

Bud-Autobiography.xls - Ancestors

Father's Side				Mother's Side			
Grandfather				Grandfather			
Died at age 50 from polio when my Dad was sophomore				After marriage he went off to WWI			
My Dad started at age 13 driving him around				He moved Louise & Marian (my mother) to near my hometown			
Dad did not go to college - he had to take care of his Mom				He farmed for many years			
He had an athletic scholarship				Then he started running a trucking company			
Grandmother				Grandmother			
Lived with her sister after my Grandfather's death				She became the postmistress for town of 200 people near my hometown			
				I used to sit behind the window when I was little			
Uncles (Dad's brothers)				Mom had no brothers or sisters			
Mervin (lived in Peoria)							
Owned a restaurant							
Area manager for Food Services Group (did food for Rose)							
Len (lived in Zumbrota, MN)							
Carpenter							
Daughter married IBM'er - remember him talking about IBM							
Wayne (lived across the alley)							
Owned a general store in my hometown							
Had two boys who adored me & I worshiped							
Eddie							
Killed at Omaha Beach during D-Day invasion							
Was to be my name but I was born right after D-Day							
My father				My mother			
He and my mother met in the 8th grade				She went to the Univ of Illinois			
He worked at Caterpillar out of high school				Lived in a 4H Coop house			
After Mom got out of college & taught awhile they got married				After graduation she taught by Chicago for a year			
He was drafted into the Navy during WWII				Then she taught in a medium size city near my hometown			
I was born 6 months after he went in				When the Principal found out she had gotten married he let her go			
He did not see me for another 6 months				After my 5 year younger sister went to high school			
The same thing had happened to my mother due to WWI				Mom started teaching again			
After WWII he went back to Caterpillar				She taught girl's PE at both the Jr High & Sr High for yrs			
He then quit & went to work for a small bussiness in my hometown				Then she taught English			
They did electrical, plumbing, heating and AC				Finally she was the Librarian			
Soon the owner died & Dad bought the business				She was very active in our church			
He ran it for 35 years				She had a huge influence on me			
He did such high quality work people came to him				She got bone cancer (Multiple Myeloma) in 1998, same time as Dad			
I worked for him four summers				Dad had gotten really bad in 1999 and she took care of him			
He retired at age 65				Died suddenly in Sept/00 before him			
Worked for fellow who bought the business for awhile							
Mainly just played golf, had very few other interests							
He and Mom started going to Florida every winter							
He came down with skin cancer (Amyloidosis) in 1998							
Died in Jan/01, 4 months after Mom (Sept/00)							

Bud-Autobiography.xls - Stage 0 - Early & College

Personal Life					Professional Life				
The Very Early Years – (1944 to 1950)									
Not seeing my Dad for 9 months due to WWII									
Living behind the post office									
Moving to my hometown (3 miles away & 400 people)									
My dad buying the plumbing/electrical business									
Sister being born (I was 5 years old)									
The Early Years – Normal Rockwell America (1950 to 1962)					The Early Years – Normal Rockwell America (1950 to 1962)				
Hometown									
Town of 400 people in middle of Illinois farms									
Great grandfather, grandfather & father lived there									
Grade School									
Playing Little League baseball									
Pickup sports (not having enough kids for baseball or football)									
Junior High School					Junior High School				
My Mom teaching at Jr & Sr. High					Starting church youth group & kids making me leader for 3 yrs				
Accidentally breaking a window in a skirmish									
Principal say “We expect more out of you									
because of your grades and									
your mother being a teacher”									
Winning State Championship in baseball in 8 th grade									
Having Sally asking me to be her boy friend in 7 th grade									
Having to ride the bus to and from my hometown every day									
Becoming friends with Bud because I missed the bus									
Working on farms bailing hay & cutting weeds out of fields									
Senior High School					Senior High School				
Winning league in baseball and having the top batting average					Being chosen as President of the Letterman’s Club				
Loving to play basketball, but not as successful as in baseball					Being chosen as Senior Class President w/o running for office				
Falling in love for the first time					Realized people saw me as a leader & put me in office				
Being in Sr & Jr Plays (even though I was not a good actor)					Working 4 summers as plumber & electrician for my father				
Getting good grades w/o a lot of work					We worked 5 days plus 1/2 day on Sat				
					Not practical, needed to do something intellectual				
My college process									
Wanting to go to Air Force Academy									
Math/Science teach saying I should be an engineer									
Only applied to college he recommended									
What a difference from my daughter's college search									

