

CORPORATE LEGAL TIMES

## THE ROUNDTABLE

*Hosted By Evers Legal Search*

## THE ROAD LESS TRAVELED

*Career Opportunities In The Heartland*

Evansville, Ind., Benton Harbor, Mich., Peoria, Ill., Battle Creek, Mich., and Des Moines, Iowa—not quite hotbeds of intellectual thought, legal debate and cultural advancement. What they are, however, are the headquarters of some of the nation's most respected and profitable corporations. And, as a result, excellent locations for lawyers looking to break into the in-house market or advance their careers.

"If you will relocate and consider smaller market locations, then by definition your options will increase dramatically," says Mike Evers, this month's roundtable moderator and principal of Evers Legal Search, a Chicago-based recruiting firm focused exclusively on in-house counsel searches. "Given that it is hard to find the in-house job of your dreams in any one location, simply opening your thought process to different options gives you an advantage. It can also be very liberating."

The problem, though, is that small-town living ain't for everyone. You most likely will run into your boss and co-workers while buying diapers for Junior at the supermarket, your dining experiences will be limited to one or two restaurants and the cultural event of the year will be the county fair (if you're lucky, your town also might have a July 4 parade).

To some, small town life can be stifling, depressing and restricting. And if the job turns sour, you will have only one option: get on the next train out of town.

"One fear candidates have is that down the road they may not like their jobs anymore, but the family is happy and the kids love the school," Evers says. "You may feel stuck or need to make another geographic move because the market is limited."

But small towns also harbor huge advantages for in-house lawyers. For instance, you will live like royalty because the cost of living is dirt cheap, you will be able to eat dinner with your spouse every night, your commute will be less than 10 minutes long and you will be able to watch your kids play soccer on the weekends or perform in the school play.

The other advantage is you may get a chance to work with some of the most respected lawyers in the in-house bar—for instance, James Buda at Caterpillar, Gary Pilnick at Kellogg and Daniel Hopp at Whirlpool. With the help of Mike Evers, we convinced these and other top in-house lawyers to come to Chicago to participate in a roundtable on the pros and cons of working (and living) in America's heartland.

—Robert Vosper

## THE ROUNDTABLE



Pictured from left: Robert Berdan, James Buda, Mike Evers, Daniel Hopp, Gary Pilnick, Marya Mernitz, Rose, Karen Shaff, Roger Theodoredis

### Moderated by Mike Evers, Evers Legal Search

**Mike Evers, Evers Legal Search:** What are the pros and cons of moving to a smaller market from a place such as New York City?

**James Buda, Caterpillar:** We have 130 lawyers and most come from large law firms in large cities. That's our model and there are few exceptions. People typically get burned out in an environment where they have an hour and a half commute, work until 11 p.m., and haven't seen a soccer game or a school play in a long time. And when

they're ready to decide what they're going to do with their lives—that's when we come along and bring them to Peoria.

**Roger Theodoredis, Mead Johnson:** I recently asked one of our employees who just moved from New York to Evansville about what attracted him to the job. And



**We need the best athlete available because at some point he's going to be doing a very different job.**

—Gary H. Pilnick  
Senior Vice President,  
General Counsel & Secretary  
Kellogg Co.

he said it's the small town and the lifestyle.

**Buda, Caterpillar:** One of our recent hires came into work one morning with a bright smile on his face, and I said, "What are you smiling about?" And the lawyer, who was from Washington, D.C., responded, "I got to mow my lawn last night, and I smelled grass for the first time in 15 years." And that's exciting to some of those folks. Little things like that make a huge difference.

**Gary Pilnick, Kellogg:** Living in a small town isn't for everybody. We get a lot of applicants when we have an opening. About half the group opts out once they start considering living in a small town and the others get more excited. We have found our small-town location is a big recruiting obstacle. And I would imagine a company in a big city would have the same issue as well, just the opposite. Some families don't want to move to a big town.

So people are self-selecting, and the reaction you get more than anything else is people having a renewed energy for working as a lawyer, especially when we are recruiting from law firms. I loved working for my law firm, but I just seemed to do better as in-house counsel.

