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## Graziadio School of Business and Management

### Dean's Executive Leadership Series - 2008-2009

### Transcript of Interview with Kathryn Karlic, President of Institutional Sales and Marketing for GE Asset Management

**About DELS:** The Dean's Executive Leadership Series at the [Graziadio School of Business and Management](#) features in-depth audio or video interviews with today's top business practitioners and thought leaders. [Listen](#) or [subscribe](#) to the podcast to hear their views and insight on the current challenges and opportunities facing the business community.

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**Narrator:** The Graziadio School of Business and Management at Pepperdine University proudly presents the Dean's Executive Leadership Series. This podcast invites top business practitioners and thought leaders to share their view on the real world of business.

**Rick Gibson:** Hello and welcome my name is Rick Gibson and I'm the Associate Vice President for Public Affairs here at Pepperdine University. And I'm joined today by Dr. Linda Livingstone who is the Dean of the Graziadio School of Business and Management. Welcome, Linda.

**Dean Linda Livingstone:** Thank you, Rick. It's good to be here today.

**Rick Gibson:** Well, it's hard to believe that we're actually in our sixth season of the Dean's Executive Leadership Series. Tell us a little bit about this year's series and what we can look forward to.

**Dean Linda Livingstone:** Well, we're excited to kick off our sixth year and as you say it's amazing that we've been doing this for this long. We have a great line up of individuals this year with one of our speakers in Orange County again and two this year in Northern California as well as five here in Malibu. So it's a great series with some great companies and exceptional leaders representative.

**Rick Gibson:** Well, tell us about your recent visit with Kathryn Karlic.

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**Dean Linda Livingstone:** Kathryn Karlic is the President of Institutional Sales and Marketing for GE Asset Management and this was really quite interesting because the week she was with us was the first week that the stock market fluctuated violently. And it was really fascinating to have her talk about that, talk about her involvement with the federal government on several levels. And to some extent to share her insights about what was going to happen with the economy.

**Rick Gibson:** Well, certainly a timely interview. Well, let's listen to this conversation with Kathryn Karlic who is President, Institutional Sales and Marketing GE Asset Management.

**Dean Linda Livingstone:** Well, in our first podcast this year of our Dean's Executive Leadership Series we have with us Kathy Karlic who is the President of GE Asset Management. And so Kathy we're really pleased to have you with us. It's a pleasure to have you join us in Malibu.

**Kathryn Karlic:** Well, thank you so much. It's a pleasure for me to be here.

**Dean Linda Livingstone:** Well, it's interesting times for us to have someone in asset management on campus. For those who are listening we did this interview kind of the week after the stock market went schizophrenic up and down in about two or three weeks after the Congress passed the bail out plan, so just speak a little bit to kind of how you're sort of living through that at a place that spends their life worrying about what's going on in the investment world.

**Kathryn Karlic:** Well, I think right now you feel like you're in them middle of the universe but the universe is in a bit of chaos. And one of my favorite thoughts about when you're in a time of chaos is find your north star. And I think the north start right now is really about understanding what are the elements creating this chaos. What are the thoughts coming out of both the political as well as the treasury officials that are putting some thoughtfulness into creating a sanity check for all of us to get out of this program. I think the other piece that we need to think about is as leaders what is leadership all about in the time of crisis. So for me, I'm thinking about not only the pension plan at GE where I'm a trustee, but I'm thinking about the connections or the dots about people globally, what caused the issues. And the expertise that we really need to engage across a lot of different disciplines to move the country and probably many countries around the world forward so that we can get back to a more sane time in our financial crisis.

**Dean Linda Livingstone:** So when you think about that from a global perspective, we certainly had a global market for a long time but I think this is the first time crisis we've been in where we've seen it sort

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of reverberate across the world as dramatically as it has. Right now, we've got our government doing a lot of things. We've got governments around the world doing a lot of things. From your perspective, in the role that you're in how does that complicate factors? I mean how do you manage in that kind of an environment different. You've been in asset management for a number of years, I don't want to age you too much.