Bud-Autobiography.xls - Stage 0 - Early & College

Personal Life					Professional Life				
The College Years (1962 to 1968)					The College Years (1962 to 1968)				
Engineering School - Small Private, all male					Engineering School - Small Private, all male				
				Making friends easily					Co-founding school Newspaper
				Joining fraternity					Loved being the editor & finding creative people
				Getting B's and C's my first grade period & feeling like a failure					I was an entrepreneur & Executive
				Learning how to study					Vice President Fraternity
				AP Calculus to Regular Calculus - 1st decision					President Student Body
				Taking control of my life					People saw me as leader, but I had to run for office
				Civil Engineering to Electrical Engineering - no one does this					Working Summers as an Engineer
				Realizing how much of a grind engineering school is					Detroit - Detroit Edison - Generating Equip Purchasing
				Started as a freshman on varsity baseball team					Indianapolis - Indiana Bell - Field Training
									Told I did not have personality to be in sales
									Decided to watch others who did
									Los Angeles - Pacific Bell Central Office Equipment Eng
									Realizing I didn't want to be an engineer
MBA – large University (1966 to 1968)					MBA – large University (1966 to 1968)				
				Realizing I should have shopped around for an MBA Program					Business vs. Engineering AHA - I really like business
				Being on first co-ed campus					Computers – MBA vs. Eng AHA - I really like computers
				Being in middle of anti Vietnam War protests for 1st time					Spent a lot of time writing Fortran programs for business
				Working & graduate school - very different from undergrad					Working my way through grad school using engineering educ
				No fraternity & fraternity parties					Doing Information Searches of NASA research articles
				No sports - varsity, fraternity & intramural					We were Google (but batch & mainly human)
									Job Search Process
									Everyone I interviewed offered me a job
									Could not figure out which one to take
									Favorite Professor - What do You Love Advice
									I loved computers
									Work for Best in Industry --> IBM
								IBM	
									I said I wanted to be in their Mgmt Dev Program
									That was what most other companies were offering
									They said IBM's is becoming a salesman
									because every IBM CEO started as a salesman
									I remembered Indiana Bell mgr saying not to go into sales
									I thought I will prove him wrong