**Evers, Evers Legal Search:** Is anyone at the table sort of skeptical of someone who comes in for an interview and doesn't have any sort of local ties to the

area or doesn't have a history of living in a small town?

**Marya Mernitz Rose, Cummins:** We've had some skepticism because we have hired folks from Los Angeles or New York who thought it was something they really wanted. But then reality set in. "Wow, I can't go out and have 50 places to have dinner tonight." So we ask very clear questions about whether or not they really want to be here before we proceed.

**Karen Shaff, Principal Financial Group:** We certainly make sure they know what they're getting into before they come. And then we use mentoring to get them acclimated to the community. Because we don't want them just kind of coming into work—but not having any commitments to the community—and then figuring they want to move on after a few years.

**Theodoredis, Mead Johnson:** We find that getting people involved with the community also has the benefit of making them understand small-town culture. And we try to get them involved. For instance, we can help someone who has an interest in being on a hospital board. And that builds the partnership we all want our lawyers to have.

**Daniel Hopp, Whirlpool:** The ability to have an impact on a community is something people find very satisfying. And you

can certainly do that a lot more easily if you're in a small town as opposed to a bigger city.

I'd like to pick up on something that Gary [Pilnick] said. It's true that people that come to a small community self-select. And the people who make that selection are typically married with a couple of kids. But if you're a single woman or a single African American woman, for example, a small town may not be as inviting an environment. That is one of the things we have to overcome in the smaller communities—attracting a broad array of people to our company. We are missing a lot of talent that's out there.

**Buda, Caterpillar:** We tell people over and over again that this isn't like living in Chicago or Washington, D.C. But I have to tell you that out of the last 20 lawyers I've hired, half of them are either single men or women. And so we now have a nice little group that has made their own little network.

**Robert Berdan, Northwestern Mutual:** Milwaukee is a little bit bigger of a community, so we don't have many of these problems. The one problem we have when recruiting is convincing outside candidates that Milwaukee is not north of the tree line.

And then the other issue we always end up selling a little bit is the sophistication of the practice. People who haven't worked in-house have an image of what it is to be an in-house lawyer, and it doesn't comport with what we all know to be the reality. And I talk about the fact that a level of sophistication of the practice in-house on a day-to-day basis is significantly greater than in private practice. Because when you're in private practice you have to pick what walks through the door and try to please the client, whereas everything in an in-house environment is a big deal. And once we convince people of that, they become pretty excited about it.

**Hopp, Whirlpool:** To be successful, we need to make it very clear what it is like to work for a big company in a small town.

### **Hiring Diverse Candidates**

**Evers, Evers Legal Search:** Let's turn to diversity. How do you go about recruiting minority attorneys?

**Shaff, Principal:** We've been spending a lot of time focusing on diversity in a very intense way. I mean, it's challenging

because Des Moines doesn't have a very diverse population. You're not going to draw candidates within Des Moines. But we have gotten involved in various organizations, such as the ABA Minority Counsel Program and the MCCA. A young African-American woman from Howard University contacted us after a MCCA meeting, wanting to know whether or not we had internships. We had in the past, and were thinking about setting one up specifically targeting minority law students this summer. And we ended up bringing this young woman in as an intern.

**Hopp, Whirlpool:** We've done similar things with internships. We identify promising minority students in the area who are in law school or are even thinking about law school and then help them with their schooling. We spent a fair amount of time doing this. Unfortunately, we haven't been very successful to date.

We have found it difficult to get a diverse pool of candidates to talk to. Frankly, so many of the talented minority lawyers have more opportunities to choose from and an opportunity in a small town may not look as appealing.

**Berdan, Northwestern Mutual:** One of the things that we've been doing is going to job fairs and black MBA functions. Even though we're not hiring and don't have a particular opening, we want to get our name out there so that when people start thinking about changing careers, they will remember that we are committed to diversity. And I don't know if that ever will pay dividends, but we've been doing that every year for the past four years.

**Rose, Cummins:** At Cummins, one of the nice things for me is that we have three corporate-wide initiatives. And one of those initiatives, which has been in place since 1997, is diversity. It is a major focus of the company's recruiting efforts. We get people who come to us now because they know that diversity is an important corporate value for us.

