

Stuart R. Levine is an acclaimed management expert who heads an international consulting and leadership development firm, a former corporate CEO, a former member of the New York State Assembly, a best-selling author, and a humanitarian. He formed Stuart Levine and Associates in 1996. The company helps leaders to become more successful by embracing "six fundamentals for effective performance." It helps them to achieve excellent business results and to make the best use of their most precious resource-their time. The company specializes in strategic planning, assessment, processes, and leadership development. They have helped their clients achieve and sustain high performance and measurable success over the long term. The firm also helps individual CEO's to manage the responsibilities asso-

ciated with their positions and at the same time to lead more meaningful personal lives.

Mr. Levine is in great demand as a speaker. His performance in keynote presentations or leadership seminars inevitably exceeds the highest expectations. His expertise runs the gamut across industries from advertising and health care to telecommunications and financial services. Among the corporations and associations who have engaged him include Microsoft, Citigroup, Siemens Solutions, Medical Georgia Pacific, The Federal Reserve Bank. US Chamber of Commerce, and

The Society for Human Resource Management.

He is perhaps best known as an author. His first book, The Six Fundamentals of Success: The Rules for Getting It Right for Yourself and Your Organization was a national best seller. It was released in 2004 and was Doubleday's lead business book. It continues to sell and has been translated into 10 languages. He is also a co-author of the international bestseller, The Leader in You, published in 22 languages with over one million copies sold. In January 2007, Doubleday released his new book, Cut to the Chase and 99 Other Rules to Liberate Yourself and Gain Back the Gift of Time, which has received rave reviews.

Mr. Levine has been prominently lauded by both the

electronic and printed media. He has appeared frequently on national television, including the Today Show, and cable networks. He tops the list of management experts for local radio and television programs in New York and many other media markets. In addition, he has been profiled extensively throughout the world in such leading publications as The New York Times, USA Today, Nation's Business, Investor's Business Daily, Los Angeles Times, Long Island Business News, Corporate Board Member magazine, and many others.

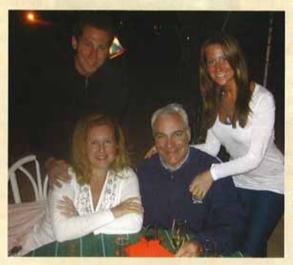
As the former CEO of Dale Carnegie and Associates, Inc., he transformed the company from a small, but highly respected domestic firm, to an international powerhouse with offices in 74 countries. His work was recognized, not

> only with economic success, but with numerous awards. In 1995, for example, he received the Entrepreneur of the Year Award in the category of Leadership from the accounting firm, Ernst and Young, and from Inc. Magazine.

> He serves as the lead director with Gentiva Health Services, the nation's largest home care provider chain, and lead director for J. D'Addario & Company, Inc. He is also director for Broadridge Financial Solutions. He serves on the

board of North Shore-Long Island Jewish Health System having chaired the Strategic Planning, Ambulatory Surgery and Quality Committees; he also served as Vice Chairman of the System. He is former Chairman of Dowling College and serves as a Contributing Editor for Directorship magazine. His prior directorships include European American Bank, and the New York State Excelsior Quality Board.

Mr. Levine is grateful for all his success and for the opportunity to serve. However, what is most important of all to him is his family. When asked how he would like to be remembered he says "As a very good parent." His definition of happiness is to hear the laughter of his beloved wife, Harriet. His proudest achievements are his daughter, Elizabeth, and his son, Jesse.



Stuart and Harriet Levine shown here with daughter, Elizabeth, and son, Jesse.

