

# RICHARD M. BRANDT

## DIRECTOR, IACOCCA INSTITUTE



Dick Brandt is an international consultant, advisor and accomplished public speaker. He has had over 15 years of experience in managing international business operations, while serving in various Vice Presidential positions during a 25-year career at AT&T and Lucent Technologies. International operations for which Mr. Brandt assumed responsibility included all activities associated with sales, project implementation, technical sales support and staff in over 25 countries in Asia, Western Europe, Eastern Europe, the Middle East and Africa. These responsibilities led him to direct discussions of international business issues with world leaders such as the former President of the PLO, Yasser Arafat and Jiang Zemin, former President of the PRC. Mr. Brandt also served on the Board of Directors for five international ventures in Singapore, the PRC, India, Poland and Russia. He assumed the position of International Sales Vice President in 1989 and concentrated on opening up the Asia/Pacific market for AT&T starting with Korea and Taiwan. Dick then established several joint ventures and expanded operations to 15 countries in Asia by 1994. During this time, Dick led several hundred sales and support staff with hundreds of millions of dollars in annual sales.

In 1970, Dick Brandt began his career as a sales manager for Ohio Bell. Ten years later as a principal consultant for AT&T International in Dublin, Ireland, his international work began with the establishment of AT&T's first international company. Mr. Brandt spent over 14 years living and working overseas, beginning in Ireland and continuing in Italy, Australia, New Zealand, Hong Kong, and the Netherlands.

His personal and professional experience in marketing, team leadership, joint ventures and global business architecture and management has given him depth and perception that he brings to both the training room and his advice to corporate clients. Mr. Brandt has developed extensive seminar materials on various aspects of international work in the global marketplace. He earned his BS Degree from Kent State University, and he is a graduate of the Advanced Management Program at the Harvard Business School. He also served as a First Lieutenant in the United States Army immediately after his years at Kent State in the ROTC program. He spent two years on active duty at Fort Bliss, El Paso, Texas, and received the Army commendation medal for his work as the Public Information Officer. He then spent five years in the Army Reserves in Ohio.

Following his tenure at AT&T, Mr. Brandt has been able to devote himself to speaking and training engagements, having delivered lectures at Erasmus University in the Netherlands, Rome University in Italy, the World Economic Forum in South Africa, and Loyola University in Europe, plus training for Warner Lambert (The Sales Process in Japan), Bristol-Meyers Squibb (Doing business in Australia/New Zealand), Rohm & Haas (Asia Pacific Business Training), and Baruch College (Establishing International Joint Ventures).

Dick has been employed by Lehigh University for the past 18 years. He serves as the Director of the Iacocca Institute in the Office of the Vice President of International Affairs, and has been the Director of the renowned Global Village Program for Future Leaders of Business and Industry for 15 years. The Global Village Program delivers its learning through interactive courses, multi-cultural teaming experiences, business and organizational visits, executive round table discussions, themed panel and seminar sessions. Since its inception, this program has welcomed 1660 young leaders from 131 countries – all of whom are part of the Global Village worldwide alumni network.

In addition to delivering the International Business courses at The Iacocca Institute at Lehigh University, Mr. Brandt has also taught Business One for seven years at Lehigh's College of Business and Economics. He currently facilitates a session on international negotiations in the innovative Integrated Business and Engineering Honors Program. Additionally, Mr. Brandt has taught the Business Policy course in the Executive MBA Program at The Zicklin School of Business, Baruch College, and The City University of New York. He has also taught executive education programs for Long Island University.

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# WHAT I HAVE DONE AND WHERE I HAVE DONE IT

- Started with the first international company for AT&T in 1980
- One year in Ireland to develop a Strategic Plan for An Bord Telecom
- Two years in Italy to structure a Major Accounts Sales Organization for SIP
- Two years in Australia to establish a National Sales Organization for Telstra
- One year in New Zealand to create a National Sales Organization and nationwide distribution chain for the New Zealand Post Office
- Three years in Italy and Greece to establish the first AT&T offices
- Four years in Hong Kong to run the Network Systems (Lucent) sales force for Asia
- Two years in The Netherlands for sales and product management in Eastern Europe, Middle East and Africa



# SENZATIONS - CROATIA

Disruptive Leaders are  
Good for Business

# The Shared Genius of Elon Musk and Steve Jobs

- Rare form of design thinking.
- Unfettered conviction.
- Serial disrupters.

