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# Failure is just another word for success, if you work it right

For decades, The Billings Gazette's 40 Under Forty has celebrated our community's best and brightest people. Many of those featured in the past have gone on to even bigger and brighter things. They've built successful businesses, risen through the ranks of their companies, landed in political offices where they've championed a better Montana, and perhaps most importantly, they've helped others to succeed.

But, it's been awhile since we've seen a class like this one. This group of young leaders in business, health care, trades, community service, the arts and other

fields, have achieved greatness during a very difficult stretch of pandemic and economic slowdown.

With that in mind, we asked this year's class a bit of a trick question. We wanted to get their thoughts on failure. And, almost universally, the consensus was that failure doesn't have to be a bad thing.

Smart leaders fail on their way up, arriving at a place they couldn't have without learning what they learned from the failing process. For example, the ubiquitous iPhone isn't even close to the device Steve Jobs first attempted. It was his failures that kept steering him in the right direction.

And, consider Stephanie Kwolek. She invented Kevlar, the material in armored vests. Think of how many lives have been saved by her invention. And, here's the best part, Kwolek's discovery of Kevlar was itself a mistake. She was trying to find a way to turn a solid polymer into a liquid when she realized the fibers she was creating in her process were five times stronger than steel.

Here's what a few of this year's 40 Under Forty winners had to say about the value of their own failures.

Janiel Olson Begger called failures "a great thing" that can help us reflect on how

we can do things better.

Kristene Bogle mentioned a failed relationship that forced her to quickly learn two things that have helped her succeed in business: how to problem solve and how to multi-task.

Ryan Cremer said that when his grades slipped in college his father gave him "the butt-chewing of a lifetime." The skills he developed in reviving his grades are skills that have lifted him in business.

And, Tara Kirschenmann said she doesn't even believe in failure. "If something didn't work out, then you've received some valuable feedback."

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# Congratulations Ryan

## on being named 40 Under Forty!

**Thanks for all you do for our members and communities. We are honored to have you on the Altana team!**

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# Congratulations to all 40 Under Forty recipients!



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Congratulations to our own Ashley Chancellor. Ashley is the Environmental Affairs manager at our East Boulder Mine and is passionate about educating the world about responsible mining and promoting diversity & inclusion within the mining industry.

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# BECKY ANGLIN | FALL ASLEEP WITH A DREAM AND WAKE UP WITH A PURPOSE

**Age:** 38

**Company and Title:** Rocky Vista University Montana College of Osteopathic Medicine and I am the Director of Simulation.

**Hometown:** Billings

**Education and/or Background:** I graduated with my (DNP) Doctorate of Nursing Practice Educational Leadership in 2021. Before that I earned my Masters of Nursing in 2015 and my Bachelor's of Science Nursing (BSN) from MSU Bozeman in 2007. I've held various roles in healthcare and higher education, including working as a floor nurse and charge nurse (orthopedics, labor and delivery, and long-term care), assistant professor, RN to BSN Director, Health care services Department Chair, and simulation instructor.

**If you couldn't do this, what would you do instead?** It is incredible the endless possibilities in healthcare professions. I feel very fortunate that from my nursing degree, I have been able to experience so many professions, from working at the bedside as a nurse to teaching our future and current nurses and health administrators to now

medical students in the innovative world of simulation. However, if I could not be in healthcare and higher education as the Director of Simulation. I would still be in education as a teacher at an elementary school.

**What other passions/callings are part of your life?** My other passion in life besides chasing my three kids around to activities and sporting events is I love to be creative. I love to craft in various ways, from making blankets to crafting with my Cricut. I enjoy making charcuterie boards. I think it is so fun to see the different ways you can put them together and make them look so appealing to the eye.

**What is the worst advice you've received and why?** I am not sure I have ever really gotten bad advice. I guess at one point in my career, I was told to just "put your head down, do the work and don't ask questions." I am not one to usually not ask questions, as through asking questions, we grow and continue to learn throughout life and our careers.

**What advice would you give a teenager about success?** Your success cannot

be measured by another person's standards. Each person is striving for success in their own way. How you choose to measure should be based on your goals. Take it in strides, success does not always come easy or all at once. You must work hard and put your best effort into all you do. It's through that you will find your success.

**What's your guilty pleasure?** Sappy movies! It is nice to turn on a good wholesome movie and watch two people fall in love! Oh, and chocolate!

**What is one professional accomplishment you still want to achieve?** Mentoring. I have been fortunate enough to have some great mentors along my journey, and still have a few helping me in my role today. I want the ability to pay it forward to help others be successful in their roles.

**How do you measure your own success?** In my role it falls back on the success of the students around me. When the students are able to work through the simulation and correctly meet the goals of it then I have succeeded in my job.

**What failure have you learned the most from?** I cannot think of a failure I have



had personally. But in the simulation world, we often fail or make a mistake quite a few times. Students learn when we talk about it, figure out why it was wrong and then start the simulation over. So, we can learn from the mistake and complete it correctly to ensure we remember the correct steps. This is why we have simulation to have a safe environment to practice and can make mistakes before going into the real world of healthcare.