**Kathryn Karlic:** Oh yes, it starts with a three.

**Dean Linda Livingstone:** But how have you seen that change from a global perspective, and how has that complicated what you do?

**Kathryn Karlic:** Well, I think the coordinated interest rate cut that we had a few days ago was really a clear indication of cooperation that needed to be had. And there's different perspectives if you are an investor coming from a pension plan or if you're coming from a sovereign wealth fund or if you're somebody that's in an endowment and foundation such as Pepperdine. So when you think about the crisis you think about putting yourself in the client's shoes first and what are they thinking about. One of my favorite sayings is "no surprises". So read a lot and be connected with the senior leadership to work your way through the no surprise zone. But today's world data moves quickly. And just as you and I were coming down to this meeting and I mentioned about an e-mail that I got and I have a team in London right now trying to think through a deal and I'm here in California and a team in Stanford, Connecticut that's going to respond to one of these global issues right now, the movement of data, the connectivity through all of our Blackberries or some of the other Internet services that we all use makes it easier in some sense, but we've got more people's perspectives to put into play as you manage assets around the world.

**Dean Linda Livingstone:** So in the context of all of this, clearly, your clients have been pretty stressed recently, I expect. How do you stay on top of so many clients that you're working with? You manage billions of dollars of assets. How do you stay on top of that? How do you communicate with them in times of crisis like this kind of differently to try to help maintain their sanity and comfort and confidence in what you're doing?

**Kathryn Karlic:** Right and keep them having no surprises their boss. I think that's the connection there you're making. Well, we have actually put in place a couple of more timely communications. And this actually came from our clients. At GE we have something called Net Promoter Score and when we served all of our clients about four months ago they said what we really want from you is more

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communications around events. And so we said we can do that because as a pension plan we're all about what are the events that we need to pay attention to. So we have a daily piece that we send out over e-mail that talks about whatever the economics of the day are, the movements in both the bond and the stock market, the movement around the world in crude oil, currencies, it could be wheat, it could be their stock markets, it could be a company that's causing some disruption within their own systems. So the daily piece goes out at e-mail. It goes out to every client that requests it. We also have a communication through the conference calling. And on that it will be an interactive discussion.

We have our portfolio managers that come together and talk about the movements and it could be that day or that week in their respective asset classes. And at the end of that we always engage with our clients to ask the questions that are topical. And then clearly in this kind of asset management world you really put your clients first. So each of our clients has a relationship manager assigned to them. And they call our relationship managers and ask the questions that are important to them. So there's a lot of different formal means and informal means but the lines of communications, I think, have been opened much wide and have used all of the different technology available to get the information and the news of the day out to our clients when they need it.

**Dean Linda Livingstone:** So have you learned some things through this crisis that you will continue to do afterwards that you might not have thought of if it weren't for what's going on in?

**Kathryn Karlic:** Things that I might do differently? Well, I think what we find is that the asset management industry is about knowledge and it's about getting the knowledge-- I always think about it, how do you organize it? And then you have to make a decision. And I think maybe what-- I don't know if I've learned it more or it's reinforced what I've always learned is that knowledge in the asset management industry is power. And I think some of this crisis where folks are now finding out what the fixed income markets are all about is because they didn't have a deep understanding of fixed income markets. When you work with your students, when I talk to folks that are interested in jobs, they always want to be in the equity market. I want to be the stock analyst. I want to be the portfolio manager. And we put up the headlines of a lot of equity oriented jobs and recruiting. But very few people understand fixed income. And that's the source of a lot of this discomfort with how long it will take to resolve it. What are these securities? What do those acronyms mean? I think I would just say continue to get that knowledge, and to continue to get the knowledge from a variety of perspectives. And that will make everybody smarter, but you've got to make a decision as well, which I think we're seeing from Washington. They got data and they're acting.

