

## Dean's Award to Recognize Exceptional Leadership

By Graciema Bertoletti, NF

Being a HBS student requires a lot of energy. There are cases, recruiting events, study groups, midterms, finals, Shad once in a while, etc. Community? You might be telling yourself, "I just don't have the time to do it." Well, there are some people that find more than 24 hours in a day, and a lot of energy to serve not only their own interests, but also the community's interests.

In order to recognize and honor those people, the Dean's Award was created to honor MBA students for serving the HBS community through exceptional acts of leadership. Up to 10 graduating students a year can receive this award. And for those who had received it, it's just a great feel-

ing of being recognized. The deadline for nominations is March 16 and self-nominations are not valid. The selection committee considers the following factors in evaluating nominees and their acts: Service to the HBS Community, Leadership and Exceptional Acts.

Right now, the students that were awarded are working in full-time positions, and HBS starts to become part of history. But, it was amazing how those people are still proud of being an HBS community member and still willing to collaborate and share ideas. It's worthwhile to read their comments on the Award and their perspectives on HBS. Below there are comments from five of the 10 students in the Class of 1997 who were honored with this award. It's still a small number

of awards compared to the number of students involved in HBS community life, but it's surely a great start to motivate people to get involved in extracurricular activities.

Kirsten Nillson

"The Dean's Award rewards people for the work they do with respect to their communities, I think that it's a good initiative to encourage people to think outside of their own careers, to think about contribution, and not just about success. I think that that spirit was captured last year with the initiation of the award and I hope that the classes to come are

AWARD, PAGE 4

## Tony Robbins Delivers Personal Power

By Chip Boyce, NJ

Second-year student Greg Durst, after completing a hilarious and difficult one-on-one exercise in front of the crowd, said it best. "He was easily the best speaker I have seen at HBS - who else could have moved a room full of cynical HBSers around like a bunch of rowdy children? I was really inspired."

In a session billed, "Creating a Personal Competitive Advantage," Anthony Robbins delivered the goods to a full Burden Auditorium crowd last Wednesday. Robbins has spent nearly 20 years studying, modeling, and coaching successful individuals such as Nelson Mandela, the President, Quincy Jones, and many Fortune 500 executives. In the process, he has synthesized his observations into a four-step framework that he says anyone can use to create an absolute competitive edge for themselves.

During his two-hour-plus performance, Robbins cooked up a lively blend of useful and humorous advice and exercises designed to drive home those four steps. Indeed, shortly after Robbins got started, he asked the crowd if, in the interest of increasing their retention of the material, they would be willing to take an atypical approach to learning. Everyone clapped their approval, not knowing exactly what he had in mind. Instead of asking for just a few volunteers for an exercise he requested that everyone stand and stretch themselves out.

For the next 40 minutes, almost nobody sat down. During a four-part interactive "personal marketing" exercise sandwiched around Robbins' energetic delivery of stories and tips, nearly everyone there remained standing (many were even bouncing). By making everyone's listening "state" more active, Robbins hoped to endure his advice and stories would manifest themselves more actively in listeners' lives.

So, what are those four steps that he has used so successfully to coach extraordinary people to become more outstanding? By his own admission, it is "mostly com-



mon sense stuff." But, he says, it is the combination of how you learn them and how you remember them that makes the difference in how powerfully you put the four steps into action in your life.

First, RAISE YOUR STANDARDS, Robbins pointed out that every great leader has an extraordinary mindset that is "defiant of limitations." He noted that life's institutionalized unfairness demands that leaders "develop unreasonable expectations." Nowadays, people's poor performance gets them downsized or outsourced; good performance brings them poor rewards; and excellent performance merely yields them good rewards. But outstanding performance does not lead to excellent rewards; it leads to rewards that are bigger and better than outstanding. For leaping the minuscule chasm between excellent and outstanding, Robbins says, you can be rewarded like Warren Buffet,

Bill Gates, Nelson Mandela, and the unnamed trader he coaches on Wall Street who earned a half billion dollars in one day a few years ago. As Nelson Mandela said in Robbins' handout, "There is no passion to be found in playing small, in settling for a life that is less than what you are capable of living."

Second, CREATE A UNIQUE IDENTITY - AND CONSISTENTLY LIVE IT. Robbins mentioned the power that FedEx, Kleenex, Coke, and Pepsi have in "owning a portion of your brain." He noted that the people at UPS hate it when they hear someone say, "can you FedEx this for me?" "You must create Raving fans" out of the people with whom you come in contact, Robbins said. Consistently treat them to a taste of how you "live with passion," and they will rave about you fanatically and positively to everyone they know.