**What is the hardest part of your job?** The hardest part of my job but also a piece I very much enjoy is the coordination and scheduling. I have to coordinate and schedule the various simulation events to ensure we have the correct rooms, equipment,

Please see **Anglin**, Page 29

# CARINE BASMADJIAN | HARD WORK ALWAYS WINS

**Age:** 33

**Company and Title:** Intermountain Healthcare Heart and Vascular Institute, Cardiologist

**Hometown:** Newmarket, Ontario, Canada

**Education and/or Background:** Undergraduate degree from the University of Western Ontario, medical school at St. George's University, residency and fellowship training at Cooper Medical School of Rowan University.

**If you couldn't do this, what would you do instead?** I truly love practicing medicine so if I couldn't be a physician, I would probably be a veterinarian as I love all animals. That, or open up a cat sanctuary.

**What other passions/callings are part of your life?** Traveling the world with my husband, spending time with family, and of course my two kitties.

**What is the worst advice you've received and why?** "Just power through." You have to listen to your body and create balance. Otherwise, you will just end up

burning out.

**What advice would you give a teenager about success?** To be successful, you have to enjoy what you are pursuing. Take time to explore interests and once you find a passion, just go for it and work hard. Success will come naturally. Hard work always wins.

**What's your guilty pleasure?** Anything pumpkin pie flavored.

**What is one professional accomplishment you still want to achieve?** I have an interest in preventative cardiology so I would like to eventually be board-certified in Lipidology.

**How do you measure your own success?** I find success through the positive outcomes and wellbeing of the patients I treat. There is no better feeling than seeing my patients feel better after a prescribed treatment or procedure.

**What failure have you learned the most from?** In college, I played varsity ice hockey and one year I did not make the team. This was very difficult for me



because I played hockey competitively since I was 8 years old and it felt like I lost my identity. In hindsight, it was the best thing that could have happened as I had more time to focus on my studies and pursue medical school. This "failure" taught me the meaning of the phrase "when one door closes, another one opens."

**What is the hardest part of your job?** Delivering bad news. As a physician, it is inevitable that you will have to provide bad news to a patient or their family members. In cardiology, we have numerous therapies that we can offer patients for heart health, but at times therapies fail to work and that is very difficult when you have to

tell a patient that the current therapy is not working and that there are limited options available.

**What was the last show you binge-watched?** "House of the Dragon."

**What is your favorite book?** "The 1/2 Deaths of Evelyn Hardcastle" by Stuart Turton. I love a good "whodunnit." I also really liked "Educated" by Tara Westover.

**What is the most rewarding/important aspect of your occupation?** The most rewarding aspect of being a cardiologist is building relationships with my patients and seeing them thrive and live their life to the fullest. Many times it may just be with a medication change, whereas other times it may be performing lifesaving interventions for patients in critical situations.

**Who is your greatest mentor/inspiration?** I find inspiration through many people in my life. It is important to have different people in your life for specific mentoring needs. That being said, I do not think I would be where I am today without the love and support from my husband and parents.

**Do you have a motto that you live by?** Treat others like you would want your family members to be treated.

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# MICHAEL BAZEMORE | THINK INSIDE THE BOX AND OUTSIDE THE BOX

**Age:** 39

**Company and Title:** Montana State University Billings, Director of Athletics

**Hometown:** Philadelphia

**Education and/or Background:** MSU Billings - Master's in Sports, Recreation and Fitness Management ('14); Michigan State University - Bachelor's in Sociology ('06), Bachelor's in Interdisciplinary Studies ('05)

**If you couldn't do this, what would you do instead?** If I could not be in athletics administration directly, I would more than likely gravitate toward coaching football either at the high school or collegiate level. If I couldn't be involved in athletics completely, I would probably be involved in a number of outlets that help people with personal growth/development.

**What other passions/callings are part of your life?** I'm extremely passionate about helping people grow and this field allows me to do that on a daily basis. Athletics has always been my North Star and provided a platform to allow me to develop and express myself. I feel fortunate to be in

a position to help shorten the learning curve for individuals that are walking a similar path as myself.

**What is the worst advice you've received and why?** Fake it 'till you make it. It creates a mindset that focuses on shortcomings. We are all works in progress, and just because we may not be at a point where we want to be, that doesn't mean we haven't earned the opportunity to transition our potential to the finished product.

**What advice would you give a teenager about success?** Success is a journey not a destination. You truly have to be infatuated with the process just as much, if not more, than the outcome. Know that you are enough; that doesn't mean that you get comfortable with where you are but you have the necessary resolve to figure it out and keep moving forward. Learn to operate in chaos; the more comfortable you are with being uncomfortable, the better equipped you will be to succeed.

**What's your guilty pleasure?** Dance movies, the cheesier the better! That and chocolate chip cookies.

**What is one professional accomplishment you still want to achieve?**

I want to be a part of an administration team that helps win a collegiate national championship.

**How do you measure your own success?** Great question. Navigating my professional and personal responsibilities at a high level and getting the most out of myself on a daily basis is a metric of success. Creating an environment that fosters holistic development and helping everyone involved excel past their expectations to become the best version of themselves is what I am actively working toward.

