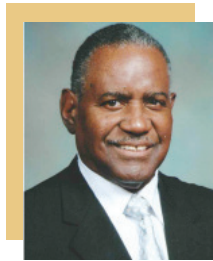


This Week
Ava Alexander
Director of
Development
Casa Treatment
Center, Pasadena
Guest Program Host:
Boyd Hudson

Casa is a 24-hour, non-medical substance abuse treatment program for women. The programs emphasize abstinence from alcohol and/or drugs and encourages the physical, mental and spiritual growth in the recovery process, while also addressing co-occurring disorders.

Founded in 1967, Casa is the first recovery home in Pasadena to specifically address the unique needs of women struggling with substance dependence. Casa serves over 300 adult women per year of all ages and socio-economic backgrounds.

Casa is one of the largest networks of treatment centers in the country, so their clients from California have a wide selection of locations from which to choose. Some prefer to find a place close to home, while others choose to leave their current environments completely so they can begin healing in a fresh setting. ○



Quietly
Quick

by Steve Cunningham, *President*

The Most Difficult CEO Skill

The Hard Thing about Hard Things

by **Ben Horowitz**

By far the most difficult skill for me to learn as CEO was the ability to manage my own psychology. Organizational design, process design, metrics, hiring and firing were all relatively straightforward skills to master compared to keeping my mind in check. I thought I was tough going into it, but I wasn't tough. I was soft.

Over the years, I've spoken to hundreds of CEOs all with the same experience. Nonetheless, very few people talk about it and I have never read anything on the topic. It's like the fight club of management: The first rule of the CEO psychological meltdown is don't talk about the psychological meltdown.

At risk of violating the sacred rule, I will attempt to describe the condition and prescribe some techniques that helped me. In the end, this is the most personal and important battle that any CEO will face.

*If I'm Doing a Good Job,
 Why Do I Feel So Bad?*

Generally, someone doesn't become CEOs unless she has a high sense of purpose and cares deeply about the work she does. In addition, a CEO must be accomplished enough or smart enough that people will want to work for her. Nobody sets out to be a bad CEO, run a dysfunctional organization, or create a massive bureaucracy that grinds her company to a screeching halt. Yet no CEO ever has a smooth path to a great company. Along the way, many things go wrong and all of them could have and should have been

Please turn to Quietly, p. 4

March Team

John Frykenberg • Tom McCurry
Charlie Wilson • Ray Carlson
Theo Clarke • Logan Drew
Meeting Responsibilities

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

Program Review

The Neutra Family A Modern Architecture Legacy



Despite being a relatively new developed section of the country, southern California is home to some architecturally significant homes and buildings. One of the most prominent architects to practice in southern California was Richard Neutra. On Thursday, March 03, we heard from Richard Neutra's son, Dion Neutra.



Dion is also a recognized architect for his work. Dion spoke about his work and that of his father.


Richard Neutra was born in Vienna, Austria in 1892. He emigrated to the United States in 1923 and became a citizen in 1929. He worked briefly for Frank Lloyd Wright before accepting an invitation to work with a close friend named Rudolf Schindler in California. He subsequently developed his own practice and designed numerous structures. A number of his buildings are designated as Historic Cultural Monuments Richard Neutra appeared on the cover of Time magazine

in 1949. Buildings designed by Neutra include: Palos Verdes High School in Palos Verdes, California; the Los Angeles County Hall of Records; The United States Embassy in Karachi, Pakistan; the Lovell house in the Hollywood hills, which was the first steel frame personal residence built in the United States; the von Sternberg house in the San Fernando Valley. Neutra also designed a number of homes in the Palm Springs and Rancho Mirage that received critical acclaim. Neutra's domestic architecture was a blend of art, landscape and practical comfort. He gave great attention to try to meet the needs of his clients.


One of the more well known buildings designed by Richard Neutra was the Cyclorama Building in Gettysburg. The white concrete and glass building was commissioned by the National Park Service and erected between 1958 and 1962 at a central location on the Civil War battlefield south of Gettysburg. The building was a showcase for generations of tourists and history buffs. The cyclorama itself served as the home of a 400-foot long painting of the Gettysburg civil war battle done by a French artist Paul Philippoteaux in 1984.