Third, Robbins described THE POWER OF STATE. Living life the way you want is rooted in understanding that the body tells the brain how to feel. He noted that once you understand how to efficiently adjust your physiology - by studying and learning your physiological habits - you will always have the power to ensure you are in the best state to

deal with work, academics, or family. Robbins amused the audience by continually demonstrating his habit of slapping his chest with one hand, which keeps him in a peak physiological state.

To illustrate the power of state, Robbins described showing a slumping Andre Agassi two videos. One was of Agassi walking onto Centre Court for the Wimbledon Final, which he won. The other was of him walking onto court at the French Open, right before a match he lost to a much lesser player. Agassi told Robbins that, at Wimbledon, he was wondering why the other player even bothered to show up for the match. Agassi was very confident. At the French Open, he looked different and less confident. At the moment he was videotaped, he had been thinking if a time that the opponent had previously beaten him. Agassi's performance faltered when he failed to use a physiologically uplifting strut and mindset upon entering a court. And vice versa.

Fourth, Robbins implored the crowd to GIVE MORE. As he states in the pamphlet he handed out, "Cultivate an attitude of gratitude. Life is a gift and all of us who have the capacity must remember that we have the responsibility to give something back; a small but consistent commitment of time and caring can make a measurable difference in the world."

Robbins contributes to society through his active charitable foundation, which feeds and coaches many people who have fallen on tough times. He also adopted a class of 30 children in Houston and has set up a college education fund for them. He certainly gave more Wednesday; in addition to speaking for free, he stayed on campus with students until 8 p.m. answering questions and signing autographs three hours after his initial presentation was scheduled to end.

And the HBS community gave graciously too. Nearly everyone attending contributed to the positive atmosphere through their energetic participation, and most stayed for the entire presentation, even though they had been told it would end an hour earlier than it did.

### INSIDE

- Opinion: HBS NO. 1 - Thanks for the rank, Page 2.
- Humor: Lessons from Nagano, Page 14.
- A&E: A Review of Café Brazil in Allston, Page 20.



The Harbus is pleased to offer a new service in conjunction with Baker Library to brief you on the weekly business news highlights of the main HBS recruiters. The news is taken from the Wall Street Journal Interactive Edition, and aims to provide a weekly summary of articles that can be followed up in greater depth. (Sources: WSJ - Wall Street Journal; DJ - Dow Jones News Wires, FT - Financial Times).

**Consulting**

A federal judge has sealed a lawsuit in which Andersen Consulting alleges that its parent Andersen Worldwide is trying to interfere with an arbitration proceeding aimed at breaking up the giant firm. The suit is part of a fierce battle in which Andersen Consulting is trying to break away from Andersen Worldwide and Arthur Andersen (DJN, 2/24/98). New ads from Deloitte & Touche Consulting Group will take a sledgehammer to an unspoken rule that until now has governed the bean-counting and consulting crowd; no public name-calling. Their print campaign will include the headline, "Andersen Consulting: Distracted by in-fighting. Deloitte Consulting: Focused on our clients." (WSJ, 2/26/98).

**Banks**

This week's all-points memo from the chairman of J.P. Morgan & Co. to the bank's employees had an unmistakable message: It's time to fish or cut bait. Chairman Douglas A. "Sandy" Warner wrote, "the credibility and competitiveness that we have attained across the board make it both possible and imperative that we shift from developing our capabilities...to achieving and capitalizing on leadership" (WSJ, 2/23/98). Equitable, a U.S. subsidiary of the French insurer Axa, denied persistent rumors circulating at the Paris bourse that its investment-banking arm, Donaldson, Lufkin & Jenrette is up for sale. "We had no plan to sell DLJ," said Equitable Chief Financial Officer Stanley Tulin, at a roadshow in Paris (WSJ, 2/25/98). Deutsche Morgan Grenfell, a unit of Deutsche Bank AG, expects a wave of staff defections after it announces 1997 bonuses early next week, according to a report in Friday's edition of the Financial Times. The Deutsche Bank subsidiary is expected to give a large part of its bonus pool to a relatively small number of staff, as a result, DMG employees in New York are expecting a "mass exodus" (DJN, 2/20/98). Robertson Stephens Investment Management Co said that, following the purchase of about 1.2 million common shares of Canadian Conquest Explorations Inc. an oil and gas company, by one of its investment funds last December, it currently owns or controls 6,918,900 (or 11.41%) of Canadian Conquest shares (DJN, 2/20/98).

