

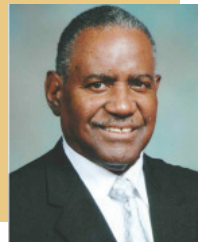
This Week

Richard Cheung, DC
Board Chair,
Friends in Deed
Guest Program
Host: Boyd Hudson

Friends in Deed operates a clothing program and a food pantry at its offices at the corner of Los Robles and Washington in Pasadena. Known then as the Ecumenical Council of Pasadena Area Churches, it expanded its operations to take over Pasadena's Bad Weather Shelter in 1988.

Their various homeless service programs include rental assistance, summer camp support for youth, school supplies for local students.

In 2007, Friends in Deed opened The Women's Room, a program serving homeless women. ○



Quietly Quick

by Steve Cunningham, *President*

The Right Kind of Ambition

from

The Hard Thing about Hard Things

by **Ben Horowitz**

When hiring a management team, most startups focus almost exclusively on IQ. However, people with the wrong kind of ambition won't work. Ben Horowitz stresses that you should strive to hire people with the right kind of ambition.

Why Senior Managers should have the Right kind of Ambition

At a macro level, a company will be most successful if the senior managers optimize for the company's success (think of this as a global optimization). No matter how well the CEO designs the personal incentive programs, they will never be perfect. In addition, career incentive like promotions and territory ownership fall outside the scope of bonus plans and other a priori management tools. In an equity-based compensation structure, optimizing for the company's success should yield better results for individuals as well. As Horowitz's Opware head of sales Mark Cranney used to say, "Two percent of zero is zero."

It is particularly important that managers have the right kind of ambition, because anything else will be exceptionally demotivating for their employees. As an employee, why would I want to work long hours to advance the career of my manager? If the manager cares more about his career than the company, then that's what I'd be doing.

Nothing motivates a great employee more than a mission that's so important that it supersedes everyone's personal ambition. As a result, managers with the right kind of ambition tend to be radically more valuable than those with the wrong kind.

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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

The US Marine Corps Its Current Role



Colonel Trevor E. Kleineahl-Brandt, Joint

Staff — South Marine Corps Reserve — came as Dennis Mehringer’s guest speaker to enlighten Club Members on the role of the Marine Corps today.

Following tours in Iraq (Faluja), and Af-

ghanistan, Colonel K. continues in his Reserve role in support of Joint Chiefs Staff for Interoperability in cooperation with NATO forces, including acting in an advisory capacity for Baltic related exercises in international security.

The Colonel reminded us of the role of the Marines as a fast reaction expeditionary, fully independent force able to respond anywhere in the world while sustaining itself for a minimum of 30 days (often up to 90 days). Marine light infantry and armor — supported by its own air wings and naval support teams, including Seabees — pose a formidable threat to our enemies wherever they may be.



Since 1775 — preceding the American Revolution — the Marine Corps has responded to naked aggression in spheres from Tripoli to China and everywhere in between, including the *Banana Wars* in Honduras and Nicaragua in the 1930s.

The *Ethos* of the Marines to support the *Grunt* with a rifle requires all personnel

to qualify and maintain current proficiency in the use of rifle and sidearms, even when assigned as Osprey pilots, light tank commanders or communication techs in the field.

No better Friend or No Worse Enemy, the US Marine Corps remains true to the motto; *Semper Fidelis* (always faithful).

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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
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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 24 - Richard Cheung, Friends in Deed

March 31 - John David Duncan -- Craft Talk

April Magazine Month

Program Chair, David Smith

April 07 - To be Announced

April 14 - To be Announced

April 21 - To be Announced

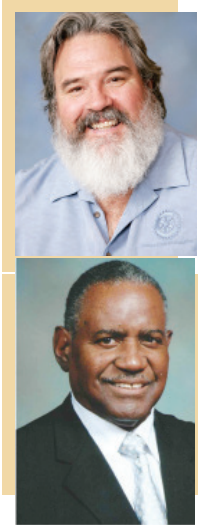
Congratulations

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



One of the Foundation Committee's responsibilities is educating club members about *The Rotary Foundation*.

Club Programs

The Foundation Committee works with the club president and club administration committee to schedule programs on *The Rotary Foundation* — preferably each quarter. To personalize what the Foundation does to save and change lives, the committee may invite alumni and volunteers to present their experiences with Foundation activities such as:

- Polio Plus National Immunization Days
- Rotary Centers for International Studies in peace and conflict resolution
- Rotary Foundation grants

The Committee usually asks the presenters to highlight how the Foundation programs benefit the recipients or the community, Rotarians, our Rotary club, and alumni. Foundation videos and pamphlets may be used to enhance their presentation.

