the price per square foot has gone up to \$489, with houses staying on the market an average of 49 days, with sellers receiving 99 percent of their asking price. Cynthia stated we are clearly still in a seller's market. The median sale price is \$700,000, a large increase



over the last five years.

Her recommendations of things to do when selling your home:

1. Price your home just below its market value
2. Stage your home, using professional stagers, if necessary.
3. Marketing. Your realtor will get your house out there for people to see.

This was an excellent presentation of a complex issue that means a lot to those of us who own homes in Altadena and Pasadena. Thank you, Cynthia, for making sure we are well informed.

Ed Jasnow ○

**Congratulations**

**Birthdays**

09/13 - Boyd Hudson  
09/17 - Dennis Mehringer  
09/18 - Allison Casci  
09/19 - Bob Collinge  
09/22 - Etta McCurry

**Anniversaries**

09/13 - Boyd & Alice Hudson

**Sparks** is published 48 weeks a year and is the official publication of the Rotary Club of Altadena. The deadline for submission of articles is Friday at 6p to current editor email, fax, or delivery.

**Rotary Club of Altadena - #7183**

Chartered: February 14, 1949

P.O. Box 414, Altadena, CA 91003

www.altadenarotary.com

Meets: Thursday, 12:10p

Altadena Town & Country Club

2290 Country Club Drive • Altadena, CA

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Rotary Int. Pres. .... Ravi Ravindran

Dist 5300 Gov. .... Randy T. Pote

### Officers

Steve Cunningham, Pres. .... Bus. 626-786-1937

Charles Wilson, Pres. Elec. .... Bus. 626-351-8815

Hal Yorke, V. Pres. .... Bus. 626-577-9800

Steve Kerekes, Sec. .... Bus. 626-796-5000

Mike Noll, Treas. .... Bus. 626-683-0515

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Tom McCurry • Mike Noll

Steve Cunningham • John Casci

Hal Yorke • Gary Clark • Charles Wilson

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Jacque Foreman ..... Acting Publicity

Jacque Foreman ..... Sparks/Website

Mike Zoeller ..... Club Projects

Craig Cox ..... Community

John Frykenberg ..... International

Tony Hill ..... Youth Contests/Awards

Mike Zoeller ..... Youth Projects

Ray Carlson ..... Vocational

Tom McCurry ..... Asst. Vocational

Craig Cox ..... Membership

Editor, Design & Typesetting ..... Foreman Graphics

Photography ..... Jacque Foreman

### September New Generations

*Program Chair, Ray Carlson*

September 24 - Nathalie Rouviere, PhD,  
International Pharmaceutical Industry

### October Vocational Service

## Pasadena High School Interact *One of Altadena Rotary's Youth Programs*



Last Wednesday (September 16) at lunch time I attended a meeting of the Interact Club that our Altadena Rotary Club sponsors at Pasadena High School. This is the start of the new Interact year which commences with the beginning of the new 2015/2016 school year.

For our newer members, Interact is a Rotary program in which individual Rotary Clubs choose to sponsor an Interact Club at a local high school. The Interact Club is then run by the students themselves. They choose a President, a secretary, a treasurer and other members of their executive team. They meet every week as we do, except they meet in a classroom during their lunch break and eat their lunches while they conduct their meeting. A teacher volunteers his or her time to act as a liaison between the school, the Interact members and the sponsoring Rotary Club. This teacher also makes his or her classroom available for the Interact members to meet each week, and is present during each of their meetings to assist them if needed.

Our Altadena Rotary Club has sponsored the Interact Club at Pasadena High School for many years. In fact our former President Hal Yorke's two daughters —Coleen and Vanessa — are both Past Presidents of the PHS Interact Club. This year's President of the PHS Interact

Club — who was also the President last year — is Mary Mejia.

The PHS Interact Club had faded away — which can happen as members graduate and go on to college. So last year Mejia took on the task of heading up the re-establishment of the Interact Club at Pasadena High School. She did a great job last year, and it appears that she is going to do even more this coming year to again solidify Interact at PHS. The teacher liaison last year and again this year is Mr. Osvaldo Mejia to whom we are indebted for agreeing to take on this task once again. Without such a teacher willing to oversee our Interact program at the school, and willing to work though his lunch break once a week, we could not have an Interact Club at all.

Like us, the Interact members have fellowship together each week. In addition, they take on their own projects to help their local community and the international community. They organize their own fund raisers to come up with funds to finance their projects. They also on occasion help with our projects; for example, last year they assisted Jacque Foreman and other members of our Club involved in putting up and taking down the lights on Christmas Tree Lane. This year they are also going to try work on decorating the Rotary Float the night before the Rose Parade.