Please turn to Program, p.4


Congratulations



Birthdays



02/02 - Julie Gustafson
0208 - Mike Zoeller
02/10 - Julius Johnson
02/16 - Joan Frykenberg
02/16 - Sunny Wu Kerekes



Anniversaries



02/03 - Susan & Don Applegate
02/17 - Mona & Ed Jasnow

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
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Dist 5300 Gov. Randy T. Pote

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David Smith Foundation
Craig Cox Membership
Jacque Foreman Public Awareness
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

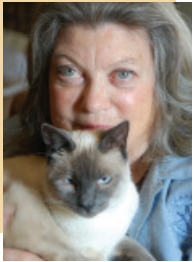
Editor, Design & Typesetting Foreman Graphics
Photography Jacque Foreman

March Literacy

Program Chair, Dennis Mehringer

March 10 - Ava Alexander, Director of Development, Casa Treatment Center, Pasadena - Boyd Hudson, Guest Program Chair
March 17 - To be Announced
March 24 - To be Announced
March 31 - To be Announced

Remembrance Not Really part of Public Awareness But We do it Anyway Is there an Idea Here for You?



How did Remembrance become part of Public Awareness? Ever wonder? You're absolutely correct, remembrance has nothing to do with letting the community know what Altadena Rotary is doing. What it does have something to do with

keeping us together as a club. Let me invite you to be part of *Remembrance* also. Each month birthdays and anniversaries are posted in *Sparks*. Just pick out one or two of those listed, and give a friend a *Good Wishes* call. I promise, you'll feel good for the effort.

I just received a *thank you* call today

from the surviving spouse of one of our members. Yes, surviving spouses are listed in our birthday section. I think it's especially nice to remember them. They can feel disconnected once their Rotary spouse has crossed the rainbow bridge. Do you see something nice that no other Rotarian is doing? *Just Do It!* ○

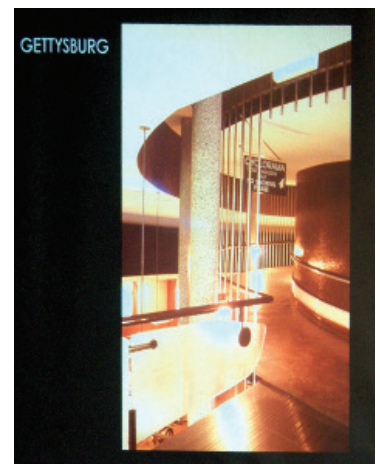
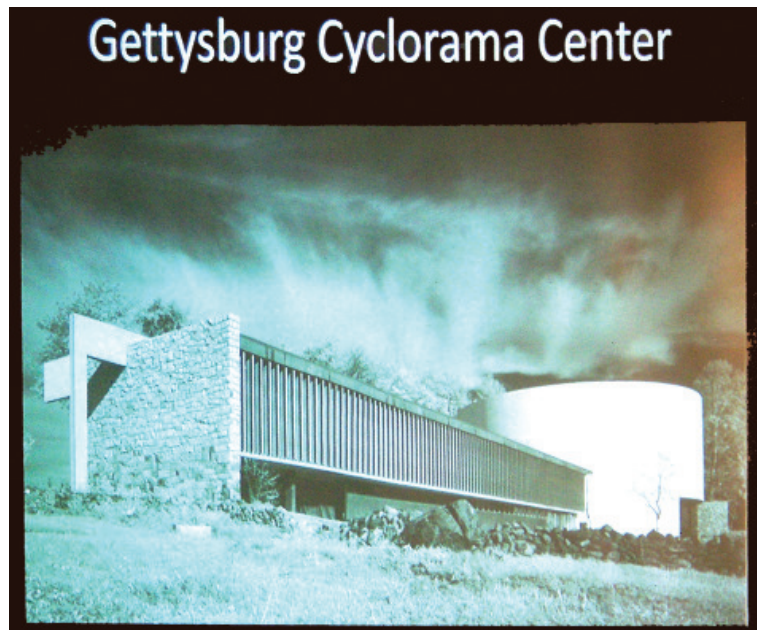
Program

Continued from p.2

The building placed visitors right in the center of the battlefield, where they could see through extensive windows. However, the building did not fit with the landscape of the local farmland, and with the intent to return the battlefield to the way it appeared at the time of the original battle in July 1863. The building was closed to the public in 2005. The large painting was moved to a new museum and visitor center. After eight years of being shuttered and empty, the National Park Service demolished the Cyclorama in March 2013.

