

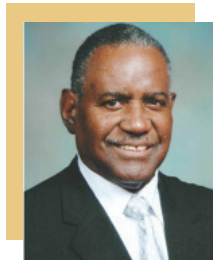
This Week
Colonel Trevor E. Kleineahlbrandt
Joint Staff – South
Marine Corps
Reserve
Program Host:
Dennis Mehringer

Col Kleineahlbrandt was born in Amsterdam, Netherlands and was commissioned a Second Lieutenant in August 1988 after having graduated from Purdue University and completing Officer Candidate School.

After completing the Basic School and the Field Artillery Officer Course, he reported to 1st Battalion, 11th Marines and deployed to the western Pacific as well as Saudi Arabia for Operations Desert Shield and Desert Storm before leaving active duty in May 1992.

In August 1994 he joined the Select Marine Corps Reserve with Bravo Battery, 1st Battalion, 14th Marines and served as Liaison Officer, Fire Direction Officer, and Executive Officer until assuming Battery command in January 2000. After relinquishing command in March 2003, he became the Battalion Logistics Officer for 5th Battalion, 14th Marines and subsequently the Battalion Operations Officer.

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Quietly Quick

by Steve Cunningham, *President*

Programming Your Culture

The Hard Thing about Hard Things

by **Ben Horowitz**

Ask 10 founders about company culture and what it means and you'll get 10 different answers. It's about office design, it's about screening out the wrong kinds of employees, it's about values, it's about fun, it's about alignment, it's about finding like-minded employees, it's about being cult-like.

So what is culture?

Does culture matter?

If so, how much time should you spend on it?

Let's start with the second question first. The primary thing that any technology startup must do is build a product that's at least 10 times better at doing something than the current prevailing way of doing that thing. Two or three times better will not be good enough to get people to switch to the new thing fast enough or in large enough volume to matter. The second thing that any technology startup must do is to take the market. If it's possible to do something 10X better, it's also possible that you won't be the only company to figure that out. Therefore,

you must take the market before somebody else does. Very few products are 10X better than the competition, so unseating the new incumbent is much more difficult than unseating the old one.

If you fail to do both of those things, your culture won't matter one bit. The world is full of bankrupt companies with world-class cultures. Culture does not make a company.

So, why bother with culture at all? Three reasons:

1. It matters to the extent that it can help you achieve the above goals.
2. As your company grows, culture can

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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

Women Crying for Help



For almost 50 years, the people of CASA have been answering that cry. Our speaker last week, Ava Alexandar, the Director of Development for CASA, described the work of this wonderful organization. CASA works exclusively with women, to help

cure them of their addiction to alcohol and drugs. Johns Hopkins University has categorically stated that addiction is a medically recognized brain disorder. And it is at nearly epidemic proportions. This year over 120,000 people will die from addiction to alcohol and drugs.

Recovery from these addictions is a long process. Many issues that caused the addiction must be treated to avoid a relapse. CASA has found that, if a person can undergo one year of successful treatment, their chance for recovery is good. The longer an addict can stay *clean*, the better the chance of full recovery. CASA treats 300 women per year. This includes residential, day, and outpatient treatments.

These treatments can be extremely expensive — from \$15,000 to \$50,000 per month. Because many of their patients are low-income, CASA keeps their costs down to \$7,500 per month. Most of this is covered by insurance companies. They are able to do this partially because they are a non-profit organization.



Alexandar stated that the most important part of their treatment is the creation of a sense of community among the women being treated — a *special sisterhood* that provides a feeling of family that many of them have never had. One patient took on a very maternal feeling for the other women, making sure that they were doing well and following the rules. She became known as *Big Momma*, and, even though

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Chartered: February 14, 1949
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 www.altadenarotary.com
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 626-794-7163

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 Mike Zoeller Youth Projects
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 Tom McCurry Asst. Vocational

Editor, Design & Typesetting Foreman Graphics
 Photography Jacque Foreman

March Literacy

Program Chair, Dennis Mehringer
 March 17 - Colonel Trevor E. Kleineaht-brandt
 March 24 - To be Announced
 March 31 - To be Announced

April Magazine Month

Program Chair, David Smith
 April 07 - To be Announced
 April 14 - To be Announced
 April 21 - To be Announced

Congratulations



Birthdays



03/08 - Jeri Cunningham
 03/14 - Steve Cunningham
 03/15 - Trish Robinson
 03/15 - David Smith
 03/24 - Ed Soza



Anniversaries



03/01 - Tom & Etta McCurry
 03/13 - Steve Kerekes & Sunny Wu
 03/30 - Dennis Mehringer & Noriko Suzuki

Christians Facing Genocide *Christians Beheaded, Mutilated, Raped and Tortured*

Excerpted from American Center for Law and Justice Bulletin



In the Middle East, ISIS jihadists massacre Christians. Those who survive are raped and sold into slavery. It's a blatant genocide of Christians. The Administration will not call it genocide at this time, denying critical legal protections to persecuted Christians.

