

# Autobiography Insights **MyPlanB**

- Many of my ancestors ran businesses. My Dad certainly did.
- Was a leader early on – chosen in Junior & High School, ran in College
- Working as electrician/plumber showed me I didn't love it and I wasn't good at it – I realized I needed to do something that was more intellectual
- Small town (400) & Small HS (40 grad class) set tone for rest of career – small college, small MBA program, small IBM groups and SV early stage
- Wasn't active participant in college selection – undergrad or grad
- Now I realize Engineering was not right for me on both Best At (not my natural strength, but was competent) and Meaning/Passion (did not have passion other students had). I would not be able to compete with them.
- When I got to the MBA program I fell in love with those courses and I excelled – 55 out of 50 on Macro Econ test. MBA program was not a grind like engineering school.
- While I was a successful salesman I never had that love for it that I saw in others. I also did not have the natural strengths & personality for sales. I thought I would not be able to compete on the sales career path with them
- Europe was most memorable & life changing period
- Marrying and moving to Europe was “Romantic” decision – personal & prof
- Pricing (Prod Fin Analysis) felt right, like it was my home – I liked it and I was really good at it
- Finance Mafia embraced me, but it was moving to something I didn't want – large groups
- Being fired as President & re-hired 3 days later as CEO showed intuition
- My love for travel acquired in Europe carried over to Nancy & me
- Nancy and my love for travel continued with our kids