**What failure have you learned the most from?** I can't point out one specifically at the moment, but failure is a part of the process to grow. I am constantly replaying meetings, emails, conversations, etc. to evaluate if I articulated the way I wanted to ensure I was fully understood. Trying to do too much at one time and spreading myself thin is where I have failed in the past and am honestly still working on.

**What is the hardest part of your job?**



Managing people and learning how to balance the multitude of personalities. I'm more reserved and introverted by nature and have gotten comfortable with this part of the job but it does require a lot of my energy and mental bandwidth.

**What was the last show you binge-watched?** "Ancient Apocalypse" on Netflix.

**What is your favorite book?** "The Alchemist" by Paulo Coelho.

**What is the most rewarding/important aspect of your occupation?** Working with people and celebrating their accomplishments and successes, small and large.

Please see **Bazemore**, Page 29

# JANIEL OLSON BEGGER | THERE ARE TIMES WHEN YOU ARE GOING TO GET OVERLOOKED, NOT HIRED, BYPASSED – DON'T QUIT

**Age:** 29

**Company and Title:** RBC Wealth Management - Financial Advisor

**Hometown:** Billings

**Education and/or Background:** Bachelor's Degree in Business Management from Montana State University Billings. Master's Degree in Healthcare Administration from Montana State University Billings. Completion of Securities Industry Essentials, Series 7, Series 66 and Insurance Licensure Exams

**If you couldn't do this, what would you do instead?** I would take a complete pivot and run an animal rescue/sanctuary. I have always had a very soft spot for animals since I was a little girl. It would still bring variety to my day each and every day. However, it is very hard, yet rewarding work, which is something I enjoy about my current position.

**What other passions/callings are part of your life?** Past callings of my life

have been any type of athletic event or sport. I have always enjoyed competition and developed a passion for basketball that led to a college career at Montana State University Billings. Other passions of my life that flow through my work are helping people. Whether that is advising a client on monetary decisions, coaching a young athlete or being there for someone who needs an ear.

**What is the worst advice you've received and why?** This is a stumping question. I would just reiterate that you can always find a nugget from someone's advice. You may not take every suggestion and use it, but there usually is a nugget that you can apply.

**What advice would you give a teenager about success?** There is something positive to be said about being the underdog. Hard work will at some point, at some time, pay off. There are going to be times in life when you are going to get overlooked,

not hired, bypassed – don't quit. Allow yourself to feel the emotion of certain rejection but keep showing up, keep doing the work, and at some point, I promise you it will pay off. It may take five years, but it will.

**What's your guilty pleasure?** Shoes, all the shoes.

**What is one professional accomplishment you still want to achieve?** In the financial industry there are so many different designations that can be attained. The next professional accomplishment I would like to achieve is getting my CFP 'Certified Financial Planner' designation.

**How do you measure your own success?** My own success is measured by the success and sentiment of others. If my clients are able to obtain a solid picture of their financial goals, a road map of how we are going to achieve them, knowing we have options available and then working together to push to fruition – that would be



my measure of success.

**What failure have you learned the most from?** Not trusting my gut, because most times when I didn't, it caused conflict. It also doesn't mean that listening to my gut was the easy way, it is almost always the opposite. As we get further in our lives there becomes more propensity for conflict and differences in thoughts, processes and opinions. When fostered right this is a great thing! Nobody enjoys being wrong, always try to seek middle ground, take time to reflect on what you could have done better, sincerely apologize for things you missed and move on.

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# KRISTENE BOGLE | BE SURE YOU HAVE A GOOD MENTOR

**Age:** 39

**Company and Title:** Big Sky Spas, Owner

**Hometown:** Vancouver, Washington

**Education and/or Background:** Mountain View High School and Evergreen High School, 11-plus years in the pool and spa industry.

**If you couldn't do this, what would you do instead?** I would still be in sales. I enjoy the sales process and all of the relationships that go with it.

**What other passions/callings are part of your life?** My three kids, Kloe, Maya, and Xander are why I do what I do every day, but I still like to enjoy time for myself as well. I like to spend my summers outside on my motorcycle, camping, hiking, dirt biking, and exploring both with my family and on my own and in the winter months I like to spend my time off cooking, and reading. I have a soft spot for teenagers and young adults who are struggling, and try to be a mentor as best as I can for them.

**What is the worst advice you've received and why?** Work harder now and

you will be able to not work as much later. Working harder isn't the answer, because you can't outwork issues in business, but working smarter is the answer. Does this mean you don't work hard, absolutely not, sometimes you are working really hard, but it means that you do the work more effectively.

**What advice would you give a teenager about success?** No matter what anyone says, don't be afraid to take the chance and go after it. It's not going to be easy, in fact sometimes it will be really hard, frustrating, and feel like it will never get easier, but if you keep at it, it will get better.

**What's your guilty pleasure?** I love jelly beans, and not just the fancy Jelly Bellies but the old fashioned big jelly beans. If you put a bag in front of me, I will eat them... All of them. My kids have tried to bribe me to get out of chores more than once with them, and it has worked on occasion.