Participation in grants

The Foundation Committee encourages club members to get involved in Foundation grants by planning or volunteering for a project or working with another Rotary club on a joint project. Once members have experienced the power of *The Rotary Foundation*, the committee

encourages them share their experiences with other club members. Participation in Foundation grants can make our club more attractive to new members.

Weekly Thought

About the Foundation

The presentation of a Rotary Foundation thought at the beginning of each club meeting allows club members to hear about the Foundation from different perspectives. Each thought expresses how the Foundation saves and changes lives.

Foundation Seminar

The Committee encourages club members to attend the district Rotary Foundation seminar to learn about the Foundation and how they might get involved. Our committee may also hold a club Foundation seminar, whose agenda might include:

- Overview of the Foundation
- Club and district Rotary Foundation committee's roles
- Polio Plus
- Rotary Foundation grants
- Stewardship and qualification
- Fundraising
- Rotary Peace Centers
- Grant Management Seminar

When held by the district, this seminar focuses on *best practices* to help ensure that all participants in The Rotary Foundation grants program have the appropriate controls in place to properly manage grant funds.

For a club to be qualified to receive Rotary Foundation Global Grants, the club must send at least one representative to this training seminar and must sign and agree to the club memorandum of understanding. Districts may have additional qualification requirements for clubs to be qualified. For example, some districts may require their clubs to be qualified in order to receive district grant funds.

Rotary Foundation Grants

Based on input from a wide variety of Rotarians, the Trustees of The Rotary Foundation designed a new grant structure designed to Simplify Foundation programs and processes consistent with the mission of focusing Rotarian service efforts where they will have the greatest impact by addressing major world needs that are relevant to Rotarians by

- Offering funding options to help achieve both global and local goals
- Transferring more decisions to the districts and their member clubs
- Advancing greater understanding of The Rotary Foundation's work and enhance Rotary's public image

Grant Structure

To simplify the grant-making process, the model offers three types of grants: district grants, global grants to carry out and abroad. See Terms and Conditions for Rotary Foundation District Grants and Global Grants and Global Grants on

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Program

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Engaged in the *full spectrum of conflict*, Marines more often than not serve in the defense of the nation at *the point of the spear!* ... taking the fight to the enemy, responding to central command with characteristic *decentralized execution* in the field to ensure *mission accomplished* and *objective achieved*. A *Can Do* spirit *without excuses* is the hallmark of the *Leatherneck*; so called because of high leather collars worn to protect from slashes of Muslim scimitars.

The *value* of Marines; *to do more with less* has endeared the Corps to Presidents, Ambassadors and Consulates throughout the world as our *first line of defense* and *last resort of refuge*.

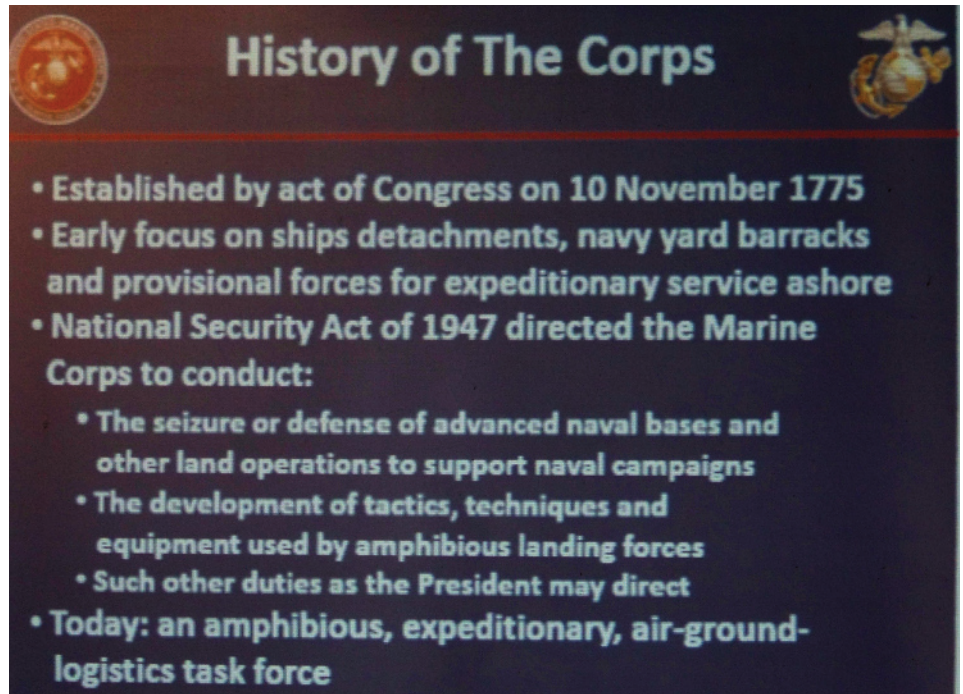
Current Marine Expeditionary Forces (MEF) composed of 3 Divisions and 3 Air Wings, 1 Reserve Division and 1 Reserve Air Wing stand ever ready in defense of liberty and our homeland.