Richard Neutra died in Germany in 1970. In 1977, he was posthumously awarded the AIA Gold Medal, the highest honor the American Institute of Architects can bestow on an individual in recognition of a significant body of work of lasting influence on the theory and practice of architecture.

Boyd Hudson ○



RYLA continues to Look for Good Facilitators

At our meeting on March 03, Tony Hill, one of our Youth Services Chairmen, spoke about his very positive experience being a facilitator, other previous facilitators concurred, and all who have not been one were urged to apply. Facilitators only serve once, so, even though those who have already served would all go back and serve again, they are prohibited from doing so..

This year RYLA (Rotary Youth Leadership Awards) camp will be held at Thousand Pines Camp on April 15 – 17. District 5300 has increased the number of students attending from 288 to 324, and they are in need of our help. RYLA is one of the most exciting and rewarding programs in our District for both for the 11th graders as well as the Rotarians. RYLA has not only been effective for our youth but for all Rotarians who participate — in their Club leadership roles as well as their business and or personal lives. If you have yet to experience a *Rotary Moment*, this is the perfect opportunity to stack them up. If not, just go and have a great time!

The District needs 36 adult Facilitators. As of a phone conversation with Foreman on Sunday, March 06, Khoury stated that they now have 22 facilitators. Additional facilitators are still needed.

There is more to being a Facilitator than filling out an application. YPT (Youth Protection Training) is a requirement by RI and our District along with a background check. Facilitator training will be provided. See below for the dates.

A facilitator application link is embedded in your personal notification about RYLA and the forwarded email from Jacque Foreman,. For your convenience, Khoury has asked that the application be sent to her upon completion. Please sign the application and scan it as a PDF. Foreman has said that she will be forwarding a copy of the email she received from Khoury to the members of Altadena Rotary.

If you are planning on attending, please select one of the following Facilitator/Continent Leader training sessions and register on the district site or through your person-

al email. Only ONE training session is mandatory.

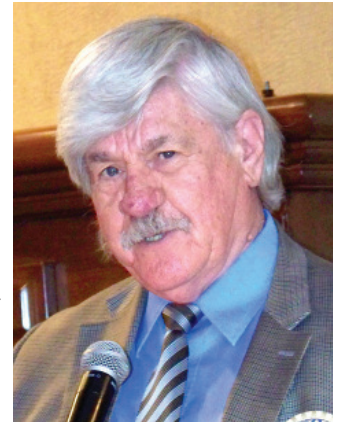
- March 5 — Southern Nevada

RYLA Facilitator/Continent Leader Training

- March 12 — California RYLA Facilitator/Continent Leader training
- March 26 — California RYLA /Continent Leader training Meeting

Want to learn more about RYLA? Here is a link to the RYLA page of our District website: <<http://www.district5300.org/ryla.html>>

Have questions, please contact:
Raghada Khoury,
Facilitator Coordinator
760-559-3244
raghada@khouryent.net



Quietly

Continued from p. 1

avoided.

The first problem is that everybody learns to be a CEO by being a CEO. No training as a manager, general manager or any other job actually prepares you to run a company. The only thing that prepares you to run a company is running a company.

This means that you will face a broad set of things that you don't know how to do that require skills that you don't have. Nevertheless, everybody will expect you to know how to do them, because, well, you are the CEO. I remember when I first became CEO, an investor asked me to send him the *cap table*. I had a vague idea of what he meant, but I didn't actually

know what the format was supposed to look like or what should be included or excluded. It was a silly little thing and I had much bigger things to worry about, but everything is hard when you don't actually know what you are doing. I wasted quite a bit of time sweating over that stupid spreadsheet.

Even if you know what you are doing, things go wrong. Things go wrong because building a multi-faceted human organization to compete and win in a dynamic, highly competitive market turns out to be really hard.

If CEOs were graded on a curve, the mean on the test would be 22 out of a 100. This kind of mean can be psychologically

challenging for a straight-A student. It is particularly challenging, because nobody tells you that the mean is 22.

If you manage a team of 10 people, it's quite possible to do so with very few mistakes or bad behaviors. If you manage an organization of 1,000 people it is quite impossible. At a certain size, your company will do things that are so bad that you never imagined that you'd be associated with that kind of incompetence. Seeing people fritter away money, waste each other's time, and do sloppy work can make you feel bad. If you are the CEO, it may well make you sick.

And to rub salt into the wound and make matters worse, it's your fault. ○