**What is one professional accomplishment you still want to achieve?** For



my business partners, staff, and myself, I would love to see us achieve the status of Dealer of the Year.

**How do you measure your own success?** By the successes of both the business and the staff, and having happy customers. None of this would be possible without the team and our customers.

**What failure have you learned the most from?** The failure of my first marriage was a huge eye opener for me. Still being new to Billings with no family, and very few friends, I had to quickly learn how to take care of myself and my children with very little local support. I learned very fast how to problem solve and multitask. I also learned the importance of having the right

people in your life that you can count on.

**What is the hardest part of your job?** The hardest part of my job can definitely be the decision making process. Every decision made affects the business, employees, and customers in some way, shape, or form, so understanding how those decisions will affect everyone is extremely important.

**What was the last show you binge-watched?** "The Mighty Ducks" on Disney+. My son and I started with the movies, and caught up on the episodes together.

**What is your favorite book?** "Take the Stairs: 7 Steps to Achieving True Success" by Rory Vaden.

**What is the most rewarding/important aspect of your occupation?** The most rewarding part of my job is seeing our customers and family enjoying their new hot tub. This is one purchase that tends to bring families together, and gives people a place to relax.

**Who is your greatest mentor/inspiration?** I have four of them. Tom Stott has always believed in me and supported me since my first day in the world of pools and spas. He always has an ear and a way of giving advice that is easy to understand. Rob Richards has taught me more than I can ever thank him for when it comes to owning a hot tub store and business in general.

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# SASKIA BOOGMAN | SUPPORT YOUR PASSION WITH A STRATEGIC PLAN

**Age:** 37

**Company and Title:** Kampgrounds of America, Inc.

**Hometown:** Billings

**Education and/or Background:** B.S. in Marketing & M.B.A from the University of Montana

**If you couldn't do this, what would you do instead?** In a world with no limits, I would love to be a professional singer. More realistically, after a long athletic career, I have a deep interest in how nutrition affects the body and its output. I could definitely see myself as a dietician in a clinical or sports-based setting. I'd also like to own my own business.

**What other passions/callings are part of your life?** I love to travel and wish I could spend more time exploring the world. I have been fortunate to spend a lot of time in Europe throughout my life; those experiences have made me appreciate learning about new cultures and places.

**What is the worst advice you've received and why?** I can't recall any one piece of advice I've been given that was

objectively bad. I believe that advice of all kinds is ultimately an opinion based on individual life experiences. We're all walking different roads, and we need to consider the advice we receive and utilize the pieces we find valuable.

**What advice would you give a teenager about success?** You don't need to find anyone's version of success but your own. What is important to you? How do you envision your life? What brings you joy? Success can be the big wins, but it's also all the small moments in between.

**What's your guilty pleasure?** I have a not-so-secret love for karaoke. I also love live sports — the ticket prices definitely make that feel like a guilty pleasure.

**What is one professional accomplishment you still want to achieve?** I have accomplished many things that I am proud of in my career. I would like to utilize my experience and expertise on a non-profit board. One of the greatest things we can accomplish is giving of ourselves and our strengths to help others.

**How do you measure your own**

**success?** In my work, nearly everything is trackable. Success can be measured in video views, impressions, revenue and more. While these things are important, I prefer to focus on how I feel when I go home for the day. When you've genuinely given your all, you know.

**What failure have you learned the most from?** My biggest failure was a personal one that taught me the importance of letting go and allowing people to walk out of your life if they're meant to. It was a good lesson that has served me both personally and professionally.

Professionally, I had a job that felt all wrong from the beginning. I quit after just a few miserable months and felt like I had given up. Looking back, I realize it wasn't a failure at all. Instead, I took the correct steps to leave a role and company that wasn't right for me. Culture and fit matter. Finding what's right for you and going for it is never a bad thing.

**What is the hardest part of your job?** Working in public relations, I get the opportunity to share lots of good news. But



I also take lead when things go wrong and the situation isn't so rosy. While they are a small part of my job, dealing with large and small crises can be emotionally draining. You're also making decisions that can have severe consequences for both individuals and the brand, so it's essential to be thoughtful and intentional. It's a responsibility I don't take lightly.

On the social media side of my work, the most challenging part of what I do is also one of my favorite components. Social media is constantly evolving. Every aspect, from what platforms are popular to the type of content that performs well, is

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# TIERANI BRUSETT | MAKE SURE WHAT YOU ARE DOING MAKES YOU HAPPY

**Age:** 39

**Company and Title:** VP, Ag Loan Officer at Stockman Bank of Montana

**Hometown:** Billings

**Education and/or Background:** Elementary Education

**If you couldn't do this, what would you do instead?** I grew up on a ranch in Brusett, MT. I love spending time at the ranch. I've got some of my own cattle that I run on shares with my dad. When I started at Stockman Bank I figured if I couldn't be at the ranch that working with farmers/ranchers was the next best thing. I'm sure if I wasn't at the bank I would be back at the ranch.

**What other passions/callings are part of your life?** Spending time with my family. I'm an aunt to three nieces and three nephews. I love getting to watch them grow up and seeing them start participating in all activities!