Bud-Autobiography.xls - Stage 1 - IBM

Personal Life				Professional Life			
The IBM Years (1968 to 1984)							
LA Branch Office Sales (1968 to 1975)				LA Branch Office Sales (1968 to 1975)			
			Making new friends				Got lots of computer science, industry & sales training
			Learning to Ski				Became very good sales rep in large account world
			Buying 1 st house				Never felt like a true "Sales Type" like others I saw succeeding
			Meeting Pam - Getting married after only 9 months				Nover "loved" it like the real sales people did
			Big Decision - take her to Europe or give up relationship				Exec Conference in Brussels - Falling in Love with Europe
							Pissed off Western Region Mgr by turning downj ob in LA
Systems Marketing in Europe (Amsterdam & Paris) (1975 to 1978)				Systems Marketing in Europe (Amsterdam & Paris) (1975 to 1978)			
			Seeing US from afar				Part of HQ team on major Sys Marketing program
			Three year honeymoon				Constantly dealing with people from all the top countries
			Taking a vacation for one week every quarter				Earned "1" (top) performance rating
			Living in Amsterdam, but working in Paris				Exposed me to all of IBM vs. just the branch & custome
			After 9 months moving to Paris				Reignited my desire to be part of the business side of IBM
			IBM = I've Been Moved				Realized I did not want to go back on Sales career track
			Most memorable & life changing period of my life				2nd Level Boss said "You should go into Pricing (Finance)"
Pricing in Europe HQ (White Plains) (1978 to 1979)				Pricing in Europe HQ (White Plains) (1978 to 1979)			
			Culture shock over again (Connecticut vs. Paris vs. LA)				Starting over at the bottom in Finance
							Met a younger new financial analyst
							He later encouraged & helped me move to Silicon Valley
			Sticker shock on buying a home in Connecticut				Nick, Pauline visit – financial analysis vs. marketing
			Making new friends - Nick & Nancy				inside office vs. view of Arc de Triompe
							Loved analysis, could put up with inside office for now
							Realzed how important loving what you are doing is
							vs. the trappings of the job
							Wrote a currency pricing program in APL
							Was still in use 5 years later by both Europe & Asia
							Showed initiative, creativity and technical skills
							Earned "1" (top) performance rating
							Quickly get promoted due to past experience
Pricing in Group Staff (White Plains) (1979 to 1980)				Pricing in Group Staff (White Plains) (1979 to 1980)			
			Required no move				Playing in big league now
			Got off same exit, just went to a different building				Fast Track finance – one year in a two year job
							Talked way into prime Division Pricing manager job
							In San Jose - great location to leave for Valley job

Bud-Autobiography.xls - Stage 1 - IBM

Personal Life					Professional Life				
Pricing Manager in San Jose (1980 to 1982)					Pricing Manager in San Jose (1980 to 1982)				
				Decided to buy in Palo Alto in case I left IBM					First Management job
				Sticker shock on buying a home in Palo Alto					Worked really hard at management aspects
									Helped people with their careers
									Was one of the top two lab pricing managers
									Worked with senior Group Executive
									Went with him and presented to two CMC sessions
									Normally my boss's boss did these presentations
Controller Santa Teresa Software Lab (1983)					Controller Santa Teresa Software Lab (1983)				
				Meeting Nancy - 13 years younger than me					Revisited what I really wanted to do & if I could accomplish it
				She was my Backroads bike tour leader in fall/83					by staying with IBM, even though I was on the fast path.
									Run a business
									Receive part of the equity and returns
									Put down some roots and stop moving all the time
									Met a VC who gave me advice
									Later sent me to a company he was investing in

Bud-Autobiography.xls - Stage 2 - Silicon Valley

Personal Life					Professional Life				
MSI (1984 to 1988) – the start of Stage 2					MSI (1984 to 1988) – the start of Stage 2				
	CFO					CFO			
				Riding to work on the train just like Europe					Making the decision to leave IBM to become MSI CFO
				Living in San Francisco one weekend (with Nancy)					The Real World – This isn't IBM - Actg Clerk & Receptionist
				and one weekend in Palo Alto					Running out of cash in 3rd week
				Becoming friends & lovers					Learning about accounting & installing an accounting system
				Bicycling almost every weekend					Developing a Financial Planning & Measurement System
				Using my ski cabin every 3 weeks					Installing a Payroll System
				Taking bike vacations					Board Member & #2 Person in company
				High Sierra Camps					Wondering if this was the right move
									Different Ethics - Book Oct in Sept, take Dennis's Investment
				Going Round the World with Nancy					Create Total Solution Strategy
									Almost hitting the Wall while on RTW trip
									The Crossroad – which way to go – President or leave
	President/CEO					President/CEO			
									The Turnaround – Picking up the Pieces
									Defining my Vision, with help from Jim Collins
									Steering the car down the new path as the President
				Living together					
				Getting married - after dating for four years					Start "AEA Software CFO Group" to help people network
				Honeymoon – bicycling Greece for 3 weeks					
									Getting fired as President and rehired as CEO in same week
									Crossroads #2 – The Restructure Plan
				One week after leaving MSI, decided to bike the Big Island					Deciding to leave
Network General (1989 - Consulting)					Network General (1989 - Consulting)				
				Using my "Tin Parachute" from MSI					IPO Due Diligence
				75% salary for 9 months (but had to net any consulting income)					Normal work
				Took time to reflect & do interesting things					Interviewed two founders & CFO
				Designed it as a sabbatical					Saw what successful small company was like
				Developed ATRO (Attracting the Right Opportunity)					Market Structure Model
				The Technique behind the Plan B Program					Sales Productivity Model
									Verity -CEO offered CFO job & then backed out