### Locating The Right Candidate

**Evers, Evers Legal Search:** What has worked best for you—recruiters, Internet posting, word of mouth, referrals? What are the best strategies?

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## Living in a small town isn't for everybody.

—Gary H. Pilnick  
Senior Vice President,  
General Counsel & Secretary  
Kellogg Co.

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**Buda, Caterpillar:** We only use recruiters. We don't do any Internet postings or any other type of advertising. Recruiters are required to come to Peoria, sleep in Peoria, so that they know what the town is like. So when they're on the telephone with these folks, they can describe the city and its amenities and actually screen candidates. They need to help us find the candidates who are willing to make a commitment to a community like ours.

**Pilnick, Kellogg:** I agree. Understanding what the corporate culture is all about certainly will advance your recruiting efforts. We see diversity as simply about recruiting for talent, and if you don't have a diverse pool of people in your organization, you're overlooking great talent. We also see it as a corporate imperative to make sure our workforce reflects our consumer base.

What we've done is slow the process down. If we don't slow the process down, we're not going to find the right person. If that means

you lose a person to the recruiting process, fine, but that allows you to find the most diverse candidates out there. And we have found it's working very effectively. Our numbers have gone up significantly, and more importantly, we just have that much better talent. Is it hard during the recruiting process? It sure is. But once we get the right person they're there for 10, 12, 15 years.

**Shaff, Principal:** We use headhunters, but one thing we've also found really valuable is word of mouth from our own staff or people we've worked with—whether in law firms or otherwise.

**Evers, Evers Legal Search:** To what extent are you willing to overlook a person's lack of experience in order to get talent?

**Buda, Caterpillar:** I always recruit the best athlete. If I need a shortstop and he's a left fielder, I'll hire him if he's the best athlete. And it makes even more sense when you are trying to diversify your workforce.

**Pilnick, Kellogg:** It's critical to do that especially in a small legal department because people's jobs change. They might start here doing securities work and then two years later end up as our antitrust lawyer. We need the best athlete available because at some point he or she is going to be doing a very different job. So, I do think that's part of the criteria: Do they fit? Experience is almost the



**We don't want someone who has a huge ego and thinks everyone is inferior to them. We look for people who are willing to be team players.**

—Karen E. Shaff  
Executive Vice President &  
General Counsel  
Principal Financial Group

## ROUNDTABLE BIOS



**MIKE EVERS** is the founder of Chicago-based Evers Legal Search, a national law department placement firm. He previously was a recruiter for a large legal search firm and practiced employment law with Blank Rome in Philadelphia.

**JAMES BUDA** is vice president, general counsel and secretary of Caterpillar Inc., in Peoria, Ill. Previously, he was associate general counsel at the company and managed the company's legal office in Great Britain.



**ROBERT J. BERDAN** joined the Northwestern Mutual legal department in 1989 and is now vice president, general counsel and secretary at the company. Previously, Berdan was a shareholder at Whyte & Hirschboeck.

**ROGER THEODOREDIS** is vice president and senior counsel at Mead Johnson Nutritionals. Previously, Theodoredis was an assistant general counsel with Chiquita Brands International.



**KAREN E. SHAFF** is executive vice president and general counsel at Des Moines, Iowa-based Principal Financial Group. She is also a board member of the Association of Life Insurance Counsel and the Science Center of Iowa.

**DANIEL HOPP** is senior vice president, corporate affairs and general counsel of Benton Harbor, Mich.-based Whirlpool Corp. He has been with the company since 1979. Prior to joining Whirlpool, Hopp was an associate at Mayer, Brown and Platt in Chicago.



**MARYA M. ROSE** is vice president, general counsel and corporate secretary of Indianapolis-based Cummins Inc. Previously, Rose was an assistant general counsel to the state of Indiana. She is also a commissioner on the Indiana Gaming Commission.

**GARY PILNICK** is the senior vice president, general counsel and secretary at Battle Creek, Mich.-based Kellogg Co. Formerly, Pilnick was vice president and chief counsel at the North and South America arm of Sara Lee Branded Apparel.



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All Photos by Chris Lake

piece of it. You're looking for people skills and just general horsepower to see if they can handle the job.

