

EXECUTIVE CHANGES



Steven Bradford



Stephen X. Skapek



Brendan Acharyakosol



Brett Gardner



Richard Myers



Jimmy Archie



Tim Coltart



Mark H. Ralston

ACCOR NORTH AMERICA named **Kristin Taylor** executive vice president of technical services.

BANDERA VENTURES named **Steven Bradford** partner.

CHILDREN'S MEDICAL CENTER named **Dr. Stephen X. Skapek** director of the Center for Cancer and Blood Disorders.

CNL COMMERCIAL REAL ESTATE named **Tom Goodson** principal.

COMMERCE STREET CAPITAL LLC named **Brendan Acharyakosol** managing director.

DARLING HOMES named **Brett Gardner** president and chief operating officer.

FOSSIL INC. elected **Gary Kusin** to its board of directors.

HBCUSONLINE.COM named **George Willis** controller.

KDFW-TV (CHANNEL 4) named **Paul Scutari** vice president, regional sales.

MACFARLAN CAPITAL PARTNERS named **Greg Crooks** vice president.

MONEYGRAM INTERNATIONAL named **Larry Angellilli** senior vice president and treasurer.

PATTON BOGGS LLP named **Marc A. Myrin** partner.

REALTY CAPITAL named **Richard Myers, Jimmy Archie** and **Tim Coltart** managing directors.

TABER ESTES THORNE & CARR PLLC named **Mark H. Ralston** partner.

TATUM named **Dave Becker** partner in the Dallas office.

Submissions to Executive Changes must be for vice president or higher, senior vice president for financial institutions. Photos must be in JPEG format, at least 4 inches wide and 200 dpi. E-mail to execs@dallasnews.com.

CHERYL HALL

Column outtakes offer prize takeaways

Continued from Page 1D

Jodi Phillip, the agency's PR person. "In addition, Stan's business philosophy is that we all need to be in the office working when our clients are working. So we all queue up and wait our turns at the elevator.

"It's all part of Stan's peaceable kingdom."

Lesson to chew on

Selena Loh LaCroix, 46, is a highly organized executive headhunter at Swiss-based Egon Zehnder International Inc.

She was shaped by growing up in highly structured Singapore.

"I don't thrive on chaos. Some people do. I prefer to have my life planned," LaCroix says.

One of Singapore's quirky laws prohibits the sale of chewing gum. The ban went into effect while LaCroix was a teenager.

Cleanliness and efficiency are big in Singapore, she says. Gum was a detriment to both. "People would toss it, and the gum would jam the subway doors and cause delays," she says.

It isn't illegal to chew gum. You just can't sell it.

"So there were people gum-trafficking," she recalls. "People would go to Malaysia, load up on gum and bring it back home."

That taught her about the fluidity of markets and the creativity of entrepreneurs to meet the needs of consumers.

Cooking up success

In 1990, Dallas celebrity chef Avner Samuel headed across the Atlantic to Americanize the posh restaurant at the famed Churchill Hotel in London.

"I inherited a huge kitchen with 70 cooks — most of them had been there for nearly 30 years — and they were mainly from Bangladesh, India, Egypt and Turkey," says Avner, who now holds court as



Lara Solt/Staff Photographer

Selena LaCroix of Egon Zehnder International Inc. learned a lesson about the fluidity of markets from a chewing gum law.



AVNER SAMUEL

owner of Nosh euro bistro on Oak Lawn Avenue.

He went to work but quickly realized that the high-paid kitchen staff was set in its ways. "After a few weeks, I told the GM, 'I don't think we'll be successful unless we let half of the people go.'"

Despite costly severance rules in England, Avner got his way. He quickly hired New Zealanders and Australians (because they didn't need papers to work in London) and taught them to cook Avner-style in a week.

"Before I know it, the city is on fire with what is happening at the Churchill and the new American chef," says Avner, who's never shy about sharing stories about his glories.

After word got around, CNN came calling.

"I think what the GM said [on camera] was cute. He said, 'Well, he cooked in America, but he's actually from Israel. He came to our kitchen three weeks ago, threw in three grenades and picked up with the survivors.'"

Avner swears he's mellowed with age.

Grandma's wisdom

Legendary oilman T. Boone Pickens learned how to negotiate from his grandmother. She taught him to go shopping only when he knew what he was looking for, to hold his money in his hand and to never spend more than what was in his grip.

"There was this Bulova wristwatch that was \$18.75," Pickens recalls. "She said, 'Do not pay any more than \$18 for a wristwatch.' I told her, 'I want it bad, and I've got the money.' She said, 'Take your money down there and offer \$12. I bought it for \$15. She had it figured.'"

'Like strategies'

When it comes to training sales staff, corporate strategist Steve Harvill says most companies overlook the obvious.

"In the midst of massive amounts of data, there's one thing that is staggeringly clear: Almost all buyers do business with people they like," says Harvill, principal of Creative Ventures Inc. in Dallas. "If



STEVE HARVILL

you know that, why don't you have strategies based around like? Why wouldn't you sit down and ask, 'I need to know what every one of your clients likes and dislikes about you.'"

So far, he's persuaded nine corporate clients to develop "like strategies" that focus on their most successful salespeople to find out what buyers like most about them. Then they inculcate those habits (which he calls repeatable successful acts) throughout the company.

"They're getting unbelievable results," says Harvill, acknowledging that it's an off-putting idea at first. "When you say to somebody, 'We're going to have a like meeting,' they look at you like you're nuts."

The duct tape question

Turnaround specialist Anna Prata poses an unusual interview question when trying to determine who needs to stay and who needs to go at a struggling company.

"I always ask, 'What's the most creative thing you've ever done with duct tape?'" she says. "When you get the 'Huh?' look and the person is totally stumped, it's generally an indication that they're permanently stumped. They'll never come up with solutions."

One of her favorite answers was from a guy who duct-taped a tire to get to a gas station.

"People who can answer that question are comfortable in their own skin and won't call me the first time they can't figure out how to do something," she says. "They'll figure it out on their own."



ANNA PRATA

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