What follows below is an interview that I conducted with Stuart R. Levine a few weeks ago. In this candid exchange, he offers his formula for success in both business and life. He talks about his heroes including his father, David Levine, former New York Governor Nelson Rockefeller, Mother Teresa, and former tennis great Arthur Ashe. He gives young people the advice "to be purposeful and positive" in all that they do. He adds, "There are great opportunities out there

now and in the future. You must act on these opportunities, and if you have the discipline, you can achieve profoundly good things for people." His advice to older Americans is to get busy and give back. "We have an obligation to give back," he says, "so do something constructive." The mind, he says, is like a muscle in the body in the sense that if it receives exercise, it grows and develops and does not atrophy. When asked for the greatest lesson he has learned in his lifetime, he responded, "We all have reversals in our lives both personally and professionally, which are as important as the victories because they provide us with an opportunity to learn."

Mr. Levine is a strong advocate of home care and hospice going back to his days as a member of the New York

State Assembly. In fact, he is the author of much legislation which brought comfort and services to the aged and disabled citizens of that state. Notably, he introduced and Governor Rockefeller signed into law, legislation, for the benefit of those with disabilities, to abolish architectural barriers in New York State buildings. This act inspired the Congress to enact a similar law abolishing architectural barriers in Federal buildings all across the US. Because he is the lead director with Gentiva Health Services, Mr. Levine has detailed knowledge of this industry. When asked for his views about home care he said, "I believe home health care and hospice are mission-driven work—which means that we should keep on making people more important than profits. Home health care by definition is the ultimate form of respect for people. When it is done right, it is a tremendous thing. The data suggests that it is not only more effective to be treated at home, it is more efficient and much safer. We all have the power and the ability to impact the life of other

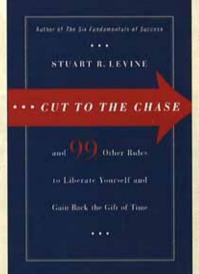
human beings. In doing so, I submit we are doing God's work. This is very important to me, but I don't think people talk much in these terms."

In his most recent book, Cut to the Chase, Mr. Levine offers the following penetrating message: "Cut to the Chase is about understanding that your time is, quite literally, your life. I believe that helping people cut to the chase is the critical leadership skill of the next decade. We live in an age

> where our competitiveness is matched only by our desire for work/life balance. At the same time that employees are struggling for greater meaning in their lives, employers are struggling to create increased value for customers and shareholders. How do we solve these seemingly conflicting problems? By defining our purpose, knowing our world, and concentrating. In other words by 'Cutting to the Chase."

As is obvious even from a cursory glance, Stuart R. Levine is an extraordinary human being who has devoted his entire life to public service. CARING magazine is pleased to salute him for his accomplishments. The home care community will have the opportunity to hear him present at the CEO Leadership School, which will be held in conjunction with the National Association for Home Care & Hospice's 26th Annual

Meeting in Denver, Colorado, on October 6-10, 2007.



Levine's book was released in January, 2007 and received rave reviews.

(VJH): Thank you, Stuart, for agreeing to this interview.

Thank you for the gift of your time. Time is the one great commodity in life, so it means the world that you would be willing to share a few minutes with us. I want to ask a few questions that will help define your intellectual compass.

The best way to put that in context is to say that if a young man or young woman is going to emulate you, they need to know what you believe and to understand your values. Let me begin by asking you about role models. Who were the people who most influenced you during your formative years?

(SL): Val, number one would be my father because his story was very compelling. He was a foot soldier in Anzio during World War II. He was one of three survivors in a company of over 200 men who fought in that battle.

When he returned from the war, he worked very hard. He worked his way through law school in a soda fountain, a little shop located in Brooklyn. He became very successful, but understood the importance of family. He was a great parent who taught us the importance of a strong work ethic and leading an ethical life. My grandparents, rest their souls, were immigrants, and they too, had a huge impact during my formative years.

Speaking professionally, I had the privilege of serving as a member of the New York State Assembly and had the chance of working with Governor Nelson Rockefeller. I watched his greatness and tried to learn. I noticed that he attracted the best minds, the best people. He created a climate of innovation, creativity, and high productivity. He helped empower others and had high expectations for them. His entire focus and that of his team was to lift people up, to provide them

with opportunity, and to help solve their problems.