**Shaff, Principal:** They are all going to have good fundamental legal skills so they're fairly transferable from subject to subject.

**Theodoredis, Mead Johnson:** All of our departments are stretched thin. We want somebody to develop that ability to go from securities to labor. Consequently, getting the best athlete makes the most sense.

**Buda, Caterpillar:** The other thing you have to do as you recruit these folks is tell them it isn't a life sentence. But obviously people have to do their time in the area that you hired them for. I mean, you can't walk in the door and say, "I don't want to do tax anymore."

**Rose, Cummins:** I've got 16 lawyers—which is pretty lean for a company of our size. So I need them to be able to do their jobs. I have

a much more difficult time moving them around, letting them do other things.

### Building A Perfect Team

**Evers, Evers Legal Search:** What are the attributes you look for in hiring for an in-house position? And it could be the smallest thing—how a candidate, for instance, interacts with his or her administrative assistant.

**Shaff, Principal:** We often hear from the administrative assistants whether the person was really nice to them or rude or dismissive. If they're the latter, we are not going to hire them. We need people who are team players.

That said, not everyone on the team is going to be best friends. But you do need to have a little bit of chemistry and be able to work together in a room. We don't want someone who has a huge ego and thinks everyone is inferior to them. We look for people who are willing to be team players.

**Hopp, Whirlpool:** I would agree with that. It's really important when you have a small group, and ours is relatively small. You don't want someone who is irritating or has a big ego. That just doesn't work.

When we recruit, we look for people who can work in a team environment and appreciate the contributions of everyone on the team, including administrative assistants and the legal assistants.

**Berdan, Northwestern Mutual:** I would echo that. We pride ourselves on having a collaborative practice, and so you want to make sure the candidate is going to fit in well and not be an isolationist. Because not only is the law practice itself collaborative, but you work with teams of businesspeople to solve their problems. And all of that is done in a collaborative way. You want to make sure that those candidates feel comfortable working in that kind of an environment.

**Buda, Caterpillar:** It's so different from a large law firm. A law firm is an eat-what-

you-kill kind of environment. Then you go from that into a team-oriented environment—working on business teams, sometimes six different teams.

We have a program called “Making Great Leaders” at Caterpillar that we put our businesspeople and lawyers through. But you have to recognize that it takes some people much longer to learn to be good leaders than others. But you can’t give up on them, especially if they are good lawyers and the client likes them.

**Hopp, Whirlpool:** You do need to help people be successful. We spend a lot of time on coaching and mentoring so that people understand what some issues may be and different approaches to solve them.

**Theoforesis, Mead Johnson:** In the recruiting process we try to get the sense of whether or not this person is a team player and whether or not they have the core behaviors we want. What I like to do is go beyond the references. This will give you a better idea of whether or not this person is going to fit in with our strategic objectives.

### Working 9 To 5

**Evers, Evers Legal Search:** Some law firm lawyers go in-house for the wrong reasons. They think it is going to be that elusive 9 to 5 job. How do you screen for work ethic?

**Shaff, Principal:** We try to be very clear up-front with what our expectations are, and that there is no such thing as a 9 to 5 job. We make that a real clear understanding. That said, I do think the work-life balance is better in-house, but it’s not ideal today by any stretch of the imagination.

**Buda, Caterpillar:** The folks that we recruit are usually coming out of a firm where they bill a lot of hours and are working a lot. When we recruit we make sure they know that we are offering a lifestyle change. We expect them to spend time with their families. We expect you to participate in community affairs. We don’t expect you to be there until 11 p.m., but we do expect you to get your work done. So go to the school play or go to the soccer game, take your laptop home, tuck your kids into bed, and do a couple of hours of work now instead of at the office.

**Evers, Evers Legal Search:** And achieving



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General Counsel & Secretary  
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that balance is one of the reasons why *Corporate Legal Times’* surveys indicate that lawyers generally are much happier in-house than in law firms. And if it isn’t about sheer hours, then what is it about?

**Hopp, Whirlpool:** I would say for sure it’s more the ability to manage your schedule as opposed to the hours you work. My lawyers work very hard. But if they need to go home and have dinner with the kids and then come back or work from home, they can. If they’ve got a vacation scheduled, they’d normally get to take it and we will find a way to cover for them while they’re away. So it is more a matter of schedule. The key is that they need to get the client’s work done on time. So sometimes they’re there late at night, and other times they leave at 4 p.m.