**What is the worst advice you've received and why?** I'm sure there was some bad advice out there. If you get bad advice just take it as a learning tool!

**What advice would you give a teenager about success?** Don't give up when something gets tough! You have to put in effort and ride through the tough learning curves of any job/occupation.

**What's your guilty pleasure?** Lately it has definitely been spending money on turquoise jewelry!

**What is one professional accomplishment you still want to achieve?** You can never make everyone happy but I would like to continue to be a well-respected member of the community and at work.

**How do you measure your own success?** By how I enjoy my job and the connections that have been made throughout this industry! When you have a great team that you are working with I think that in turn makes for a great experience with your customers. Hopefully that leads to your customers mentioning us the next time they are visiting with other members in the ag industry.

**What failure have you learned the most from?** Its 100% better to be upfront with people than to beat around the bush. Don't try to avoid the tough conversations if they need to be had.

**What is the hardest part of your job?** Definitely when you have to have the tough conversations with your customers. Some are good experiences and some are bad. You



wish they could all be great but they just unfortunately aren't.

**What was the last show you binge-watched?** Ted Lasso - I like his attitude!

**What is your favorite book?** Not sure I have a favorite book but I guess the last book I read was "Where the Crawdads Sing."

**What is the most rewarding/important aspect of your occupation?** I enjoy seeing the younger generation come in and start operating on their own. I've had a few bank relationships that have started with the folks and now the next generation is working on starting their own farms/ranches or taking over the home places. It's really great to see!

**Who is your greatest mentor/inspiration?** I have had many mentors growing up. My grandparents and parents have always been such hard workers and have passed their work ethic down to their kids and grandkids. As far as at the bank I will give credit to Brian Cooley who hired me here at Stockman Bank as a lender.

**Do you have a motto that you live by?** There are a lot of them. A couple of the good ones are "Live each day as if it were your last" and "The grass isn't always greener on the other side"! I think people get too worked up with what other people have going on.

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Just make sure what you are doing makes you happy. If there is a certain industry that intrigues you take a job that can teach you about that industry. Then just keep working your way up and if that eventually leads you to start your own business, great!

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# MARCELL BRUSKI | LEAN IN ON WHAT YOU ARE NATURALLY GOOD AT

**Age:** 37

**Company and Title:** Big Sky Economic Development, Director of Marketing and BillingsWorks

**Hometown:** Ekalaka

**Education and/or Background:** Bachelor's degree in Business Administration from Rocky Mountain College

**If you couldn't do this, what would you do instead?** Having grown up in Ekalaka, Montana, there was always a lot of opportunity to be around and care for animals. If I wasn't doing what I'm doing now, I'd love to be a vet.

**What other passions/callings are part of your life?** Traveling. I have always loved traveling, domestically and as I've gotten older, internationally. I love experiencing new places, I always feel recharged and inspired after a trip!

**What is the worst advice you've received and why?** The worst advice I received was along the lines of "lower your expectations, that's not how it works." That advice struck me as short-sighted and unambitious.

**What advice would you give a teenager about success?** Lean into what you are naturally good at and focus on bettering those natural talents. We all tend to focus on getting better at the things we are the worst at, which it's important to get better in those areas, however if you take that energy and shift it to focusing in and developing the talents you are naturally good at, wow, you'll be off to a great start to finding a career that allows you to utilize those skills.

**What's your guilty pleasure?** Reese's Sticks - a perfect combination of a Reese's cup and Kit-Kat, dreamy.

**What is one professional accomplishment you still want to achieve?** To build BSED's Better Off in Billings into a widely adopted brand by the Billings business community to help showcase Billings as the vibrant, growing community that we are to current and potential residents.

**How do you measure your own success?** The energy that follows the event or the project or the "thing" you're

working on whether it's completing a few miles of new fence, completing a project, or executing an event, when it goes well there is always a buzz of energy that follows, an excitement when reflecting on the journey and a sense of pride for all that you did to get it done.

**What failure have you learned the most from?** What I've generally learned about failure is that it only comes about when you refuse to find a lesson in your shortcomings. Even if you didn't execute exactly as you wanted to, you have the opportunity to redouble your efforts next time, and if you do that, it wasn't a failure at all.

**What is the hardest part of your job?** Only being able to be in one place at a time. I envy Hermione Granger's time turner necklace in Harry Potter.

**What was the last show you binge-watched?** "Wednesday" on Netflix. I'm a sucker for the Addams Family movies and any Tim Burton movie/show.

**What is your favorite book?** Professionally, "Extreme Ownership: How U.S.



Navy Seals Lead and Win" by Jocko Willink and Leif Babin.

**What is the most rewarding/important aspect of your occupation?** Bringing people together, building connections between others that spark new ideas, programs, relationships, and successes.