One of the reasons that I went to speak to the PHS Interact Club members last

week was to tell them about the upcoming District program titled the *Rotary Mini Interact Symposium*, which will be held on Sunday, October 11, 2015 from 1:00 PM to 4:00 PM at Mount Sierra College, 101 E. Huntington Dr., Monrovia. This is an opportunity for Interactors throughout the San Gabriel Valley to meet one another, receive a lot of information about Rotary and Interact, exchange ideas about how to help their communities and have fun. There will then be a followup *Mini Interact Symposium* on January 10, 2016. Depending on how many Interactors choose to attend the October 11th Symposium, I may be asking fellow members of our Club to volunteer to drive some of the students to and from the event.

The members of the Pasadena High School Interact Club are outstanding, public spirited high school students who are volunteering their time to help their community. We look forward to helping them in any way we can throughout this Rotary year, and, I hope that, before this Rotary year comes to an end, you will get to meet them at one of our Thursday meetings. ○

### October Team

The following members comprise the *October Team*.

**Tom McCurry • Ray Carlson  
Jim Gorton • Theo Clarke  
Charles Wilson**

**Myth 5: The only constant is change.**

**Reality:** A visionary company almost religiously preserves its core ideology — changing it seldom, if ever. Core values in a visionary company form a rock-solid foundation and do not drift with the trends and fashions of the day; in some cases, the core values have remained intact for well over one hundred years. And the basic purpose of a visionary company — its reason for being — can serve as a guiding beacon for centuries, like an enduring star on the horizon. Yet, while keeping their core ideologies tightly fixed, visionary companies display a powerful drive for progress that enables them to change and adapt without compromising their cherished core ideals.

**Myth 6: Blue-chip companies play it safe.**

**Reality:** Visionary companies may appear straitlaced and conservative to outsiders, but they're not afraid to make bold commitments to *Big Hairy Audacious Goals* (BHAGs) — Like climbing a big mountain or going to the moon. A BHAG may be daunting and perhaps risky, but the adventure, excitement, and challenge of it grabs people in their guts and gets their juices flowing and creates immense forward momentum.

**Myth 7: Visionary companies are great places to work, for everyone.**

**Reality:** Only those who *fit* extremely well with the core ideology and demanding standards of a visionary company will find it a great place to work. If you go to work at a visionary company, you will either fit and flourish — probably couldn't be happier — or you will likely be expunged like a virus. It's binary. There's no middle ground. It's almost cult-like. Visionary companies are so clear about

what they stand for and what they're trying to achieve that they simply don't have room for those unwilling or unable to fit their exacting standards.

**Myth 8: Highly successful companies make their best moves by brilliant and complex strategic planning.**

**Reality:** Visionary companies make some of their best moves by experimentation, trial and error, opportunism, and — quite literally — accident. What looks in retrospect like brilliant foresight and preplanning was often the result of "Let's just try a lot of stuff and keep what works." In this sense, visionary companies mimic the biological evolution of species. We found the concepts in Charles Darwin's *Origin of Species* to be more helpful for replicating the success of certain visionary companies than any textbook on corporate strategic planning.

**Myth 9: Companies should hire outside CEOs to stimulate fundamental change.**

**Reality:** In seventeen hundred years of combined life spans across the visionary companies, we found only four individual incidents of going outside for a CEO — and those in only two companies. Home-grown management rules at the visionary companies to a far greater degree than at comparison companies (by a factor of six). Time and again, they have dashed to bits the conventional wisdom that significant change and fresh ideas cannot come from insiders.

**Myth 10: The most successful companies focus primarily on beating the competition.**

**Reality:** Visionary companies focus primarily on beating themselves. Success and beating competitors comes to the visionary companies not so much as the end goal, but as a residual result of relent-

lessly asking the question "How can we improve ourselves to do better tomorrow than we did today?" And they have asked this question day in and day out — as a disciplined way of life — in some cases for over 150 years. No matter how much they achieve — no matter how far in front of their competitors they pull — they never think they've done *good enough*.

**Myth 11: You can't have your cake and eat it too.**

**Reality:** Visionary companies do not brutalize themselves with the *Tyranny of the OR* — the purely rational view that says you can have *either A OR B*, but not both. They reject having to making a choice between stability or progress; cult-like culture or fundamental change; conservative practices or Big Hairy Audacious Goals; making money or living according to values and purpose. Instead, they embrace the *Genius of the AND* — the paradoxical view that allows them to pursue both *A AND B* at the same time.