**Berdan, Northwestern Mutual:** Because of the way things have changed in the in-house work environment, we’ve made a very conscious decision not to oversell the work-life balance distinction between private practice and working in-house. At the same time we have laid down on a piece of paper what our guiding principles are with respect to work-life balance.

**Evers, Evers Legal Search:** Can you fill us in a little more?

**Berdan, Northwestern Mutual:** We found that we had a lot of flexible work arrange-

ments within the department. But these arrangements weren’t well publicized. It’s always a kind of one off thing between the individual lawyer or paralegal and his or her manager. Some people were afraid to ask. So we decided to just become a lot more transparent in the way in which we deal with flexible work arrangements.

We also laid out our philosophy with respect to work-life balances. We say that except as a matter of personal preference, weekend and holiday work should be the exception, not the rule. We say that everyone should be able to take his or her full vacation time each year, and that multi-day vacations should be substantially free of work. We indicate that work performed at home or from another location is of equal value to work performed within the office. This has had a very therapeutic effect within the department.

**James Buda:** When I am out recruiting, the first thing I give a potential candidate is our code of conduct. This is what we live by. We then sell the company and the department. And I think the thing that I do is I sell flexibility in terms of what they can do with their career at Caterpillar.

I also tell them from the time I started at Caterpillar in 1987 until my daughter’s graduation from high school, I didn’t miss one parent-teacher conference. I had to fly back from California maybe on a redeye, but I did not miss one conference. That is

the kind of thing that we sell. We've been really successful. We've landed some great people. I just love this job. I love going out on the recruiting trail, and it's been a tremendous environment.

### **Keeping Them Happy**

**Evers, Evers Legal Search:** Let's now talk about retention, career path and growth. How do you recognize top performers and how do you keep them happy?

**Rose, Cummins:** We give them plum assignments. You know, maybe let them work on a deal that requires them to go overseas. We have a global presence so we can send people to China or India to help negotiate a deal. So that is attractive—people fight for those opportunities.

One of the other things that we do is we try to give people opportunities for visibility at the highest level of the company. It's very important to them to have visibility to the very top management and the board. So this is one of the ways in which we can reward a really star performer in the company.

**Theodoredis, Mead Johnson:** People want to hear feedback, and they want to hear how they are doing and whether or not they are helping us meet our business objectives.

**Hopp, Whirlpool:** It is also important to let people feel like they're making a contribution and that they have responsibility and

accountability for the work that they do. We try to make sure people have a fair level of independence and have a level of responsibility and accountability for a particular part of the business. People like to have responsibility. People like to be in charge of a transaction or a particular matter.

**Shaff, Principal:** We have a fairly flat organizational chart within the department. There are some titles, but people have a lot of autonomy. And that is something we want our lawyers to feel they have immediately. You have to get good solid lawyers who can make the appropriate decisions and ask the appropriate questions. That makes them feel a lot more satisfied in what they're doing.

**Evers, Evers Legal Search:** How about giving them more client contact?

**Buda, Caterpillar:** That's one of the first things we do when we recruit people. A lot of law firm lawyers never get to meet a client one-on-one. They might meet the client with the senior partner, but that's about it. What we do is give them an immediate client base.

We also tell people there are other opportunities at Caterpillar beyond the law department. For instance, we encourage people to enroll in our MBA program. We had about 12 lawyers go through our MBA program at the University of Chicago. We

pay for that. It costs me \$97,000 to put one of these people through it. And then they frequently get opportunities beyond the law department to go into other aspects of Caterpillar's business. We have 16 lawyers who are now working in other business units. Before I retire, my goal is to get 50 names on that list.