**Who is your greatest mentor/inspiration?** My family, my parents and my little brother. From a young age my brother and I worked alongside our dad in the summers building barbed wire fences. Our parents trusted us to work with them and build this fencing company together. My parents inspire me because they raised my

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# ERIKA BURKE | FAIL TO PLAN, PLAN TO FAIL

**Age:** 33

**Company and Title:** Berkshire Hathaway Home Services Floberg Real Estate - Realtor

**Hometown:** Denver

**Education and/or Background:** Gonzaga University - Bachelor's degree in Business Administration

**If you couldn't do this, what would you do instead?** The dream would be to own a food truck and bring Colorado-style Mexican food to Billings. One of our favorite things growing up was making chili rellenos with our grandma, with green chili of course. If I did own a relleno food truck, I would do different types of rellenos to provide a flare to the dishes.

**What other passions/callings are part of your life?** Our family loves to travel and try new places. We hope to be able to take our two boys traveling as much as possible as they grow up. Another passion I have is getting involved in the local community. In 2023, I look forward to serving on the Ronald McDonald House board.

**What is the worst advice you've received and why?** I haven't received much advice that truly was bad advice; however, I've learned that personal growth

sometimes means recognizing that certain advice may not apply well to me or my personal situation.

**What advice would you give a teenager about success?** "Fail to plan, plan to fail." My father always says this to me, even as an adult. In recent years, I have definitely realized if you don't start out your day with some sort of plan you aren't setting yourself up for success. Have a plan and execute it. It might not turn out perfect every day, but at least you have a direction.

**What's your guilty pleasure?** S'more Mix from Costco.

**What is one professional accomplishment you still want to achieve?** I would like to get my Broker's License and eventually be a Supervising Broker. I have had some wonderful Supervising Brokers throughout my career and I hope to one day be able to share my knowledge and experience with other agents.

**How do you measure your own success?** Whether or not a client feels I provided them with the best service possible in one of the biggest decisions they will ever make. I approach real estate providing what is in the best interest of my clients while maintaining my own personal values. At

the end of the day I want my clients to say they had the best experience while purchasing their homes and enjoyed working with me in the process.

**What failure have you learned the most from?** I wanted to go to nursing school in college and unfortunately didn't make it through anatomy and physiology. A lot of that had to do with "failing to plan." I now know that success doesn't just come by attending a class. Success comes through studying, experience and practice of your profession. You have to continue to "work" on your profession and fine tune who you want to be within that profession.

**What is the hardest part of your job?** Most clients are only available during their non-work hours, so I often have to work during nights and weekends at the same time my husband and kids want to spend family time together. I am super thankful to have a husband that supports my business. Plus, most of my clients end up liking my husband and boys more than they like me.

**What was the last show you binge-watched?** "Ozark" and "Working Moms."

**What is your favorite book?** "Go Dog, Go, Pout Pout Fish," or any other book that helps our kids wind down before bed.



**What is the most rewarding/important aspect of your occupation?** Getting people into their next dream home.

I love looking at homes with people and watching their whole personality change when they find "the home." It is really rewarding to know that we were able to work as a team to make one of the biggest financial decisions they will ever make. Even after the transaction is over and they move in I try to continue that relationship with my clients as most of them become friends throughout the process.

**Who is your greatest mentor/inspiration?** My parents and parents-in-law.

Please see **Burke**, Page 31



# ASHLEY CHANCELLOR | COLLABORATION AND COMMUNICATION ARE INTEGRAL COMPONENTS OF SUCCESS

**Age:** 36

**Company and Title:** Sibanye-Stillwater; Environmental Affairs Manager - East Boulder Mine

**Hometown:** Colorado Springs, Colorado

**Education and/or Background:** B.S. Chemical Engineering; Colorado School of Mines

**If you couldn't do this, what would you do instead?** After graduating university, my first job was as a project engineer in a gold mine in Nevada. It was there I fell in love with the industry and especially its people! Since then I have held many engineering and supervisory roles including in: projects, mineral processing and environmental. Over the years, my favorite aspect of each role has been the amazing people that I have had the opportunity to work alongside. If I couldn't do this job, I would want to find a role where I could continue to advocate for the sustainability of the mining industry.

**What other passions/callings are**

**part of your life?** Regardless of the roles I have been in throughout my career, I have thoroughly enjoyed teaching. I am passionate about STEM education and outreach especially to those who may initially think that it is boring or too difficult. The foundation of Women in Mining (WIM) is educating its members and the public on the benefits of mining and the amazing careers in the mining industry. One of my primary reasons for joining WIM was to marry my passions for promoting mining and non-traditional careers with STEM outreach.

**What is the worst advice you've received and why?** That the best way to advance in my career was follow a predetermined script. So often technical professionals are told that there are only a few fixed paths they can take to advance. This is far from true. By contrast, it has been my personal experience that by allowing myself to be open to different opportunities, I have been able to find more fulfillment and accumulated more broad experiences than if I had followed the prescribed path.

**What advice would you give a teenager about success?** The use of metrics or numeric values to measure success only gives you part of the story. To borrow a popular climbing analogy, some people start at the base of the mountain while others start from the valley. While the ultimate goal is to complete the climb, reaching the summit requires a different amount of time, energy and resources for each person. This only makes it more impressive when those who start in the valley achieve their goals. That is why it is so important to never measure yourself against others when it comes to your success.

**What's your guilty pleasure?** Making a large bowl of homemade popcorn to enjoy while watching the Great British Baking Show! Similarly, I find cooking and baking a great way to de-stress after a long week. A hobby which usually results in cookies, bread or cupcakes that I can share with my willing co-workers.

