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EAST BAY BUSINESS TIMES

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A conversation with Shaklee Corp. CEO Roger Barnett

East Bay Business Times - by [Mike Consol](#) East Bay Business Times publisher

First job: Shoe-shine business at age 4.

Business philosophy: Set a vision of what we can become and stay true to that, and to conduct ourselves in a way that people will want to do business with us.

How do you stay motivated: Motivation comes from believing in what you're doing. For instance, at Shaklee, I believe very strongly that we provide health and income opportunities to people all over the world.

Guiding principle: A little bit of the Golden Rule. If you help others it will be good for you as well. The world doesn't have to be a zero-sum place. My gain doesn't have to be your loss.

Definition of success: When you're content with what you have done. Many people are driven and have accomplished a lot, but I don't think that's success. My idea of success is making a positive impact on the world.

Goal yet to be achieved: Eradicating malnutrition in the world. It's just one of those things that should not exist.

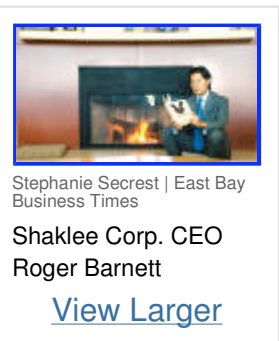
Best decision: Marrying my wife, and buying Shaklee. For me, buying Shaklee was a wonderful decision because it allowed me to take my desire to make an impact in the world and combine it with my day-to-day business activities.

Definition of leadership: The demonstrated capability to inspire others.

Mentor: Elie Wiesel, who won the Nobel Peace Prize in 1986. Jim Wolfensohn, who ran the **World Bank** for 10 years. My mother, who has dedicated the last 42 years to public interest law, making sure the poorest families in this country get equal access to the justice system.

Word that best describes you: Driven.

Like best about job: It remarkable to be able to influence millions of people's lives in a positive way.



Like least about job: Not getting to spend as much time with my family as I would like.

Interests: Playing the piano, writing music, sailing, tennis and understanding people of different cultures.

Pet peeve: I don't like lazy people.

Most important lesson learned: That you can never underestimate the need for people to feel appreciated, loved and reassured.

Person most interested in meeting: Bill Gates. He's one of the most inquisitive minds of our time, and with what he's doing with the Gates Foundation he may have the greatest single impact of anyone.

Most respected competitor: Avon, in part because for over 100 years they've empowered women with a certain kind of dignity and integrity.

Greatest fear: Not getting it all done.

Characteristic most admired: Honesty and integrity.

Characteristic most deplored: Dishonesty and apathy.

First choice for a new career: President.

Current state of mind: Happy and busy.

How do you deal with disappointment: Move on.

How do you deal with stress: Stress doesn't bother me. I use it as a source of energy.

Exercise of choice: Tennis.

Question you want answered: Will my kids turn out to be happy?

Most ecstatic moment: Climbing to the summit of Mount Kenya.

Favorite restaurant: A16 in San Francisco.

Favorite way to spend free time: Sailing.

Favorite vacation spot: Anywhere there's a beach.

Name: Roger Barnett

Company: Shaklee Corp.

Title: CEO

Years with company: 3

Career: Investment banker at Lazard Frères & Co., CEO of Arcade Inc., founder and CEO of Beauty.com

Honors: Selected a Global Leader for Tomorrow by the World Economic Forum, selected as a Young Leader Forum Fellow by the National Committee on U.S.-China Relations

Affiliations: Member, Young President's Organization; board member, Metropolitan Opera Association

Education: B.A., Yale College; J.D., Yale Law School; M.B.A., Harvard Business School

Residence: San Francisco

Family: Married with children

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