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**Dean Linda Livingstone:** So you bring up Washington. We're seeing, really, as much government intervention as we've seen in the financial markets since the depression back in the '30s. What's your take on that? How do you think the steps that the treasury department, the Fed are making are going to impact what's going on? And is it going to accomplish what they want to in sort of loosening up the credit markets and so on?

**Kathryn Karlic:** Okay. That's a very big question particularly the end part of it.

**Dean Linda Livingstone:** We don't know what the right answer is.

**Kathryn Karlic:** We don't know what the right answer is. Well, here's my take on it. First of all, this is an economy built on capital and labor and we know that we have plenty of labor to do the jobs that we've got in our economy right now but we don't have the capital employed in the right locations. So the actions that the treasury is taking is to inject capital into our economy to start it going again. I think the Federal Reserve is all about trying to eliminate the systematic banking risk. No country can be successful without a very strong banking system. And ours is-- we don't know if it's weak or strong. We don't know what the problems are and I liken it to banks are not lending to a bank. You can only get overnight funding. And banks have traditionally lent long-term. Think about the 30-year mortgages out there. Think about the high yield market it goes out to five and ten years. We've actually created 100-year bonds that have been issued by not only countries but also companies.

So we have a history of long-term lending, we just have a very, very, very poor piece of this credit creation called overnight lending in front of us. So I think the interjection of the capital to our economy is critical. I think that people are figuring out is this the right way to do it? And we've seen numerous new programs come out and some of it's to buy assets we don't know the prices of clearly, but they're hoping to put a bottom on those prices for the securities. We have a backstop for commercial paper. We have increased the FDIC insurance on individuals savings and CD accounts which is critically important to the individuals. And we have done some work around the Hope Program for homeowners and their mortgages. So all of this is to loosen it up. Now, nothing is going to be overnight. We've got a long-term issue of being overleveraged in the country. And so the reaction to all of these programs will start working their way, lubricate the system and I think we're going to see some better sights in the mid to the late 2009 time period.

**Dean Linda Livingstone:** So still a few more months of a challenging economic time before these have time to work their way through the system and really have an impact.

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**Kathryn Karlic:** Right. And we're talking about the financial crisis, and I think what we're all turning our attention to now is what does the economics mean for this. We are slowing down oil from \$140 per barrel back down to \$80. I think that's a nice lift for all consumers. And it happened pretty quickly one would say.

**Dean Linda Livingstone:** Very quickly.

**Kathryn Karlic:** Eighty dollars a barrel is much better than \$140 a barrel. So I think we're not turning our sights to we've got some of that lubrication in the system but what does that mean for the companies? How slow will all of these interrelated global companies and countries impact sales particularly in this holiday selling period that we're going to be up in front of very shortly.

**Dean Linda Livingstone:** One of the things that comes to the forefront during difficult times and times of crisis is who steps up to the plate and is a leader in this situation. And clearly, at GE you focus a lot on leadership and leadership development and I want to talk a bit more about that in a minute. But I would like to have you share just a little bit about your story with our audience, just in terms of how you sort of got into this business and got to where you are. I don't know 20, 30 years ago whether you ever thought this would be what you'd be doing with your life. But we have many students and alumni who sort of think about what they want to do with their career so I'd like for you to share your story just a little bit because you are trying to provide leadership in an organization at a very difficult time, and how did you get to that place?

**Kathryn Karlic:** Right. Well, it is about 30 years I have to say. I actually had an awesome time in high school doing a stock market game.

**Dean Linda Livingstone:** That's great.

**Kathryn Karlic:** And I'll go back to that story I told you earlier, nobody knew fixed income. We all knew how to read the Wall Street Journal and all of the stock quotes. So in my economics class in high school I fell in love with the market and went looking for colleges. So a little bit to my regret I went for the college that had the fewest liberal arts courses which I would not advise anybody to do nowadays because I think that was a little bit of a weakness in my education from 30 years back. But I went to Babson College and focused clearly on business. And funny thing that you ask about how I got into this, I graduated during a

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recession. I looked for three different jobs in my career during recessions and there are good jobs for good people always out there. And I think that's something for an educational institution as you are...