**What is one professional accomplishment you still want to achieve?** I



would love to see more under-represented groups, including women, and their allies become part of the mining industry to aid in ensuring its sustainability. To this end, it is my goal through both my current role at Sibanye-Stillwater as well as Women in Mining, to help make the mining industry

Please see **Chancellor**, Page 31

# SCOTT CICHOSZ | WILL YOUR FUTURE SELF BE HAPPY WITH THE DECISIONS YOU ARE MAKING NOW?

**Age:** 35

**Company and Title:** Archie Cochrane Motors, Inc. Controller

**Hometown:** Billings

**Education and/or Background:** Masters in Accountancy, Keller School of Management. B.S. Business Administration: Major in Accounting. B.S. Business Administration: Major in Finance. Minor in Small Business and Entrepreneurial Experience

**If you couldn't do this, what would you do instead?** If I could have any job, I would want to be in the real estate industry. I love the ability to research homes, rental projections, rehabilitation costs, and helping people purchase their first homes.

**What other passions/callings are part of your life?** I do have a passion for accounting and finance. I enjoy working with calculations and helping others understand how incremental, consistent changes can make a large impact across their life. Outside of the field that I have studied I enjoy my racquetball competi-

tions with my close friends at the YMCA. It is always an intense competition where you might walk away with some bumps and bruises, and show up the next week for even more. I play recreational volleyball, and I am happy to say that our team, "How I Set Your Mother," won the Fall 2022 recreational volleyball league that Billings Parks & Rec organizes. I would play volleyball every day if I were given the chance.

**What is the worst advice you've received and why?** "That's just the way we have always done it." The way that you have always done something doesn't mean that it is the right way, and doesn't mean it is the best way. When you want to achieve something, big or small, it takes an approach from a different angle. We can all strive to be better, and it is time to break out of the mindset that what worked before will work again. You can do this, and I am here to help.

**What advice would you give a teenager about success?** I don't think all successes should be celebrated in public,

put out there for everybody. Sometimes successes are celebrated and enjoyed internally, and that is perfectly fine. Your life should not be detailed on the internet or on social media. When you find something that makes you happy, realize it, live with the knowledge knowing that moment is something you worked hard for and remember that you are an amazing person. The more you work for it the more you will realize that successes come easily. A success at 18 is different from 30 or 50.

**What's your guilty pleasure?** Lemon Oreos. I recently came across them and indulge in far too many every day. There was a shortage of Lemon Oreos in September and October, and I missed the combination of the crispy, lemon cookie with the creamy, lemon filling. I am not necessarily a fan of lemon type foods, but the craving for a sweet treat with a satisfying amount of lemon-flavored filling hits the spot.

**What is one professional accomplishment you still want to achieve?** My goal/accomplishment is to purchase



52 homes in one year, one home for every week. I have a strategy and I am currently working on that plan. I have told some people in the real estate industry that plan and they laughed at the idea. It is not far-fetched, even in today's real estate environment, to accomplish this.

Please see **Cichosz**, Page 32

# RYAN COX | TAKE CHANCES AND LEARN FROM THEM

Age: 39

**Company and Title:** Altana Federal Credit Union, Branch Manager, Project Christmas Miracle, President/Founder

**Hometown:** Great Falls

**Education and/or Background:** Billings West High

**If you couldn't do this, what would you do instead?** The best part of my job is working with people and helping them achieve their goals, whether I'm working with members or teammates at Altana. I learned how to be successful with the resources that were available to me without finishing college. We live in a time when college is no longer the only prescription for success, so I'd love to work with kids — as a counselor or speaker — to help them navigate those choices.

**What other passions/callings are part of your life?** I have two. My wife and I have three great kids — two in college and one in high school. The other is Christmas. For 10 years I've been part of the Christmas Light Map and each year my display seems to grow! Two years ago we moved, and I had two artificial Christmas trees that didn't fit into my

display anymore. I was flooded with over 200 messages from people who wanted one of my trees. That's the day Project Christmas Miracle was born. Our non-profit was created to help families in need with Christmas trees and decorations to help celebrate the holiday season. We're on year three. We've helped 62 families in two years. I am guessing we'll break the 100 family mark soon.

**What is the worst advice you've received and why?** Being told that I had to go to college to be successful. I am living proof that hard work and dedication can get you just as far. You have options and college isn't the only one.

**What advice would you give a teenager about success?** Success is great, but failure is necessary. Take chances then learn from them.

**What's your guilty pleasure?** Video games. "Call of Duty" - I mean is there a better game than that?

**What is one professional accomplishment you still want to achieve?** I'd love to grow Project Christmas Miracle statewide or even take it to a national scale.

**How do you measure your own suc-**



**cess?** If I'm helping to create leaders, I feel successful. Helping others reach their goals make everything I do worth it.

**What failure have you learned the most from?** I used to think dropping out of college meant I failed, but the reality is dropping out exposed to me many, many jobs, and I learned so much from all of them. All of those experiences helped me get where I am now and looking back, I wouldn't change what I did even if given a second chance.