# Elon Musk

- Founder of **TESLA** (Car sales up 12 fold in 2013).
- Founder of **Space X** (First private company to deliver cargo in space).
- Original Founder of **PayPal** (sold to Ebay in 2002-\$1.5 Bil).

# Transformer and Disrupter - Steve Jobs

Jobs disrupted FOUR industries:

- COMPUTERS and MUSIC

- ANIMATED MOVIES and MOBILE COMMUNICATIONS

# Transformer and Disrupter - Elon Musk

- Founded first new car that is successful in 50 years.
- Slashed cost of Rocket launches.
- Outperformed World's Space Programs (USA, Russia and China).
- Leading investor and Chairman of Solar City.
- America's leading provider of Domestic Solar Energy.

# Unique Brand of Genius

- System level design thinking with extraordinary conviction.
- Specific products all had numerous other creators.
- Intimate understanding of not just the technology.
- Understands what is necessary in design, logistics, business model.
- See and imagine the broader eco-system where products transform.
- Uncanny ability to enter the head of future customers.
- Divide technology into simple pieces.
- Re-shuffle those pieces, after putting into a perfect product mix.

# Just Turn Back the Clock on Electric Cars

Just a few years ago:

- Electric cars limited by range (battery).
- Not very appealing to drive or look at.
- Limited acceleration.
- Great for sustainability.
- Musk thought they should be “lusted after” – Beautiful Design.
- Switch technology to batteries of many lithium-ion cells.
- Move from phone and computers to cars.
- Both roadblocks eliminated.

# How To Develop Multi-Dimensional Thinking

- Both Jobs and Musk were obsessed with design perfection.
- Things had to be beautiful and powerful at the same time.
- Both take conviction to the extreme as the key trait.
- More unlikely the possibility, the greater the determination.
- Deeply, deeply held views of how the world should be.
- Determination is the game changer.
- Others want to be part of the effort.
- Fools can be ignored but arrogant fools are dangerous.
- Any problem that does not contradict the rules of physics can be solved.

# Their Rules - Jobs and Musk

- Dream Big.
- Don't focus on making money.
- Work on an idea bigger than you.
- Look from the eyes of outside disciplines.
- Make things as simple as they can be.
- Don't limit yourself by anything that happened before.
- Play with radical outside-the-box future possibilities.
- Find something you really believe in and push for it.
- The first big success requires a lot of luck.
- Broaden your mind in different fields.

# A Different Kind of Leader - Company Background

- This company rivals Wall-Mart, Apple and IBM.
- 75 Billion in Sales in 2013.
- CEO sends "?" emails to Customer Service-Employees and they must answer in 2-3 hours.
- 140 Billion in Market Value in 2013.

# Management and Creature Comforts

- Employee desks are reclaimed doors.
- Meetings with employees start in complete silence.
- All major meetings start with a 6 page CEO memo.
- Management can be interviewed by the press but not the CEO.
- All public documents receive the 'red pen' edit by CEO.

# CEO Characteristics

- Does not believe in Consensus Building and Promoting civility.
- Colleagues not meeting CEO expectations receive a "Nutter."
- "Nutters" are considered a devastating rebuke in public.
- Long hours of work is incompatible with raising a family.
- This is a "Gladiator Culture" of survival of the fittest.

# Examples of Nutters Heard at Work

- Are you Lazy or just incompetent?
- I did not take my stupid pills this morning.
- If I hear that idea again I will kill myself.
- This report was written by the B or C Team.  
Where is the A Team report?
- Why are you wasting my life listening to you?
- I have no idea why I hired idiots like you.