(VJH): You made an excellent point. He was never insecure about bringing the best and the brightest together.

(SL): Right. He was never threatened. This was very interesting for us in business and in life. Some are afraid that if they bring in people that are talented, they will undermine them; but the Governor wanted to attract the best intellect as a means of providing the best service to the people of New York. Most people respected him and worked hard to maintain his confidence in them. They also were not afraid to tell him the truth.

(VJH): There are many great leaders that have done that over the years, notably Abraham Lincoln. Doris Kearns Goodwin talks about this in her book, "Team of Rivals - The Political Genius of Abraham Lincoln." Certainly FDR did it during World War II and the Great Depression.

As a follow up, I would like to ask you if you have heroes and role models that are more contemporary?

(SL): When I was writing my first book, I had the privilege of having one of the last interviews with Arthur Ashe, the Wimbledon tennis champion.

I asked him how he transmitted values to his daughter, Cameron, who is about the same age as my daughter, Elizabeth. What he said is that children are so much more impressed with what they see you do as opposed to what they hear you say.

I asked him to give me an example, and he said, "Well, I told my daughter not to put her elbows on the table during

> dinner. Then came that magical moment during dinner when I put my elbows on the table. Like any six or seven year old, she said, 'Dad, your elbows are on the table." Instead of calling her up short or insisting on a double standard, he said he thanked her for pointing this out and removed his elbows from the table

For me this is a very important lesson in life. Whether at home or if we have the privilege of

leading an organization, we have to be very cognizant of what our actions are. Not in a self-righteous way, but because we are all ultimately God's children. We learn every day. However, it is not enough to aspire to high standards; we have to live up to them.

(VJH): Your entire life has been about public service. Did you recommend public service for your children? Would you recommend it to other young people?

(SL): I think that public service had an incredible impact in broadening my horizon and learning about people. The work I do in a not-for-profit world as a director of a hospital, as an example, is so gratifying that any time I am having a bad day in stress or business, it quickly corrects me and makes me focus on all the blessings that I have received.

So, yes, I have urged my children to take up public service. I am proud to tell you that my son, who graduated from the University of Michigan last year, has a career on Capitol Hill today. He wants to make life better for others. He has the values, the ability, and the passion to do the right thing. My daughter, I believe, will also do great things in the public interest.

I think public service has many personal benefits besides the rewards of helping others. You learn. You have the opportu-



Family photo is of the Honorable David Levine and his wife Rickey Levine (Stuart's parents), Harriet and Stuart Levine with son Jesse Levine.

nity to help shape the future. You also meet a lot of really bright, talented people.

(VJH): You mentioned Arthur Ashe a few minutes ago, who stressed the importance of actions over words. What comes to mind when you are asked what lessons you tried to pass on to your children?

(SL): Well, number one would be respect. When my son, Jesse, was a young man, he came home with a friend, and this fellow addressed me as "Stuie." And I spoke to the young fellow and I said, "By the way, you're banned for life from our house. You can't eat our chocolate chip cookies or have our ice cream." This got his attention and precipitated a discussion.

I said, "Look, you have to have respect. We all are really in this world to help each other, and the fact of the matter is that you eventually will emerge and evolve as a human being. You need to understand that there are values that society honors and respect for others is near the top." As you can imagine, it was a very interesting discussion.

I have always insisted that my children work during the summers, from the time they were in high school. They have had five or six different work experiences before graduation from college so that they understood the value of work, of money, and that nothing is free. I am incredibly proud of them and the fact that they entered the workforce early in their lives.

(VJH): Do you have a favorite book, or a favorite author?

(SL): I would include Conspiracy of Fools, which is written by New York Times reporter, Kurt Eichenwald. He describes the destructive behavior in the Enron Corporation. I think it is a very poignant lesson for all of us who are in a leadership position. We have a responsibility to stay focused on our mission, whether the product is home health care, oil, or whatever. I really believe home care and hospice are mission-driven work, meaning we should keep making people more important than profits. Eichenwald made that point very well in his book.