Outside the gates of the Dachau concentration camp, scripted on a memorial commemorating the millions of lives lost in the Holocaust, are the words "Never Again." Yet, modern history is haunted by acts of brutal violence from the mass killings in Kosovo, Cambodia, and Burundi to the genocides in Rwanda and Darfur. American leaders continue to vow repeatedly "Never Again," yet repeatedly fail to stop genocide.

In April 2012, the Administration announced the establishment of the Atrocities Prevention Board proclaiming, "Preventing mass atrocities and genocide is a core national security interest and a core moral responsibility of the US." The Administration, however, remains reluctant to designate the Islamic State's (ISIS) actions against Christians and other religious minorities in Iraq and Syria as **atrocities**.

Bill Clinton in 1992 campaigned, "If the horrors of the Holocaust taught us anything, it is the high cost of remaining silent and paralyzed in the face of genocide." During his Presidency, President Clinton apologetically admitted, "We did not act

quickly enough after the killing began [in Rwanda]... We did not immediately call these crimes by their rightful name: **genocide**." History continues to prove that American leaders repeatedly fail to count the cost of inaction and apathy in the face of genocide.

The United States has never in its history intervened to stop genocide and has, in fact, rarely even made a point of condemning it as it occurred." US leaders — certainly aware of the horrors as they were occurring against Armenians, Jews, Cambodians, Iraqi Kurds, Rwandan Tutsis, and Bosnians during the past century — have done little to nothing to stop these atrocities.

Yet in the face of an ongoing genocide at the hands of Islamic jihadists in Syria and Iraq, US leaders are faced with whether "never again" will carry any meaning. To date, the United States' response seems similar to its response to genocides of the past century.

- Daily, for 19 years Senator Proxmire spoke about the deaths of a million Nigerians in the Biafran War, the murder of more than a million Bengalis in Pakistan, the Tutsis murdering more than 100,000 Hutu in Burundi, and the killing of nearly two million Cambodians at the hands of the Khmer Rouge; all to no avail.
- Over 800,000 people were slaughtered in the Rwanda genocide and hundreds of thousands more perished in Bosnia. The US Government was more pre-

occupied with avoiding labeling the violence as *genocide* than actually preventing deaths.

- So why is the US Government so hesitant to label the Islamic State's atrocities against religious minorities in Iraq and Syria *genocide*? Because doing so would require it to act.
- What will history reveal about the US response to genocide in Syria? There are mounds of evidence that the Islamic State is conducting genocide against Christians, Yazidis, and other religious minorities in Iraq and Syria. What will history say about our government's inability to act on behalf of those who are mercilessly slaughtered?
- The UN Genocide Convention defines genocide as acts committed "with the intent to destroy, in whole or in part, a national, ethnical, racial or religious group." These acts can include killing, causing serious bodily harm or mental harm to members of the group, deliberately inflicting conditions of life calculated to bring about the physical destruction (e.g., denying the group basic necessities, destroying properties, etc.), imposing measures intended to prevent births within the group (e.g., killing of the male population while forcibly converting and/or raping the female population), or forcibly transferring children of the group to another group (e.g., selling the children of the religious minorities in sex and labor

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This Week

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Upon promotion to Lt Col in August 2004, he deployed in support of Operation Iraqi Freedom and participated in the Second Battle of Fallujah.

In October 2005 Kleineahlbrandt became the Executive Officer of 3rd Air Naval Gunfire Liaison Company (ANGLICO) where he served until March 2008.

In March 2008, he joined Marine Forces Europe and Africa and deployed throughout Europe and Africa in support of major joint exercises and to train Officers from partner nations from the West Africa region.

Kleineahlbrandt deployed to Afghanistan in February 2012 and served as the Inspector General for the 1st Marine Division (FWD) through August 2012.

Upon returning to the US, he served

Program

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she has been out of CASA for years, and has a job at another rehabilitation facility, she still returns regularly and is going on the CASA camping trip soon.

Alexandar gave some examples of some of the successful patients at CASA. One was a woman who had her first alcoholic drink at the age of two, and was homeless at the age of 30. She kept wanting to leave CASA, but always stayed. She has now been sober for 20 years and has a family. One patient had kept literature from CASA from 1969.

CASA now offers free services after successful treatment, including therapy and family sessions.

For women who have succumbed to the disease of addiction, CASA offers real hope for a cure and a chance for a real life.



Tina Fox was also there to answer questions.

Ed Jasnow ○

with I Marine Expeditionary Force at Camp Pendleton in Operations.