Bud-Autobiography.xls - Stage 2 - Silicon Valley

Personal Life					Professional Life				
EDA (1989)					EDA (1989)				
	Hiking the High Sierra Camps					CEO is fired in between hiring me & me joining			
	1989 Earthquake					New CEO suggests I not join, but help him figure out what is wrong			
						Build Business Model - more than a financial model			
						Sell the company to DEC			
Frame Technology (1990 to 1993)					Frame Technology (1990 to 1993)				
	CFO					CFO			
	Taking job meant not doing bike ride through Indonesia/Bali					Worked with Paul on AEA committee			
	Making more money than ever					Installed new financial planning & meas system			
						Instrumental in financial turnaround			
	Deciding to have children, reverse vasectomy					Raised \$1M from Data General			
						and averted dilutive 2nd round of venture capital			
	COO/CFO					COO/CFO			
	Had Sydney in June/91, same time I became COO					Major error in becoming COO			
	Learned we could not live like we had lived					Took company public in early 1992 - was financial spokesman			
	But took Sydney on weekend bike rides in Burley trailer					Went back to being CFO after IPO			
	1992 - Road Canadian Rockies (Sydney with sister/parents)					Came up with idea to start company to leverage ATRO			
	1993 - Road Route 1 (Carmel to San Luis Obispo) - Syd/Parents					Helped start Europe presence			
NetManage (1993 - 2 months)					NetManage (1993 - 2 months)				
						Did not want to go to a public company			
						NetManage was going public in next 3 to 6 months			
						CEO wanted a CFO who had taken a company public			
						Decided to take job			
						Immediately had disagreement on what financials to promise			
						I and a Board member agreed on no more than comparables			
						CEO wanted to be more aggressive			
						We ended up parting company			
Kaleida Labs (1993 to 1994 - 6 months Consulting)					Kaleida Labs (1993 to 1994 - 6 months Consulting)				
	Family Vacation (1994) - Italy for 3 weeks					Was an Apple/IBM joint venture			
	First big vacation with Sydney					CEO, ex IBMer, was looking for a CFO & friend recommended me			
						Did not want big company, but wanted consulting work			
						They were doing multi-media work which would help ATRO			
						Advanced ATRO product plan - learned about WWW & Mosaic			