Some of Dale Carnegie's books were important to me as well. The third would be Edmund Morris' book about Theodore Roosevelt. In this terrific book Morris tells about the lessons learned by Theodore Roosevelt, which are highly relevant for all of us today.

(VJH): I share your admiration for Teddy Roosevelt. He was a prolific writer; he has written more books than any other president of the United States. As you know he was a very progressive thinker.

Franklin D. Roosevelt admitted openly that he, a Democrat, learned a great deal from "Uncle Theodore," who was a Republican.

(SL): Well, if you think about the situation the world is in today you will see Theodore Roosevelt was ahead of his time. For example, Theodore Roosevelt was really one of the early conservationists in this country. He actually created most of the federal park system, and was a great believer in protecting the open spaces. He certainly impacted my thinking, in part, because he came from the same township.

Because of things that I read about Theodore Roosevelt when I was 24 years old, I developed the first mandatory ecology program in the state of New York. So, he definitely had an impact on me, Val.

(VJH): I recently had the privilege of interviewing baseball Hall of Famer, Cal Ripken. I asked for his favorite quote and gave me the following from Teddy Roosevelt:

"It is not the critic who counts. Not the man who points out where the strong man stumbled or where the doer of great deeds could have done them better. The credit belongs to the man who is actually in the arena. Whose face is marred by dust and sweat and blood. Who strives valiantly, who errs, and comes up short again and again. And who, while daring greatly, spends himself in a worthy cause so that his place may not be among those cold and timid souls who know neither victory nor defeat."

(SL): Right. That is one of my favorites as well. I should also mention that Mother Teresa is high on my list.

I have had the privilege to know Monsignor Thomas Hartman, who is a brilliant man. He was the person who would escort Mother Teresa around when she would come to the United States. Through him I got an insight about how she worked and the incredible impact she could have.

For example, the first AIDS center in the state of New York was created when Mother Teresa came here in the early 1980's. She visited a prison and greeted the first four people with AIDS who were sentenced there. This took courage because at that time we didn't know to what degree and in what ways AIDS was contagious. She then called Mayor

Koch on a Wednesday asking for his help in creating an AIDS center, and received an affirmative answer. Next, she called Governor Mario Cuomo's office and asked if she could have those four prisoners sent to her. Of course, the governor said, "Yes." She added, "I'm interested in a building up the street," which is a state facility. Can we have it? He said, "Yes." She turned back to Mayor Koch saying, "I'd like to open the center on Friday." Koch agreed adding, "As long as I don't have to personally clean the windows, we will make it happen." Here was this diminutive woman who was so very powerful. She was a lesson in grabbing life by the lapels, being proactive, and doing all you can to help others.

We all know a lot of people who are back on their heels. Mother Teresa was always moving forward. I believe that if you want to do something good, you can do it. It just takes will, hard work, and believing you can succeed even against the greatest odds.

(VJH): Nobody ever said no to Mother Teresa. At least, she never took "No" for an answer.

(SL): Exactly. Monsignor Hartman shared that one day Mother was visiting New York City, but had only a couple of hours. He told her that, Time Magazine wanted to come and photograph her. She demurred saying, "You know, I would prefer to say a mass with you. I have been photographed

too many times." She dedicated that half a day to the monsignor, and passed on the photo for Time Magazine.

In an era where people live for PR, here was a person of such high values who chose to invest her time transmitting her beliefs to Monsignor Hartman rather than appearing on the cover of Time Magazine. It had such a powerful impact on him that he shared it with me and others. In this way, she helped him become a better person and priest.

(VJH): In response to my question, "Do you hate anything?" Mother said, "Yes," very quickly. "Well, what?" I asked. She answered, "Well, I hate waste. Most of all the waste of human potential."