Thanks again Colonel Kleinhbrandt for reminding us of what we owe to all of the brave Marines standing in defense of our nation and for the price they have paid in blood for the freedoms we so easily take for granted. John Frykenberg ○

Chairmen

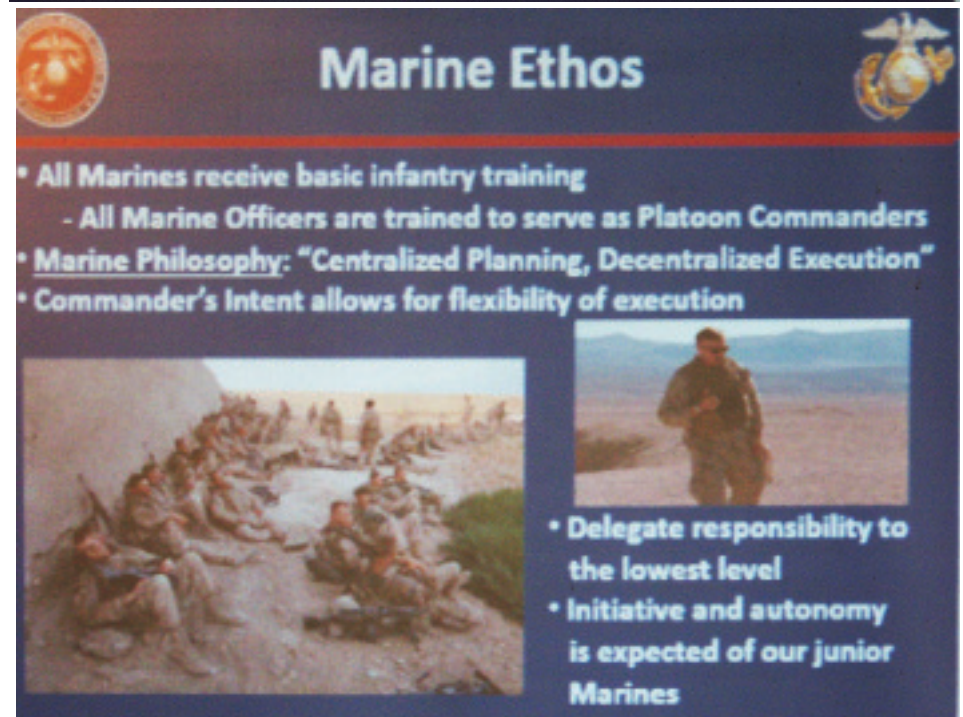
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www.rotary.org. District grants allow club and districts to support specific service interests that are in line with The Rotary Foundation mission and that address immediate needs in their local communities and abroad. Clubs submit project funding requests to the district, which administers the grants, before activities begin. The district determines which requests to approve as well as the grant amount to apply for from the Foundation. Once the grant is received, the district disburses funds to clubs. The district is eligible to receive one district grant annually. ○





History of The Corps

- Established by act of Congress on 10 November 1775
- Early focus on ships detachments, navy yard barracks and provisional forces for expeditionary service ashore
- National Security Act of 1947 directed the Marine Corps to conduct:
 - The seizure or defense of advanced naval bases and other land operations to support naval campaigns
 - The development of tactics, techniques and equipment used by amphibious landing forces
 - Such other duties as the President may direct
- Today: an amphibious, expeditionary, air-ground-logistics task force



Marine Ethos





- All Marines receive basic infantry training
 - All Marine Officers are trained to serve as Platoon Commanders
- Marine Philosophy: "Centralized Planning, Decentralized Execution"
- Commander's Intent allows for flexibility of execution



- Delegate responsibility to the lowest level
- Initiative and autonomy is expected of our junior Marines



The United States Marine Corps
America's Expeditionary Force in Readiness



3/17/2016 UNCLASSIFIED

Quietly

Continued from p. 1

For a complete explanation of the dangers of managers with the wrong kind of ambition, Horowitz strongly recommends Dr. Seuss's management masterpiece *Yertle the Turtle*.