Bud-Autobiography.xls - Stage 2 - Silicon Valley

Personal Life					Professional Life				
									Helped them with Financial Plan, but Apple/IBM did not fully fund
Net Labs (1994 to 1995)					Net Labs (1994 to 1995)				
									Same CEO as one at EDA
				Decided to have another child					Had been helping CFO start his own company
				Family vacation (1995) - New Orleans & Yucatan (with Brugos's)					Within 3 months recognized company needed to be sold
				There while Nancy is pregnant with Drew					They had 4 major VC's backing them
				In July/95 Drew was born					Spent 6 months finding a buyer - sold to Seagate
				Was 50 years old					Worked on ATRO product/business plan
				Same month launched new company					In July/95 decided to launch own company to build/sell ATRO
My Own Company (1995 to 1998)					My Own Company (1995 to 1998)				
				Took over night time care for Drew					Started company in a NASA sponsored incubator
				He slept in bed with me					Ebay was being started in same incubator
				I could wake up 3 times/night & go back to sleep easier					Hired Michael, from Apple, to build first version of client
				Took Sydney to pre-school every Wed morning (all morning)					Made mistake of building client on Mac
				And went every Monday evening for parent education					Even though it was in Java & ran on any platform
									Apple did not have a laptop & was cumbersome to demo
				Sydney starts Kindergarten in 1996					People were used to seeing a Windows laptop
				First starts at Ohlone, but has problems with new teacher					Spent 50% of my time for next 3 years raising money
				Transfer her to our neighborhood school, Walter Hays					Changed Design of product twice
				In 1st grade I start working in her class room once/week					Content
				Family vacation (1998) - Hawaii & Lakes Region (Sierra Buttes)					Career planning (couldn't get VC funding)
				First vacation with Drew					Entrepreneurship - Marketing, Sales, Finance (dropped)
				Visit my parents and take family photo with sister's family					Content Delivery - customer provides the content
				Last time my parents are really healthy, lucky we took photo					1st Market - Sales & Marketing
									Had problems with one Board Member
				Ended up selling Cloverdale home in 1997					Had problems with Michael
				Broke even - got more money, but spent it fixing up home					Did not deliver client per schedule
									Defended him to Board & reset - he missed that too
									Company blew up over last miss with investors
Blue Pumpkin (1999)					Blue Pumpkin (1999)				
				Family Vacation (1999)- London & Sweden					Board Member & full time advisor found me
				Visit Visby & distant relatives					Felt I was perfect partner to Founder/CEO
									Said Doran need someone who was organized & experienced
									Once I joined I realized Founder/CEO did not want any help
									We also had different views on the culture of integrity

Bud-Autobiography.xls - Stage 2 - Silicon Valley

Personal Life					Professional Life				
						I resigned			
Docent (2000 to 2001)					Docent (2000 to 2001)				
	Drew starts kindergarten in 2000					They were doing eLearning, a subset of the Kairos Software product			
	Sydney starts playing AYSO soccer in 4th grade (2000)					CEO wanted CFO who had done IPO			
		Start of long soccer career				We raised \$150M in 18 months vs. Kairos \$2M in 2 1/2 yrs			
		Starts club soccer in 2002					If Kairos had just \$10M we could have been a winner		
	In 1st grade (2001) I start working in Drew's classroom every week					We went public with only \$2M in Rev & \$10M projected.			
	Family Vacation (2000) - Australia					CEO & Founder lied on Road Show			
		Sydney was named after Sydney Australia				I ended up leaving rather than getting trapped in that environment			
	My mother dies in Sept/00								
	My father dies in Jan/01								
	Friends Vacation (2001) - hike High Sierra Camps with 8 guys								
	Family Vacation (2001) - Amsterdam & France/Paris								
		Visited where I lived in Amsterdam							
		Stayed on Isle St. Luis, same island I lived on in Paris							
Dirt Road (2002 to 2003)					Dirt Road (2002 to 2003)				
	Sydney starts 6th grade at the Girls Middle School in Fall/02					Put together a group of people to pursue early stage market			
	Mentor for GMS Entrepreneurship Program (03/04 School Yr)								
						Later change it to just me			
	Drew starts playing club soccer in 3rd grade (2003)						Focus on helping sales with building business cases		
		Start of long soccer career					Build a Lundgren Associates Web site		
	I coach Drew's teams, other than club soccer - baseball & basketball								
	Family Vacation (2002) - stayed on 17,000 acre ranch in Montana								
	Family Vacation (2003) - Vancouver Salt Springs Island (Canada)								