She added, "I'm also not too crazy about having my picture taken. No, I hate having my picture taken."

"Well, Mother, how do you get through it?" I asked. "You're perhaps the most photographed woman in the world." She was constantly surprising me with her sense of humor. What she said is, "I made a deal with God. Every time my picture is taken, a soul gets released from Purgatory, which is why I like movie cameras, because souls are just flying up to heaven."

(SL): That's a terrific story.

(VJH): If you were making a commencement speech, which I know you have done many times, what did you try to get across to our young people?

> (SL): First I think that it is very important for young people to understand that there are tremendous opportunities going forward. We are not at the end of our maturation and growth in this country. I believe we are really at the beginning of a new frontier that is being driven by technology. Number one, I would stress that there are great opportunities.

> Second, like Mother Teresa, I would subscribe to the belief that we don't want to waste a moment. This is why in my new book Cut to the Chase, my thinking evolves around the notion that we need to act effectively. I would try to get across the idea that acting effectively presupposes that you think things through and communicate directly.



Here Stuart Levine is shown with former Mayor and current Presidential Candidate Rudy Giuliani

I would advise young people to be purposeful in all that they do. There are great opportunities, now and in the future. You must act on these opportunities, and if you have the discipline, you can achieve profoundly good things for people.

(VJH): So you lead a life of intention?

(SL): Yes. I think a lot of people are waiting for others to guide them. I think it is our obligation to help stimulate people and get them moving. I believe that if all the good people in the world joined hands, we could defeat the forces of cynicism and change some very ugly human behavior.

But this requires that ability to trust each other, to be respectful of each other, and the ability to move collectively on to higher ground.

(VJH): Very well said. I couldn't agree with you more. I'd like to take you, if I may, to the other end of the age spectrum. The baby boom generation, all 78 million strong is just entering their retirement years. This presents a problem and an opportunity. What would you say to the baby boom generation and Americans currently in their senior years?

(SL): I think that as people live longer the operative word for me is "live." This means that you continue to learn. I watch people retire, and I frankly think that it is a waste of human experience. I think it is way too passive.

So if I were giving advice those older people, I would say that we have a great obligation to give back. Get involved on a hospital board or find children that didn't have the benefit of two parents in a home, and help them learn to read. Do something constructive.

This is not charity or busy work. There are direct benefits to each individual. I think they are ways to stimulate your brain. I believe the brain is like a muscle in the human body, and if you exercise the brain, it grows and does not atrophy. I also believe there is a direct-line correlation from mental activity and disease prevention. Just as people need to exercise, to stay well physically, they all need to stretch their minds to prevent mental illness.

Ultimately, I believe we have a responsibility to ourselves and our families to manage our own health and take responsibility for our own well being. The best way to do this is to find ways to serve others.

(VJH): The ancient Greeks, Chinese, and Hebrews all venerated their elders believing they were the personification of great wisdom. I remember reading Toynbee who said that the societies that endured historically were those who cared for their seniors and disabled persons treating them with respect. Toynbee said there is a direct correlation between how we treat our elderly and disabled and the longevity of a society and our place in history. Any thoughts along those lines?

(SL): Well, to make it personal, my mentors in life have always been seniors. I'm thinking about two people in my life that I admire, one is 80, one is 78; they are both well known for their wisdom.

When I have questions about business, it is a great experience to be able to reach out to those accomplished people. It is also great for them to be able to share their experience with me.

On a personal side, I encourage my children to spend time and to talk to their grandparents. Young people should try to learn all they can. I think it is important that the DNA be cast in an appropriate way. I am not for putting people in institutions or sending them away from society after the age of 65. We can't afford to lose this talent pool.

(VJH): Well, you saw me grin when you mentioned the word "DNA," because I believe we're born with a certain set of DNA, and after that, we make our own depending on the people with whom we interact. My grandmother put it rather simply. "If you hang around with hoodlums, you are going to be a hoodlum. If you spend time with people with high character, some of that is going to rub off on you."