**Myth 12: Companies become visionary primarily through Vision Statements.**

**Reality:** The visionary companies attained their stature not so much because they made visionary pronouncements (although they often did make such pronouncements). Nor did they rise to greatness because they wrote one of the vision, values, purpose, mission, or aspiration statements that have become popular in management today (although they wrote such statements more frequently than the comparison companies and decades before it became fashionable). Creating a statement can be a helpful step in building a visionary company, but it is only one of thousands of steps in a never-ending process of expressing the fundamental characteristics we identified across the visionary Companies. ○

# Remembering Our Fallen

*A private showing of an exhibit honoring the fallen from California who fought and died in the War on Terror — Hosted by American Legion Post 13, Pasadena, California*

I'm sorry if you couldn't make the private showing especially arranged for Altadena Rotary and their families and friends. The engineering feat alone of creating an exhibit that can remain, for the most part, in tact as it is moved from location to location in trucks was worth seeing.

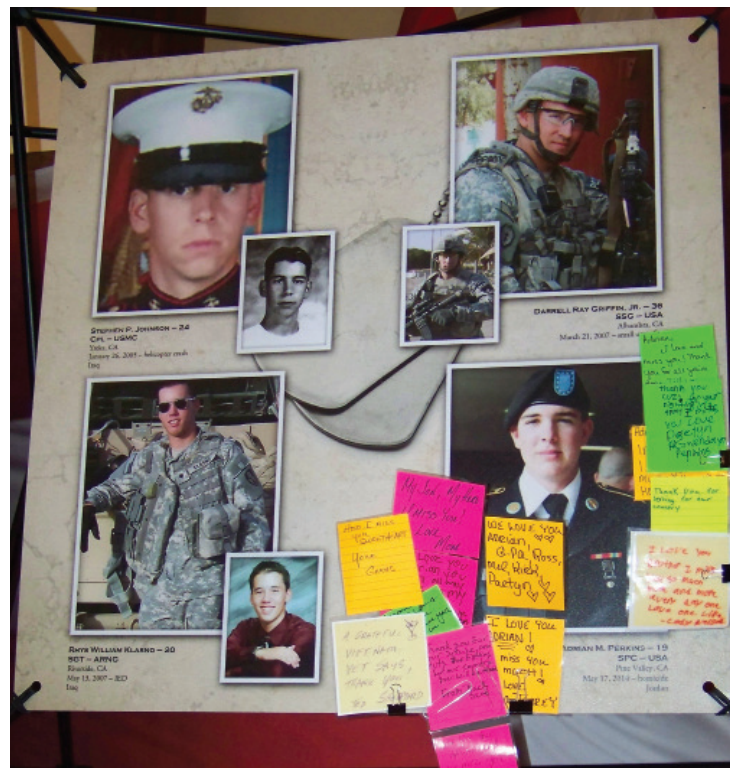
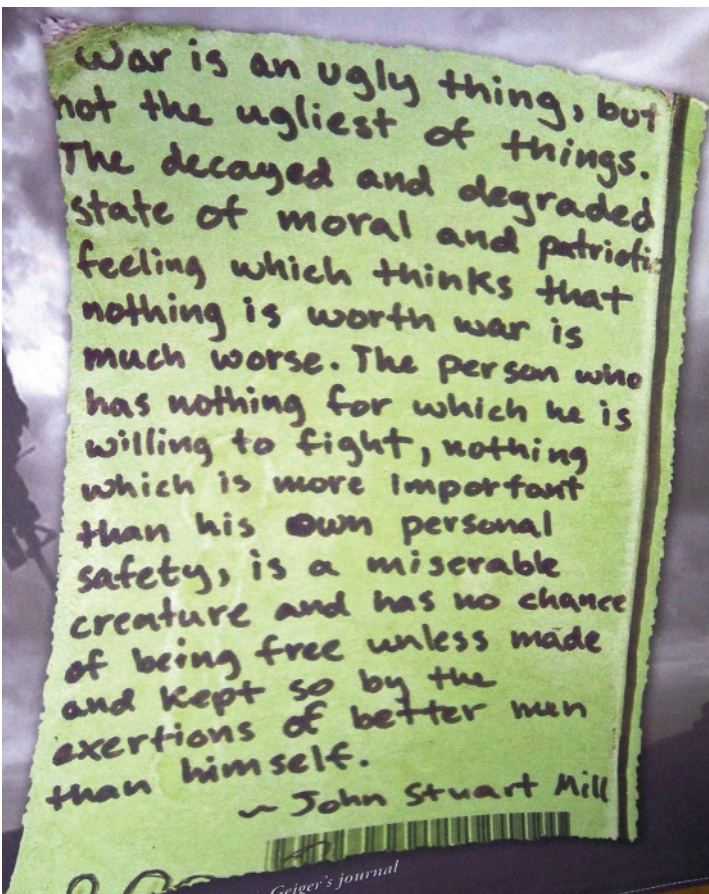
The exhibit holds the photos of more

than 700 who gave their lives willingly and voluntarily in the War on Terror. In addition to photographs, there are reproductions of letters and appropriate Bible verses — A very moving exhibit. Many of the photos have notes and trinkets attached, but some do not, as though no one remembers them ... sad. That will no doubt change as the exhibit continues its

tour of California and meets those who remember the currently non-remembered. I hope my pictures convey the immensity of the exhibit, but to feel the honor and respect and emotion, you must be there and bear witness yourselves.