**High Tech**

Sun Microsystems continues to target delivery of microprocessors running in the 600-megahertz range within three to six months. Sun has increased the number of employees in its JavaSoft subsidiary to 800 from 300 a year ago. The company also recently acquired the rights to more than 12 patents and related technologies developed by VPL Research (DJN, 2/23/98). A day after Microsoft distributed its two-for-one stock split, shares gained 3% and are now trading at 83 - with volume of 21.5 million. Their new Internet Explorer 4.0 web browser is available, free of charge, for download at the company's web site. (DJN, 2/24/98). Dell might attempt a takeover of Data General to bolster its computer-storage offerings, the purchase would leave Dell with Data General's sizable Unix server. Dell also recently received approval to set up a sales and manufacturing customer center in China (DJN, 2/24/98). Netscape just changed its fiscal year end to 10/31 from 12/31 to reflect their increased focus on enterprise software based on the seasonal buying patterns of customers (DJN, 2/24/98). On-line bookseller Amazon plans to begin selling music products, including CD's over the Internet (DJN, 2/24/98).

**Entertainment and Sports**

Sony Corp's inaugural global bond offering is generating the same kind of hype as the company's much anticipated summer blockbuster movie, "Godzilla." And if the hype is to be believed, the \$1.3 billion five year global issue appears ready to open to

smashing reviews (DJN, 2/20/98). The powerful equities arm of the huge pension fund TIAA-CREF said it was "highly gratified" by the Walt Disney Co. shareholders vote on the College Retirement Equities fund resolution presented at Disney's annual meeting. As reported earlier Tuesday, about 35% of Disney's shareholders supported a CREF resolution urging the company to reconfigure its board to achieve greater independence (WSJ, 2/25/98).

**Retail**

Nike stated continued weakness in its Asian markets and inventory gluts in the U.S. and Japan are expected to push third-quarter earnings below analysts' expectations and force layoffs (DJN 2/25/98). Proctor & Gamble decided last year to consolidate its more than \$1 billion-a-year media-buying business with Televest and Leo Burnett (WSJ 2/18/98). Staples expects to increase the number of new store openings to 150 in 1998 versus 130 in 1997. Standard & Poor's recent ratings were based on their rapid growth strategy and consistently improving credit measures (DJN 2/23/98).

**Manufacturing**

General Motors Corp.'s Delphi Automotive Systems unit said it signed a letter of intent to sell its \$1.2 billion-a-year automotive-seating business to Lear Corp., a leading supplier of automotive interiors, for an undisclosed amount (WSJ, 2/23/98). Nematik SA will build its fifth plant at a cost of \$75 million to fulfill contracts it won from Chrysler Corp. and Ford Motor Co. Nematik, the auto parts division of Mexican.

**Opinion**

**Only Guilty of Having a Good Time**

By Laura Williams, FAS

Entering the double doors at Burden Hall, I was reminded that I was NOT going to let myself be won over. After all, infomercials and all the glib that goes with the fast "sell" always turned me sideways, so for the next hour and a half, I would endure and I would be downright cynical...yep, Anthony Robbins was not going to get me. I kept telling myself, if I was going to get a kick-start on self-improvement, it wasn't going to be by this abominable he-man, and Mr. Robbins was certainly not the someone I wanted to "unleash the power within me." In my world, my rules reign. Give me someone I wouldn't have to reluctantly admit that I had actually gone and listened to with all the wizardry magic and spell-binding influence wrapped amongst the buzz-words...Come on, give me someone not so slick, not as well-packaged, without that 'outstanding' attitude, then I could deal.

But, like all generations, my rules admit exceptions. After hearing the first 15 minutes of an upbeat "power of state" montage, later followed by turning to fellow students on either side of me as we entertained in banter and ad-lib innuendos, I actually found myself writing down positive references and phrases Mr. Robbins passed

along. Was I being sucked into his web? No, I would stay as 'congruent' as long as I wanted to, thank you very much! I looked at those around me, their body language changing ever so slightly, and I realized I would never again witness a sea of 750 individuals having that perfect-posture attentiveness. As much as I didn't want to admit it, there was an obvious change in the air, a "warm-I-like-being-here" feeling descending on everyone in attendance.

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How far was this mastermind of emotion going to take this? At what decibel of sound would he be satisfied with our getting the message? Was that what he wanted? He thrust key words at us... 'state of mind', 'certainty', and the biggie: outstanding...and we found ourselves shouting these words as we punctuated the air emphatically with our fists.

Anthony Robbins joked, he laughed at us, but mostly with us, he inspired us, he expressed his thoughts and spoke words he felt we needed to hear. I have to admit, the real spin on this is that I got his message. He delivered. His mission was to give us the specific tangibles to take with us and use as we embark on our future journeys. This non-believer thinks his mission was wonderfully accomplished...it was outstanding!