(SL): What you are talking about is making conscious decisions to associate with people that share your values, that share your passion for life, that understand the importance of respect for all people, that value their life, and who make contributions which improve the quality of life for others.

I was out the other day visiting a home health agency associated with Gentiva. I made some home visits with caregivers, just to see the facial expression of the people when the caregiver walked in the door. The impact was not only therapeutic physically, but mentally as well. The fact that somebody cared enough to spend an hour with those people had a profound effect.

We all have the power and that ability to impact the life of another human being. In doing so, I would submit we are doing God's work. It is very important to me, and I don't think people talk about it much in those terms.

(VJH): Home health care is the only form of health care that people really do look forward to receiving. Hospitals provide invaluable service, but no one looks forward to being admitted to hospitals. The data show that less than a quarter of the American public reports calling their physician's office as a positive experience.

By contrast home health care is something that families and individuals look forward to receiving. This is because it not only helps them physically but, psychologically because it lifts their spirits. How did you become involved in home health care?

(SL): I have spent over 20 years in health care related issues, and specifically saw them through my activity at North Shore LIJ Health System, which basically is a consortium of about 15 hospitals. I chair the Quality Committee. Watching those patients come through the ambulatory sites. I saw many who were underserved, that we couldn't handle in a traditional situation in a hospital. I watched some of our caregivers make sure those people got home, where they wanted to be. This had a tremendous impact on my thinking.

I became involved with Gentiva Home Care's predecessor companies some 15 years ago. I find it to be mission-driven work. I think that home health care is important because if you can deliver care to somebody in their physical environment, where they are comfortable, and where they live, the results will be better. I think the human body is more accepting of that. It is less clinical in the sense less threatening to the individual. So for me, home health care is by definition the ultimate form of respect for people. When it's done right, it is a tremendous thing.

The data suggests that not only is it more effective to be treated at home; it is more efficient and much safer.

(VJH): I did want to ask about your career in business. You were CEO of the Dale Carnegie Organization. Tell me how that came about and what your responsibilities were.

(SL): I believe that Dale Carnegie was a visionary man. He clearly understood the importance of a person's self confidence and the linkage between self confidence and the ability to function at a higher level. I had the privilege of being the first non-family chief executive officer of the corporation. We built it into a 74-country franchise. While I was there, I coauthored a book, which became an international bestseller called, The Leader in You.

We ran training programs that were developed based on the content from his books How to Win Friends and Influence People, and How to Stop Worrying and Start Living. These courses helped to identify a person's values, and gave us the ability to build their self esteem. A lot of people thought this was just a public speaking course, but it really was a lot more. The idea was that if you could be a more effective communicator and learn to listen, you would be better prepared to lead others.

This was really an incredible privilege for me. I traveled 300,000 miles a year when I was the CEO. I had the opportunity both to learn from and to teach others. What struck me in particular, Val, were the similarities among people. I could be in Thailand, or New York, or London, but everywhere people have the same desires. They want their life to matter, and they want their children and businesses to prosper, and to make products and services that sell because they are of high quality and help others. As I said, the world has those same desires. People are the same the world over.

(VJH): You have vast experience working with business leaders. I wanted to ask you, what are the qualities common to great leaders and great managers, and is there a difference between the two?

(SL): I think that there are important differences between leadership and management. Leadership implies vision, the ability to listen, and the judgment to make the right decisions. Management involves execution of a plan created by leaders. In our consulting business, we want to encourage the sharing of information. We want everyone to be a leader and exercise personal responsibility and good judgment without regard to their level in the organization.

(VJH): Very interesting. Is the art of leadership something you are born with or is it something that you acquire or can learn?

(SL): This is a really interesting question to me. I believe a lot of it is in your DNA, but I think leaders develop. I would like to believe that I am significantly more effective today than I was last year. I read and conducted a great deal of research for Cut to the Chase. In doing so, I evolved as a human being. The most effective leaders I know have that same commitment to learn, the ability to really listen, to process information, and to communicate in a good way.