The exhibit will be open to the public from September 21 to September 26.

A photo essay follows. ○




Please turn to p. 6 for more photographs

# Remembering Our Fallen

Continued from p. 5





## REMEMBERING OUR FALLEN


*from California*

The warriors of the 21st Century, professionals who volunteer to join the United States Armed Forces, grew up in the shadow of September 11, 2001, a defining moment for most of them. They come from all walks of life and every corner of our country, daring to go where so many never would. They retain the face of freedom and build upon the legacies of those who went before them in a cause greater than themselves.

We cannot all pick up the sword--nor should we--but we owe our support and gratitude to those who do, and to their families. Each Fallen Hero, shown here, left behind family and friends who will never forget them and we must be there to support them. Remember their loved ones, continue to pray for them and speak their names...most importantly, speak their names.


Relish the freedom consecrated by that last full measure of devotion and paid for, on your behalf, by these Heroes and their Fallen Comrades who died in a war zone while wearing our country's uniform.

### STAND DOWN YOUNG WARRIOR, YOUR MISSION IS COMPLETE.



Bellevue  
UNIVERSITY

This photographic memorial was made possible by the financial support of Bellevue University, a private, non-profit university in Bellevue, Nebraska. Founded in 1966, with the charter of serving our military heroes, the university has been a military-friendly school for 45 years. As an early adopter of distance learning, Bellevue University is now a leader in online education with students in every US state and 55 foreign countries, including Afghanistan and Iraq.



PATRIOTIC PRODUCTIONS

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[www.rememberingourfallen.org](http://www.rememberingourfallen.org)



**Thank you  
 American  
 Legion  
 Post 13  
 for the  
 opportunity to  
 see this  
 exhibit  
 honoring  
 our fallen.  
 It is truly  
 overwhelming.**



## Red Cross Blood Drive

*An Open Letter from Guest Contributor*

*Ken Stickney, District 5300 Community Service Chair*

**Honor your hero. Be a hero. Donate blood.**

Last Thursday [September 17, 2015] I spoke to your club about the upcoming Red Cross Blood Drive. We Rotarians have been challenged by both the Pasadena Elk Lodge and 5 Kiwanis clubs in the area to see which group can produce [the] most donors. I am asking each Rotary Club to find 10 Rotarians, family members or friends to come on Sunday Oct 4<sup>th</sup> between 9 am and 3 pm to donate.

Please sign up today at [www.redcrossblood.org](http://www.redcrossblood.org) and enter the code EKR PAS into the blue "Give Blood" box in the upper right hand corner. Then select the Elks Lodge on Oct 4th by clicking on the little red arrow. Pick the time of day best for you and sign up.

If you would prefer, call me and I will take your name and information for an appointment. You can reach me, Ken Stickney, at (626) 863-7625.

I want to thank the Altadena Rotary Club for giving me the time to speak about this community event. I hope to see many of you there. Maybe a few of you will also help me work the table we will have during this event to promote Rotary and what we do for our community. You can sign up to help on the DAC site or call me.

Best regards,

*Ken Stickney*

Ken Stickney

District 5300 Community Service Chair

Pasadena Club



Honor your hero. Be a hero. **Donate blood.**



**American  
Red Cross**

## **Pasadena Community Blood Drive**

**Sunday, Oct 4<sup>th</sup> 2015**

**9:00am to 3:15pm**

At the Pasadena Elks Lodge 400 W Colorado Blvd.  
Pasadena, CA

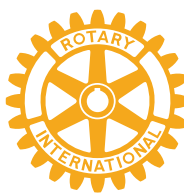
Hosted by the **Pasadena Elks Lodge**

In partnership with the area's

**Kiwanis and Rotary Clubs**

To sign-up log onto [www.redcrossblood.org](http://www.redcrossblood.org) and enter sponsor code **ekrpas**

Or if you have any questions please call Ken Stickney at (626) 863-7625



[redcrossblood.org](http://redcrossblood.org) | 1-800 RED CROSS | 1-800-733-2767



**Download the Blood Donor App today**

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