Bud-Autobiography.xls - Stage 3 - Social Entrepreneur

Personal Life					Professional Life				
Academia (2004 to 2007)					Academia (2004 to 2007)				
	Stanford Univ SOE - Sr Assoc Dean of Fin & Admin -2004					Stanford Univ SOE - Sr Assoc Dean of Fin & Admin -2004			
						Nancy found posting on Stanford Web site			
		Family Vacation (2004) - High Sierra Loop					Was an ideal candidate		
		Last vacation with Nancy					LT friend knew Stanford CFO		
							He wanted me in job because he could work with me		
							Dean of School of Eng wanted someone from academia		
	Stanford GSB - Sprit of Law (Jerry Porras) -2004/2005					Stanford GSB - Sprit of Law (Jerry Porras) -2004/2005			
		Sydney graduates from GMS on June 9th					Approached Jerry, via previous Jim Collins association		
		Drew had finished 4th grade on June 7th					Asked for career advice about getting into Stanford		
		Nancy died in car accident on June 11th 2005					Explained my Spirit of Law vs. Letter of Law idea		
		After her death our family of three go through three phases					He liked it and agreed to write an article for HBR		
		Phase 1 - first 2 weeks - end is 3 days at Lynch Ranch					HBR rejected article		
		Kids wanted to escape everyone feeling sorry for them					Tried to get a project going with Dean of School of Bus		
		Phase 2 - was the summer, it turned out every one was busy					Tried to get project with new Ethics Center		
		We had vacations - Vermont & Tuolumne					Found they were not interested in anything commercial		
		Kids had camps - Drew/Hidden Villa, Syd/Soccer					Told me Santa Clara Center actually spoke to companies		
		Phase 3 - was going back to school (Fall 2005)					this was in a condesending tone		
		Sydney had GMS (40 kids) to Paly (400 kids)							
		Drew went to 5th grade - warm supportive							
	Santa Clara Ctr for Applied Ethics (Kirk Hanson) - 2006/2007					Santa Clara Ctr for Applied Ethics (Kirk Hanson) - 2006/2007			
		Sydney switches from UFC to DeAnza					Took my Spirit of the Law Proposal to Kirk		
		Causes problem with Irelands (run UFC)					We took it to Mark Jensen at Deloitte		
		Splits up her friends - they don't make DeAnza team					He was on the Small Company SOX task force		
		Family Vacation (2006) - first real vacation w/o their mother					He liked the idea & helped up tune it		
		Hiked the Inca Trail to Machu Picchu					Introduced us to Steve Wagner, head Corporate Governance		
		Started Phase 4 - we were now on our own, no more meals					Through Steve we made a proposal to head of Deloitte		
		Drew starts Middle School (Jordan) in Fall/2006					Deloitte would have funded creating a prototype		
		He starts having problems with school					that would become a industry standard		
		On my birthday (11/26/06) I decided I would start dating					I would be project leader and Fellow at Santa Clara Ctr		
		That day I met Sallie via eHarmony					I had been working on idea for Career Coaching		
		We had our first date on 12/1/06					In Jan/07 I met with Jerry Porras & heard about SBTL book		
		Sallie and I quickly develop a very close relationship					See how their findings & my ATRO approach match		
							Steve could not get funding		
							But it takes several months of waiting to find this out		

Bud-Autobiography.xls - Stage 3 - Social Entrepreneur

Personal Life				Professional Life			
Career Coaching							
Success Built to Last (2007)				Success Built to Last (2007)			
		Family Vacation (2007) - East Coast				During 2007 I dance around with Mark Thompson about	
		NYC, Boston & Maine (Sallie's home)				creating a joint venture combining ATRO & SBTL	
		College visits for Sydney					
		Don/Sallie MidWest Trip (2007) - first vacation together					
		Two families combine in Sallie's house (Oct/2007)					
Plan B (2008 - 2009)				Plan B (2008 - 2009)			
		Sydney (08/09)				During 2008 I create a 3 day Workshop	
		Plays in top college showcase tournaments				In late 2008 I come up with Plan B name	
		Offered position on Columbia Univ soccer team				In late 2008 I modify 3 day Workshop to a 6 week Program	
		Does early admission to Columbia with Bill Campbell support				In early 2009 I begin running Plan B Programs	
		Bill is Chairman of Board					
		Extensive college search (17 applications)					
		Narrows to two - Clark & Fordham					
		Picks Clark Univ					
		Drew (08/09)					
		Goes to Brewster Academy summer program					
		Grades in 8th go from 2.1 to 3.1 (Q1 to Q4)					