I believe that leaders develop their skills based on their strengths. This is the interesting part of this equation because we all have different strengths. A lot of people tell you to focus on your weakness. Make them irrelevant. I take a different tact. I know what my strengths are and I work hard to build on those strengths. I don't think you can advance very far by identifying your weaknesses. Most people are who they are; they have difficulty changing their basic nature. I think it is much better to focus on the positive rather than the negative.

(VJH): The data from Gallup certainly bears you out. They say the effective thing is to build on your strengths rather than trying to compensate and make your weaknesses irrelevant. What would you say is the primary message of your new book, Cut to the Chase?

(SL): The message is there are a lot of distractions in the world today, but that the smartest people stay focused. Cut to the Chase really is about how to use time wisely and how to be more effective.

For example, we all spend too much time in meetings. In Cut to the Chase, we suggest mastering the 10-minute meeting. This is possible if we come prepared and have a clearly stated agenda.

A second example is teaching people how to find work-life balance and to take back their weekends. This is possible if

you come in early on Friday and don't leave until you finish work. This way you have a sense of renewal and don't feel guilty on Friday evening or Saturday about the fact that you have left early and still have work to do.

(VJH): I want to ask you, from your perspective of being in the New York State Assembly, how can you get your point across and still save time of a legislator?

(SL): The short answer is to be respectful of their time and *Cut to the Chase*. We give Members of the House or the United States Senate too much information. These are very busy people for the most part who

want to serve but we inundate them. I think it is our obligation to pick out the two or three points.

I remember very clearly one incident that happened to me in Albany. I literally physically ran into two people that were blind. I was walking down the hall, and they told me that they were having difficulty navigating the halls of the Capitol. I had a brief meeting with them. They made only three points: 1. They wanted to work; 2. They prepared to do so and were educated; and 3. They were prevented in doing so, not because people didn't want them, but because of barriers that were inherent in the design of buildings.

They were brief, but they were eloquent. They spoke from the heart. From this meeting came the idea of legislation to eliminate architectural barriers in public buildings, which I'm proud to tell you, was signed into law. All of this from a chance meeting. I thought at the time that God had put us together for a reason.

(VJH): I will add that we learned about your work when I was with the Senate Aging Committee in the 1970's. We helped

write legislation that removed architectural barriers in Federal buildings based in part on the work that you had done in the state of New York.

(SL): That's great, I was glad to be able to help. I was struck by the fact that these people wanted to work. They were prepared. They were brief; they described their frustration and they recommended a solution.

On my part, I listened and acted. Leadership is about listening to the frustrations of others and then doing something affirmative to alleviate their problems.

(VJH): You said something else there that resonated with me in effect;, "Pay a lot of attention to who God puts in front of you, because there is always a reason."

(SL): Absolutely. I'm a great believer in that.

(VJH): What is happiness? What does it mean to you? How do you get happiness and how do you keep it?

(SL): I think, number one, happiness is something to which you aspire. My wife and I constantly think about having fun and being happy. My wife Harriet and I make happiness a priority. We work at it.

I do things to prepare. I surround myself with people that want to be happy and not negative. We are privileged to do some really intellectually stimulating work, so this makes me happy. I choose what I want to do and how I want to engage. I don't let ethically-challenged people into my life.

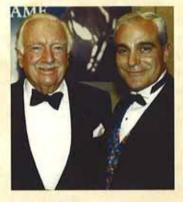
More than anything my happiness comes from hearing my wife laugh. When I hear her laugh, it is probably the happiest I ever get. Being with my son or my daughter has a similar effect on me. I take great joy in their success, growth and achievement.

(VJH): There is nothing more important than that.

(SL): Yes.

(VJH): Stuart, what is the greatest lesson that you have learned in your lifetime? Let's say that one of your grandchildren was asking. What would you say?