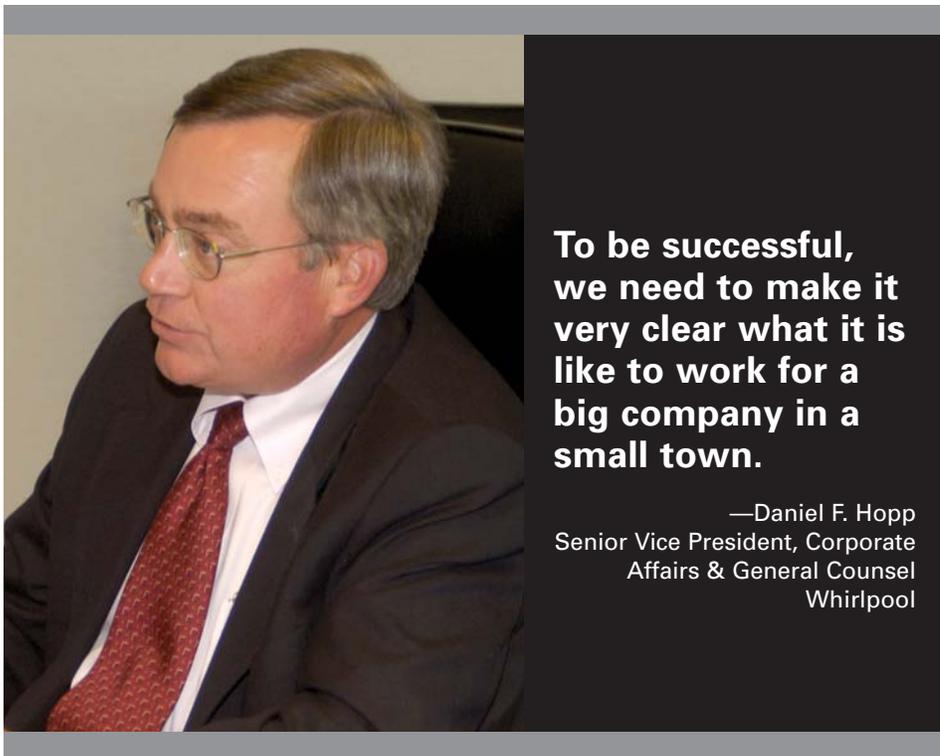
**Berdan, Northwestern Mutual:** That's true at Northwestern Mutual too. During the recruiting process we tell people there are other careers paths they can follow once they are part of the organization. We have 70 lawyers in the law department right now that if I had to sit down and count up the JDs we have at Northwestern Mutual, it would be more than double that. And the people heading up the responsible areas within the company—the head of our trust company, the head of our broker dealer, the head of our marketing department, our CFO—all came out of the legal department. And it's another option that's always available to people, and we solicit for that. We find out if they are indeed interested in looking at that as an alternative. And then we have what we call a "Lead Program" to develop them as leaders and create a growth plan.

**Karen Shaff:** Another thing we do is reward special performers with stock options. We are limited to what we can do. But it is very well received.

**Evers, Evers Legal Search:** What about mentoring? Do you have programs in place to mentor new recruits?

**Rose, Cummins:** At Cummins we assign a lawyer to the new recruit. I view that as my responsibility as well, but we also assign a lawyer who's had a little bit more tenure with the organization to help them navigate through the corporate minefield. This is especially needed for lawyers for whom this is their first corporate job. If they've been in a firm, they need to understand what the hierarchy is.

**Pilnick, Kellogg:** I think some of the informal programs are as good as the formal program. For instance, I encourage my people to go to lunch once a month with someone in the organization—somebody they don't work with—to get an understanding of what they do and what makes them successful.



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Senior Counsel  
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**Berdan, Northwestern Mutual:** We too have a relatively flat organizational structure where we have four different pay grades within the assistant general counsel title. We are actually in the midst of reworking the job descriptions for the highest levels to formally include a mentoring responsibility. We want to encourage it because it's a good way to ground new hires and make sure they are a part of the organization's culture. It can be pretty intimidating coming to work for an organization that has 5,000 employees and it's all centralized there and they don't know anyone. The mentoring role is incredibly important to make sure that they get off on the right foot.

**Mike Evers:** Is it a formal process?

**Berdan, Northwestern Mutual:** It is not formal. But we do recognize those people who do the work.

**Shaff, Principal:** We've had a lot of informal mentoring going on in our department for new lawyers over the years. And we've added a formal piece to that recently because we realized the informal wasn't working quite as well as we had hoped. That's probably because we didn't have specific goals for the lawyers who were tasked to do it.