In July 2014, Kleineahlbrandt was assigned to the Joint Chiefs of Staff where he currently serves as the Reserve Liaison Officer to NATO Allied Command Transformation. His primary duties involve assisting NATO in the fields of interoperability and shared technology.

His personal awards include the Meritorious Service Medal, Navy and Marine Corps Commendation Medal with Gold

Chairmen

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markets).

- World leaders cannot truthfully claim ignorance of the Islamic State's genocidal acts. The intent of genocide is easily satisfied by the Islamic State's stated ideology to eliminate all individuals who do not conform to their interpretation of Islam — to eradicate those whom they consider infidels. Some claim that the option to pay the *jizya* or tax places the atrocities against Christians outside the definition of genocide. However, as Nina Shea, an expert on religious persecution, correctly asserts "the payment of *jizya*, is a ruse, for the tax is raised until it becomes unpayable, and property and lives are taken after all. To quote ISIS "You will not have safety, even in your dreams, until you embrace Islam."

The Islamic State has intentionally destroyed large Christian communities, churches, monasteries, and homes. The Islamic State marked the properties of Christians with the Arabic letter **N** calling for complete eradication of the Christian community in Iraq and Syria either through death or threat of death. Researchers have found mass graves of Yazidis systematically targeted and slaugh-

Star in lieu of second award, Naval Achievement Medal, the Combat Action Ribbon with one Gold Star in lieu of second award, and the Honorable Order of Saint Barbara.

Kleineahlbrandt has worked as a financial advisor/portfolio manager in Pasadena, CA since leaving active duty and resides in La Canada, CA. His wife, Cathy, is a CPA working in downtown Los Angeles, and they have two children, Karl, 10, and Anna, 7. ○

tered by the Islamic State. The Islamic State released a pamphlet in 2014 describing how its affiliates could take women and girls as young as nine years old into sex slavery. Once in captivity, these women and girls are often forcibly converted and expected to raise any children born from their rapists under the Islamic State's strict ideology.

- These acts of rape and other sexual crimes against women and children, accompanying mass executions targeting males of these religious minorities, are nothing less than intentional acts of genocide. We can no longer as a nation hide our head in the sand and claim we are unaware of the evidence — we are reminded of it daily as a panoply of evidence floods our e-mail in-boxes, social media pages, and TVs.
- Designating the atrocities as genocide is an important step to unlocking a robust tool kit of options for both preventing further genocide and punishing the perpetrators of genocide. Under law, the designation would legally obligate the United States to *prevent and punish*. We should not fear this legal obligation; instead we should be a nation that leads by example. ○

Quietly

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help you preserve your key values, make your company a better place to work and help it perform better in the future.

3. Perhaps most importantly, after you and your people go through the inhuman amount of work that it will take to build a successful company, it will be an epic tragedy if your company culture is such that even you don't want to work there.

Creating a company culture

In this post, when I refer to company culture, I am not referring to other important activities like company values and employee satisfaction. Specifically, I am writing about designing a way of working which will:

- Distinguish you from competitors
- Ensure that critical operating values persist such as delighting customers or making beautiful products
- Help you identify employees that fit with your mission

Culture means lots of other things in other contexts, but the above will be plenty to discuss here.

When you start implementing your culture, keep in mind that most of what will be retrospectively referred to as your company's culture will not be designed in, but will evolve over time based on the behavior of you and your early employees. As a result, you will want to focus on a small number of cultural design points that will influence a large number of behaviors over a long period of time.

In Jim Collins' massively successful book *Built to Last*, he wrote that one of the things that long lasting companies he studied have in common is a "cult-like culture." I found this description to be confusing because it seems to imply that as long as your culture is weird enough and you are rabid enough about it, you

will succeed on the cultural front. That's related to the truth, but not actually true. In reality, Collins was right that a properly designed culture often ends up looking cult-like in retrospect, but that's not the initial design principle. You needn't think hard about how you can make your company seem bizarre to outsiders. However, you do need to think about how you can be provocative enough to change what people do every day.

Ideally, a cultural design point will be trivial to implement, but will have far reaching behavioral consequences. Key to this kind of mechanism is shock value. If you put something into your culture that is so disturbing that it always creates a conversation, it will change behavior. As we learned in *The Godfather*, ask a Hollywood mogul to give someone a job and he might not respond. Put a horse's head in his bed and unemployment will drop by one. Shock is a great mechanism for behavioral change. Here are three examples:

Desks made out of doors—Very early on, Jeff Bezos, founder and CEO of Amazon.com, envisioned a company that made money by delivering value to rather than extracting value from its customers. In order to do that, he wanted to be both the price and customer service leader for the long run. You can't do that if you waste a lot of money. Jeff could have spent years auditing every expense and raining hell on anybody who overspent, but he decided to build frugality into his culture. He did it with an incredibly simple mechanism: all desks at Amazon.com for all time would be built by buying cheap doors from The Home Depot and nailing legs to them. These door desks are not great ergonomically nor do they fit with Amazon.com's

\$100+ billion market capitalization, but when a shocked new employee asks why she must work on a makeshift desk constructed out of random Home Depot parts, the answer comes back with withering consistency: "We look for every opportunity to save money so that we can deliver the best products for the lowest cost." If you don't like sitting at a door, then you won't last long at Amazon.