(SL): I would say that there are times when we have reversals personally and professionally. These are as important as the victories because they provide us with an opportunity to learn. I would add to that my belief that life is a contact sport.



Former CBS Anchor Walter Cronkite and Stuart Levine.

When I lost my bid for reelection, I was only in my 20s. I thought my life was over. I went into a negative spiral for about 30 days. However, what I learned is that the loss created new opportunities. I learned how a defeat can actually help you grow stronger. Nobody who has been successful had a straight line to the top.

The sign of a champion, to me, is the person that has setbacks, but is able to transcend them. Everybody loves you when you are a great success, but no one wins all the time. When you don't, it is time for reflection, prayer, for being with friends and family. If you are lucky, as in my case, you will have family and one or two friends who care about you and help you through the rough times. I didn't have too much money in those early days, but I earned the love of a few friends that really reached out to me, and who let me know they genuinely cared about my existence. They helped me get involved in another career which led to still other doors opening. So reversals of fortune are as important as the victories.

Finally, I would like to make a point which I have rarely shared with other people. When I was a member of the Assembly, I received a call from a constituent, a man who was crying. It was very unsettling. It was on a July 4th weekend, and he called me at home.

He told me he and his wife had wanted to have children, but they couldn't conceive. Finally when they had a child, who had been born a few days earlier, but who was diagnosed with Down's syndrome. Because of this, they wanted to give the baby up for adoption immediately. As I said, this was a very profoundly disturbing call.

I had a hunch and I acted on it. What I said to him is, "Look, I'm just your legislator. I'm here to serve you and facilitate any decisions you and your wife make, but to ease my conscience, I would ask that we have that baby retested." The hospital was putting pressure on the family to have the child released. I said, "I'll make sure that the CEO of the hospital holds onto your baby while we do additional screening."

It took about a five or six days to get the results of the tests but it turned out the initial diagnosis was wrong. To this day, I do not remember the name of the family or the child, but there is a happy youngster walking around somewhere who otherwise would have wound up in a state institution. He or she would never have had the benefit of being with their family and all the opportunities this presents.

So the lesson I learned is this: Listen to your hunches. If you see something that just does not look right to you, it is okay to stand your ground and push for more data to guide you. Just because something appears a certain way, it is okay to ask for a second or third opinion until you are satisfied that you are making a correct and ethical decision.

(VJH): Excellent, wonderful point. This leaves me with two questions that I want to ask. What does caring mean to you?

(SL): For me caring is an acknowledgement of my responsibility as a human being for the well being of others. I believe that we are better people if we care for each other. For me it starts with me caring for my family, not in a rhetorical way, but by really being available live and in person. I tell my kids, you know you can call me 24/7 if you need anything. Caring means being available, listening, and trying to inspire someone else. Whether you are on a hospital board or serving the homeless, caring is putting love in action. Everyday in our healthcare practice, caring is helping organizations to provide better patient outcomes and outstanding customer service. Caring means looking out for the underprivileged. It means veneration for the elderly, especially those who are old and ill. Everyone has the same right to be cared for by trained and loving hands. In summary, caring is the respect that you show someone else.

(VJH): Wonderful. I just have one last question now, which is how would you like to be remembered?

(SL): Life is all about the next generation. This means I tend to view happiness, success and fulfillment a little differently. To me it is all about my children. Most of all, I want to be remembered as a very good parent. My children can do whatever they chose with their careers, but I want to be remembered as a parent who gave them a moral foundations and good set of values.

Second, I would love to have it said of me that I left each institution, each place that I touched, just a little better than it was before. It may be just two percent better but what is important is that we constantly strive for improvement. We all influence others, and I would like to be thought of as a positive force who inspired others and helped make things better.

(VJH): This was great. Thank you again, Stuart, for the gift of your time and wisdom.

(SL): Well, thank you, Val. This has been wonderful.