**Dean Linda Livingstone:** It's an encouraging word for our students and alums.

**Kathryn Karlic:** Absolutely. There are ways to get jobs even during poor economic times. So I got into Travelers Insurance Company and I really took the first job that came my way that had to do with analytics because I loved to analyze. And what I realized going through my first few jobs is I had to get into investing. And I got a break because I said to the right person that happened to be an HR person and I went to Northeast Utilities, a utility company that had one of the most massive capital expansion programs to build power plants in their service territory. And I got to see all of the ins and the outs of Wall Street. I looked at every instrument back there in the '80s. They had auction rate notes of a different sort. They had preferred stock that they had variable dividend rates. They issued debt. They issued equity. They issued municipal bonds. Every instrument that we're seeing today was available back then as well. So I got into actually the buy side of investing when I moved to back to Travelers, as a matter of fact, and took a role doing private placements. And I analyzed companies in order to go and get approval to be a lender to them and did massive amounts of lending. And the numbers are big but it was not unheard of to issue 50 million or \$100 million to them for their capital programs. Now, along the way I have to say I got an MBA. I got that in accounting. I started out with the Bachelors in finance and economics. I got my CFA along the way which is the Chartered Financial Analyst Program which is extremely important in the investment management field. And then you catch a couple of lucky breaks. So when I thought about how to move my career it started out as an analyst. People wanted to always move in to be portfolio manager. I probably had to ask four times before I got that role at Travelers.

**Dean Linda Livingstone:** So perseverance paid off.

**Kathryn Karlic:** I got it. Perseverance paid off and thinking about what you want to do. I also made myself an expert. In all of the career history here it's knowing your markets. I had the opportunity to understand almost every segment of the business community. So I looked at banks, I looked at retail companies. My love is oil and energy probably from my days starting at the utility company. But I do remember when oil in the '90s was \$9 and \$10 a barrel. And my portfolio managers said, "Kathy, you're the energy expert, do we buy the bonds of these companies right now?" And I said, "Well, it's not going lower than \$9 so we're buying." And we bought and it was a great move. Again, knowledge and make a decision and move on it. The role that I am in now is leading sales and marketing and I've been in this for two years. And it's actually a move I made after I was the Chief Investment Officer at GE for fixed

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income. And it's a matter of figuring out can you lead a group of people because at some time it's not about trading the bond, I have traders. It's not about making that portfolio decision, you hire good portfolio managers. But I wanted to get into leadership, set vision, implement a strategy. And I think along the lines of Pepperdine with your entrepreneurial spirit my alma mater also is an entrepreneurial school and I'm a builder. And I've had the luxury to build within a very large corporate structure two times, at Travelers and then Citigroup and now at GE. So my entrepreneurial spirits come out when I think about building teams and what's the vision and how do you build a business because it's about the shareholders. So there's a lot of certifications I gave you. I never thought that I would be 30 years into a business and asked to get more licenses but I've had to get three more.

**Dean Linda Livingstone:** Even in recent years.

**Kathryn Karlic:** In sales to be a leader in an asset management business, you're leading people that are registered representatives. So as a leader I had to do more licensing but that's about the lifelong learning skills that we all need to have as leaders. So there's the work experience, the vision of where you want to get to, moving around a couple of times. Stating what you really want to do to people that can network you to another job. And then going after that with a lot of a commitment to get a job done.

**Dean Linda Livingstone:** So your academic background is very technical in nature. I mean you did it in the context of an MBA but it was still in accounting. You had a finance undergrad but then you talk about now it's really as much about managing the people and the team. Was there a point in your life where you sort of saw that transition happening? Or did it sort of naturally evolve? Was there any sort of special training you did whether it was at GE or somewhere else that helped you refine those more human people skills beyond the technical skills that you had. Talk a little bit about that and transitioning from the more technical role into the more people oriented.