**Pilnick, Kellogg:** And don't underestimate the benefit of mentoring more senior people. While I think it's critical to mentor and help

a new person, it also is important when responsibilities and jobs change.

**Hopp, Whirlpool:** Most of our companies have leadership development classes and other kinds of training programs to help people upgrade their management and leadership skills. Within our performance review process, there are also opportunities to access strengths and weaknesses and areas for improvement.



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## **Building A Strong Community**

**Evers, Evers Legal Search:** Do you have any specific programs to benefit the community, and how do you get your lawyers involved in those programs?

**Shaff, Principal:** We had a general counsel who retired about 18 years ago who did get on the board of our Legal Aid Society and volunteered there for years. And as part of the retirement gift, we made an arrangement with the organization to provide a lawyer every Friday afternoon.

**Berdan, Northwestern Mutual:** Our CEO is involved in everything that's going on in the community, and there's just an unwritten expectation that part of our culture is to be involved in the community. People get involved because they enjoy it and we encourage it. It's part of the job.

**Pilnick, Caterpillar:** We are heavily involved in the United Way. It's an event that occurs once a year. It has taken on a life of its own. And it is more than just money. We have people building houses for Habitat for Humanity, feeding people at the soup kitchens, and just getting involved. That's one of the benefits of working for a company in a small town, because the difference you're making is tangible.

**Rose, Cummins:** A concern that comes with that is that our business is cyclical. And when you are on the down part of the cycle, you

really understand what your impact is on the community when you can't contribute as much as you have been in the past.

**Hopp, Whirlpool:** We certainly see that. Our former chairman realized a number of years ago that for us to be successful in our hometown, we would have to help make our hometown more inviting to people who we wanted to come work for us. So through his leadership we have worked to create a grassroots, community-based organization where people work on solving community issues.

**Theodoredis, Mead Johnson:** I find a small town lets all of our employees, from the highest levels to the folks working in the plant, get involved in the community.

**Hopp, Whirlpool:** You could very easily find yourself say, serving food at the local soup kitchen, and you can have the chairman of our company and somebody who works in one of our factory locations working together. You really get to interact with everybody in the company. But you have to be careful. For instance, when you go to the grocery store, you might see your boss there or the chairman, or you might see some people that work for you. I enjoy that, but it isn't for everyone.

**Theodoredis, Mead Johnson:** It makes you a lot friendlier driver.

**Pilnick, Kellogg:** When you live in a small town, you cannot be anonymous. So what comes along with being part of a big organization is that responsibility. And with great responsibility comes a great deal of power and a great deal of fulfillment because we can deliver so much to our communities.

## Feeling At Home

**Evers, Evers Legal Search:** How do you help your new employees and their families who are moving, say from New York,



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—Marya Mernitz Rose  
Vice President, General Counsel  
& Corporate Secretary  
Cummins Inc.

integrate into the community. Do you have any formal programs?

**Hopp, Whirlpool:** Most likely it is the person who has done the hiring and people in their group who basically take this person under their wing and ensure they get connected. And it also is important to get them connected with some organizations. Often times, it's through the school, things like that. But you really need to pay attention to getting them integrated in the community. The other thing about a small town is they tend to be very friendly and really welcoming of new people.

**Shaff, Principal:** When we are serious about a candidate, we bring them in and have them spend part of the day with a realtor who takes them around to see the housing options. If they have a spouse who is interested in employment, we might arrange for them to meet a headhunter. If they have children, we try to hook them up with parents

with children of similar ages. So really get them introduced all over the place and help make the transition.

**Rose, Cummins:** You have to be much more conscious that it's a whole family, not just the employee who you're integrating into the community.

**James Buda:** When we get down to the final candidates, we ask them to bring their spouse for that second interview, because it is a lifestyle change. It is a joint decision. The spouse has to be comfortable. We show them neighborhoods and that Peoria isn't flat and full of cornfields. We also make sure they see the schools and golf course. We do all that before the offer is extended.

**Hopp, Whirlpool:** For us to be successful, we need to make it very clear what it is like to work for a big company in a small town. ◀