Screening for the Right kind of Ambition

As with any complex character trait, there is no way to perfectly screen for the right kind of ambition in an interview, but hopefully some of these thoughts will prove useful.

At a macro level, everybody views the world through his/her own personal prism. When interviewing candidates, it's helpful to watch for small distinctions that indicate whether they view the world through the **me** prism or the **team** prism.

People who view the world through the **me** prism might describe a prior company's failure in an interview as follows: "My last job was my e-commerce play. I felt that it was important to round out my resume." Note the use of *my* to personalize the company in a way that it's unlikely that anyone else at the company would agree with.

In fact, the other employees in the company might even be offended by this usage. People with the right kind of ambition would not likely use the word *play* to describe their effort to work as a team to build something substantial. Finally, people who use the **me** prism find it natural and obvious to speak in terms of "building out my resume" while people who use the **team** prism find such phrases to be somewhat uncomfortable and awkward, because they clearly indicate an individual goal that is separate from the team goal.

On the other hand, people who view the world purely through the **team** prism will very seldom use the word *I* or *me* even when answering questions about their ac-

complishment. Even in an interview, they will deflect credit to others on their previous team. They will tend to be far more interested in how your company will win than in how they will be compensated or what their career path will be. When asked about a previously failed company, they will generally feel such great responsibility that they will describe in detail their own misjudgments and bad decisions.

When Horowitz hired the head of worldwide sales for Opsware, using this screen proved to be quite valuable. Since this was a sales position. It should be mentioned (in reference to the commenter above) that ambition, for the company above one's own goals is particularly important for the head of sales. The reasons are many:

- The local incentives in sales are particularly strong and difficult to balance without the right kind of leadership.
- The sales organization is the face of the company to the outside world. If that group optimizes for itself, your company will have a major problem.
- In high-tech companies, fraud generally starts in sales due to managers attempting to perfect the ultimate local optimization.

Throughout the interview process, Horowitz met with a lot of candidates who took sole credit for landing extremely large deals, achieving impressive goals, and generating company success. Invariably, the candidates who claimed the most credit for deals would have the most difficult time describing the details of how the deal was actually won and orchestrated. During reference checks, others involved in the deals would tell a very different story.

When Horowitz spoke to Mark Cranney, on the other hand, it was difficult to get him to discuss his personal accomplish-

ments. In fact, some of the other interviewers felt that Mark was standoffish and even obnoxious in the way he bristled at certain questions. One interviewer complained, "Ben, I know that he increased the size of the Nike deal from one million to five million, because our contact at Nike told me that, but Mark wouldn't go into any detail on it. "When I interviewed Mark, he really only wanted to discuss how his old company won. He went into great detail about how his team diagnosed weaknesses versus the competition and how he worked with another executive to advance the product. He then talked about how he worked with the CEO to revise the way the sales force was trained and organized."

When the conversation turned to Opsware, Mark had already interviewed sales reps at our number-one competitor's company and knew what deals they were in. He relentlessly questioned me on how we were going to win the deals that they were in and how we planned to get into the deals that we weren't in. He wanted to know the strengths and weaknesses of everyone else on the team. He wanted to know the game plan for winning. The topics of his potential compensation and career advancement didn't come up until the very end of the process. And then he only wanted assurances that compensation was performance — and not politically — based. It was clear that Mark was all about the team and its success.

During Mark's tenure, sales increased more than tenfold, and our market capitalization increased twentyfold. More to the point, voluntary attrition in the sales organization was extremely low, customers were managed fairly and honestly, and our legal and finance team often commented that first and foremost, Mark protected the company. ○



**Altadena
Libraries**

*IN THE MAIN
LIBRARY READING
COURT!*

SECOND SATURDAY WITH VERDUGO SWING SOCIETY

Saturday

April 9 @ 6:30PM



The Verdugo Swing Society has been bringing back Big Band memories since 1986.

Come see a trombone slide and a bass walk!

Dance ~ Eat ~ Drink

Browse our Books, Music & Movies!

Food & Drink available for purchase by El Patron, Sweeter Than Honey, The Altadena Ale & Wine House and others!

The Library is honored to present the April Art Exhibit that will feature paintings of Marilyn Monroe by local artist Chuka Susan Chesney. Chesney's paintings of Marilyn Monroe are in the same pose, but every painting is different! Something you don't want to miss! Chesney will be donating 30% of her sales to Kitten Rescue, an L.A. based corporation that rescues and fosters cats and kittens.



Free!

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