**Kathryn Karlic:** That's a great question. Because I have to say I found a lot of likenesses between managing a team of sales and marketing individuals globally and managing a team of analysts and portfolio managers and traders. Part of being a good leader is a listening skill and finding out how you can connect with individuals on your team. Was there a natural moment on it? I don't know. I mean I don't think I woke up one day and said, "Wow that's for me." I think that it just was natural in me to take that leadership role. I'm first in the family of three girls and there was no ifs ands or buts in my mind that I would ever not lead a team. It was always there. And I think my father wanted boys so I think he got it in me with the leadership and the business mind. So being a leader is very difficult. Some of the traits that we look at GE for leaders that can be part of a growth culture is your inclusiveness. How well do you

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think about individuals that don't come from your same walk of life because we are a global company? You think about the external focus which is about your clients. And so when you're in sales and marketing it's easy to think about your clients because that's who we work with every day. But it's not natural if you're sitting and doing an accounting job. It's not maybe natural if you're thinking about the best IT system that you can put in place. So we're really trying to think through how everybody can say it's about the clients, it's about the client, it's about the client. They are the source of the top line. I think one of the favorite growth traits, leadership traits, is clear thinking. And I was advised a long ago if you're a leader, you're the one that sets vision and that is your job. Nobody else sets vision. And I think to set vision you have to be a clear thinker because there's a lot of data that comes from at you from so many places. There is so much noise and individuals are depending upon you to be a clear thinker, being able to communicate that and communicate that and communicate that again. So you have to reinforce. You've got to reinforce it.

**Dean Linda Livingstone:** Communication keeps coming up in how important it is.

**Kathryn Karlic:** Right. So you've got to keep reinforcing that. And I'll go back to the entrepreneurial nature imagination. This country is such an entrepreneurial place, the innovation, the products that we developed, the processes that we developed, the ways that we're thinking about either green and the environment right now. Or the ways that we're thinking about how technology can advance those that are home bound, those that are older, those that need materials put in a better format so they can read if they have some handicaps. I mean there are a lot of things that this country has put forth because we can imagine very well. So I think the last thing on leadership is that you're a coach, you're a coach of people and you better like people. Because they're going to be there for you and with you and at you, use whatever words you want. But you really have to genuinely care about that team as a leader. And there are tough moments when you have to give them tough messages. And great moments when you're going to give them great messages. And it's a scary job being a leader at time.

**Dean Linda Livingstone:** So you talked a lot about the entrepreneurial nature not only of this country but through your career you had training in that as obviously going to Babson. You're in a very, very large company how does being entrepreneurial play out in that kind of an environment. You've been in large companies most of your career. We tend to think of it as being as I've got a startup company and I can do what I want and make it grow but yet, you used that term in the context of being in a huge corporation. So for those people in that kind of a setting who might think that's not something I can do how would you encourage them to function as an entrepreneur within a large corporate setting?

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**Kathryn Karlic:** Well, let me give you a couple of really good examples, I think, that will help explain it to the listeners. First, products just don't naturally happen. And in the asset management world I listen to what the marketplace is requesting for products and I pay attention to the trends. So let's talk about a trend in the asset management industry right now. We know that people are getting older and as they get older they traditionally get more wealthy. And individuals are thinking about how they would like their asset management products delivered to them. Is it a mutual fund? Could they get hedge funds in a packaged environment that traditionally has only been meant for institutional players? So you can be an entrepreneur in your company by thinking about what new products you need to respond to the market demands, that's one way.