\$10 per minute—When we started Andreessen Horowitz, Marc and I wanted the firm to treat entrepreneurs with great respect. We remembered how psychologically brutal the process of building a company was. We wanted the firm to respect the fact that in the bacon and egg breakfast of a startup, we were with the chicken and the entrepreneur was the pig: we were involved, but she was committed. We thought that one way to communicate respect would be to always be on time to meetings with entrepreneurs. Rather than make them wait in our lobby for 30 minutes while we attended to more important business like so many venture capitalists that we visited, we wanted our people to be on time, prepared and focused. Unfortunately, anyone who has ever worked anywhere knows that this is easier said than done. In order to shock the company into the right behavior, we instituted a ruthlessly enforced \$10/minute fine for being late to a meeting with an entrepreneur. So, you are on a really important call and will be 10 minutes late? No problem, just bring \$100 to the meeting and pay your fine. When new employees come on, they find this shocking, which gives us a great opportunity to explain in detail why we respect entrepreneurs. If

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*The public library is a center
of public happiness first,
of public education next.*

John Cotton Dana,
A Library Primer, 1896

As I have been sifting through the history of the Altadena Library District I am seeing that this Library has always been about connection and bringing people + ideas together. We have always been a source of public happiness for our community. Whether it is providing the missing link to a burning question or providing the opportunity to forget, even if just for a few minutes, the everyday problems of life and take time out to enjoy something of great beauty, we are your go to place.

What a joyful month February was here at the Library. From dancing to live music to writing notes of kindness and encouragement— to people we don't even know – in exchange for the removal of fines. We had children reading to dogs and a Chinese Calligrapher come in and create beautiful inspiring messages for our patrons to take home. There was a special drum circle and dancing and we ended the month with a community pot luck as part of our brand new program called From Page to Table, where we bring in a dish from a favorite recipe and share the food and the recipe with each other. And then there was the day that Charter Internet went down in Altadena and everyone was scrambling to figure out how to get their work done. Our IG of Internet access was up and running and we had a rush of business people, entrepreneurs and students coming in. It was wonderful – so many new users and people who had not visited our library in years came in and were astounded at all we had to offer.

And there is so much more to celebrate, in a little over a year the Main Library will

be 50 years old. While I was researching for a presentation to the Pasadena Historical Museum Volunteers I found some of the original architectural drawings done by Boyd Georgi. And here was a big surprise – there was a Pagoda planned for the North East corner of the property. Wouldn't it be fabulous to finish Mr. Georgi's vision and

create the Pagoda as part of our 50th Anniversary Celebration? If this idea appeals to you and you would like to help either financially or in the planning process, for what we hope will be a memorable event, we would love to talk to you!

*The Altadena Library — bringing
People + Ideas together!*

Quietly

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you don't think entrepreneurs are more important than Venture Capitalists, we can't use you at Andreessen Horowitz.

Move fast and break things — Mark Zuckerberg believes in innovation and he believes there can be no great innovation without great risk. So, in the early days of Facebook, he deployed a shocking motto: *move fast and break things*. Did the CEO really want us to break things? I mean, he's telling us to break things! A motto that shocking forces everyone to stop and think. When they think, they realize that if you move fast and innovate, you will break things. If you ask yourself, "Should I attempt this breakthrough? It will be awesome, but it may cause problems in the short term." You have your answer.

If you'd rather be right than innovative, you won't fit in at Facebook.

Prior to figuring out the exact form of your company's shock therapy, be sure that your mechanism agrees with your values. For example, Jack Dorsey will never make his own desks out of doors at Square because at Square, beautiful design trumps frugality. When you walk into Square, you can feel how seriously they take design. ...

The point of it all — In *How Andreessen Horowitz Evaluates CEOs*, Horowitz described the CEO job as knowing what to do and getting the company to do what you want. Designing a proper company culture will help you get your company to do what you want in certain important areas for a very long time. ○

David Campbell with his daughter Holly after a performance of Mary Poppins put on by Maranantha High School students in which she starred as Mary Poppins. Ray Carlson reported that he overheard much praise for Holly's performance from students sitting near him in the audience.

Photo by
C. Ray
Carlson