I think the second way an entrepreneur is an important, in an context of a large or a small organization, particularly once you get going, is how do you think about your processes? And GE is a very big process oriented company with our Six Sigma and our work outs and the lean processes that we have. But just because you're handed a process doesn't mean that that's the process that is going to carry you forward and be successful. So I think about how I deliver reports to my clients. I think about how I deliver information across my teams. I think about I can put together a better way to get more productivity from the group that has to respond to major questionnaires going out to consultants. And all of that you can think about the entrepreneur. Be innovative. What's a better way? And how can I just eliminate some of the non-productive or unvalue added checks or steps or processes along the way. Because the best thing you want to try to do is optimize that return on your equity.

**Dean Linda Livingstone:** So let's go back a little bit to the sort of core of what you do, asset management. We obviously have a lot people out there listening that are probably pretty nervous right now about what they have invested. You at GE asset management you manage assets for individuals and for institutions. What kind of advice are you giving your clients right now about their investments? And how they should be thinking about given sort of the uncertainty and the volatility?

**Kathryn Karlic:** Well, we have about 200 institutional clients. So let me talk about how we provide information and what we're saying to our clients. First, do we know from history that the returns come from an appropriate asset allocation policy? And that means you have to figure out what kind of returns and what kind of risk that you're willing to take. And once you set up policy you have to recognize that you need diversification. So that's I would say a first overwriting principle that we should think about.

**Dean Linda Livingstone:** Pretty basic investment.

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**Kathryn Karlic:** Pretty basic and it carries you through the ups and the downs. And people talk about dollar cost averaging. And as an individual that you put money in every month and that you're going to catch some high months and you're going to catch some low months. Now there's an incredibly interesting chart that shows if you just take the return of the stock market for each and every year back from the '30s to the present that when you have down drafts, 10 to 20 percent years, they're generally followed by two very good years pretty promptly. That's the value of the asset allocation. You don't know what's going to strike hot next. So we are thinking about that asset allocation piece. We also are thinking about the defensive nature of will we have this market if you have bills to pay or retirement payments to make, as a pension plan does, or let's just think about some of the operating expenses that an endowment requires from their fund. Think about your cash management program and how are you making sure that you have enough cash on hand so that you can pay the liabilities or the operating budget or the retirement checks.

**Dean Linda Livingstone:** Sure. Which must have been one of the challenges in this market.

**Kathryn Karlic:** Right. The lack of liquidity. You're sort of selling what you can sell and maybe not what you want to sell because there's just not a lot of liquidity. So we're thinking about and taking a step and making sure that you have more liquidity on hand right now. The other area that we know is going to be coming up is that there will be some awesome opportunities because everything is re-pricing and getting de-risked right now. So you have to think about so what is your risk level going forward? Are you going to move to the left and be much more conservative? Are you going to have the sophistication of all of the knowledge that you've been gaining and gathering to make a decision to go and buy some things that you know have been re-priced and are very good values.

**Dean Linda Livingstone:** Look at it as an opportunity now that the market has readjusted.

**Kathryn Karlic:** Correct. Right. And we don't give the advice to our clients that you should be in stock A or stock B or out of it. That's what our portfolio managers do. And approach it in a portfolio format.

**Dean Linda Livingstone:** So we spent a lot of time in the business school here talking about developing leaders. And we've talked a little bit about that in the context of your career. And our mission is to develop value center leaders. And we talk about that in the context of really helping people to be responsible in the way they practice business and to be successful. But as you think about your own leadership style and your approach to working with those that you deal with what would you identify as

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two, three, four sort of core values for you as a leader and how those play out in the way you work within the organization?

**Kathryn Karlic:** Well, the first thing that came to mind is whatever example that you are, however you put yourself out in front of the public is how you're going to be perceived. So this is the classic you better walk the talk. And I often say to my team if they have a day that's troubling and everybody wants to go and bet a little bit and complain, as a leader, when you walk out this door others are watching you and you need to be the example of leadership through tough times. So be concerned if employees have questions. Don't appear that you're kibitzing. You've got to provide that leadership in times of trouble. So that's really one of the, I think, classic sayings that we have but it's coming into play, I think, a lot right now. So walk the talk. And know that you are the example a lot of people are looking up to.

Some of the other values that I think about is partnership and teamwork because without a team you're nobody. And I think that it's tough to get people to play together and you don't always to play because you have the exact same objective in mind personally but you have to know what that corporation is expecting of you. And you have to play your spots well. And whatever team that you have, not everybody gets to be the dean. Not everybody gets to be the president of sales or marketing. But I depend upon a lot of people and they depend upon me playing my role as they do of you playing your role. But you've got to have a partnership in that. This is not an ego game. This is not an "I-topped-you" game. This is about taking a group of people, motivating them, understanding what motivates them and then getting everybody to work together in a cohesive team for the goal. And the last thing I think you had brought up the word ethics because you really are about an ethical organization. And I think I just have to say the word honesty. Be honest when you deal with either your suppliers or your clients or your employees. And some messages are very tough to give. And some clients give us tough messages at times.

**Dean Linda Livingstone:** I'm sure they do.

**Kathryn Karlic:** But you really want it to be on that honesty so I'm not guessing what the real message is. And we have a lot of compliance checks at my company and being in an industry that's under such high scrutiny. There's rules that the SEC has, that the Department of Labor has, that the FDIC has. You walk down all of these different regulations that you have to really pay attention to be a good corporate citizen and be a good citizen in your corporation as well. So honesty is just a huge value because it's all about your reputation. And if it's gone. It's gone. Maybe somebody will give you a second chance but it's hard to get that back once you lose it.

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**Dean Linda Livingstone:** It's very difficult.

**Kathryn Karlic:** Exactly. So I think those are three examples that I would give, the partnership and the honesty.

**Dean Linda Livingstone:** The other thing that comes out as I listen to you and we had lunch earlier today so we had a chance to visit over lunch as well, but you talk so much about in your role as a leader supporting your clients, supporting your employees, and so there's also a humility that comes out in that that it's not really about you. It's about the other people that you're serving whether that's your clients or your staff or others. And I think that's a wonderful characteristic and trait as well that seems to come out as you talk about the role that you have and what you do.

**Kathryn Karlic:** When you think about it the business world is about clients, it really is. And clients are why I'm in business. If I had not clients, I don't know, I guess I'd be reading a book someplace.

**Dean Linda Livingstone:** Our clients are students, so we need students as you need clients and they're the core of what we do.

**Kathryn Karlic:** Right. You have to think about your point about is there ego in the world of business, sure there is because you have to some ego to be in this game to get to the perseverance. But it really is that classic saying there's no "I" in team.

**Dean Linda Livingstone:** It has been such a pleasure visiting with you Kathy. We appreciate you sharing your insights about all of the interesting things that are going on in the economy right now and also some about your own personal story and leadership style. I know it will be very meaningful to our alumni and friends and students that are listening. So thank you for your time.

**Rick Gibson:** Well, Linda that was a fascinating conversation.

**Dean Linda Livingstone:** We had a wonderful evening with Kathryn Karlic and she was certainly well received by the audience particularly because of her insights during this very challenging economic time.

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**Rick Gibson:** Yes, I'm sure that's right. And I'm sure we can expect more of the same. Well, tell us who is next and when they're going to be here.

**Dean Linda Livingstone:** Well, coming on November 13 we have Ann Winblad who is the co-founder and Managing Director of Hummer Winblad Partners. It's a venture capital firm and this one will actually be in Northern California. So we're moving north for November 13. And then very soon after that on November 18 we will have Robin Kaminsky the Executive Vice President of Activision Publishing here in Malibu.

**Rick Gibson:** Well, we look forward to those. Let me invite our listeners to tune into these podcasts and videocasts in several different ways. First you can subscribe by going to [bschool.pepperdine.edu/dels](http://bschool.pepperdine.edu/dels). That's D-E-L-S. Or we're very proud to offer this year video and podcast both on YouTube and iTunes. So until next time we invite you to join us for the Dean's Executive Leadership Series.

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