**What is the hardest part of your job?**

I wear many hats at Altana, but if I could only wear one, it would be serving my teammates. My biggest challenge is being deliberate about making time to do that every chance I get, but I never quit trying. For Project Christmas Miracle, the biggest challenge is not being able to help every family who needs it. Hopefully we can get there some day.

**What was the last show you binge-watched?** "Game of Thrones." Multiple times. More recently though, the new "Unsolved Mysteries" series.

**What is your favorite book?** I mostly read leadership books. I've gotten great things from all of them. I am a true believer that you have to continually learn and grow in your role as a leader of people.

**What is the most rewarding/important aspect of your occupation?** At the beginning of my career in the financial services industry, it was helping folks with their financial wellbeing. I still love that, but after nearly 13 years, the best thing has now become supporting my teammates

Please see Cox, Page 34

# RYAN CREMER | I MEASURE MY SUCCESS BY HOW MANY LIVES I CAN IMPACT

Age: 37

**Company and Title:** Family Service Inc.

**Hometown:** Billings

**Education and/or Background:** Bachelor's of Arts, University of Montana

**If you couldn't do this, what would you do instead?** I became extremely interested in cooking at an early age. While my brothers were away with my dad for basketball tournaments or fishing trips, I often stayed home and learned how to cook with my mother. Thirty years later, all things involving food have become a near obsession. If I had it to do all over again, I would love to attend a culinary institute to garner the appropriate education so that I could own and operate a restaurant.

**What other passions/callings are part of your life?** My wife and I have been lucky enough to travel the globe together. Opening our hearts and our minds to another's culture has become one of the greatest passions of my life. Most people that I know can take a family vacation or

unwind on a beach every few years. I on the other hand cannot fight the urge to hop on a plane to see the world. This passion has developed into an unending amount of wanderlust.

**What is the worst advice you've received and why?** Luckily for me, I don't think that I have ever received advice so bad, that I can pinpoint it as the worst. I guess I would say anytime someone told me to quiet down, fall in line, or "act normal". We are all built so differently, and need to have our own uniqueness shine. Being anything other than me has never seemed like an option that I want to pursue.

**What advice would you give a teenager about success?** Success isn't measured in the amount of money you acquire; it is measured by the number of lives that you are able to impact. Do not set your bar for success parallel to your social class or status, but rather by merit and reputation.

**What's your guilty pleasure?** Simply put, I love food and drink. To me, cuisine is like art, you don't have to defend it, or

have a rationale on why you think it is good. If you like it, that is reason enough. I have been lucky enough to spend time eating my way across the globe. Having said that, my biggest guilty pleasure is gas station food! While driving the state, you will find there isn't much to be found in the culinary scene between Three Forks and Missoula, Lavina and Great Falls besides gas stations. I have become chicken strip connoisseur, an expert in pizza sticks, and a Bosco stick fanatic. Like Andrew Zimmer says, "If it looks good, eat it."

**What is one professional accomplishment you still want to achieve?** When I began working in the non-profit field, I knew that my goal was to become the executive director of a non-profit agency. That is still the accomplishment that I would most like to achieve.

**How do you measure your own success?** By how many lives I can impact, how happy I am, and how I will be remembered. I wake up every day with the intention of making a positive impact on at least one



person. Hold the door for a stranger, give someone a compliment, help feed the needy...every act of kindness goes a long way. That, in turn, has a direct correlation with how I happy I am at the end of the day and how I would like to be remembered. I think the more positivity I put into the world, the more successful I am.

**What failure have you learned the most from?** Not necessarily a failure, but a wakeup call. During holiday break in my sophomore year of college I found out I had gone on academic probation. My father gave me the butt-chewing of a lifetime. He made me understand that it wasn't that I

Please see Cremer, Page 33

# TYLER CRENNEN | FORM RELATIONSHIPS AND MEMORIES; THAT'S WHAT COUNTS IN LIFE

**Age:** 37

**Company and Title:** First Interstate Bank, VP / Commercial Group Manager

**Hometown:** Billings

**Education and/or Background:** Bachelor's in Business Finance at Montana State University.

**If you couldn't do this, what would you do instead?** Since college, I've always wanted to do exactly what I'm doing right now in commercial lending for a community bank, building a team, and getting deeply ingrained in the community through business and personal connections. I think the days of me dreaming to play professional sports are in the rearview mirror, but I've always found the capital markets, private equity, and attorney fields fascinating.

**What other passions/callings are part of your life?** My family is my main passion, my beautiful wife Brooke, 3-year-old daughter Coralia, and expecting new baby girl Mckinli in early 2023. My girls are my life and I love watching our family grow and experiencing new adventures with them. I'm also blessed to have great parents and a little sister, as well as a loving mother-in-law and many

of my wife's siblings and their families in my life. My friends have also been like family, and I wouldn't be who I am without them.

Outside of being actively involved with non-profits and service organizations, I just enjoy being part of this great community and enjoying all the things Montana has to offer. Whether it's golf, hunting, fishing, skiing, playing men's league softball, or running up to Bobcat football games, we live in such an amazing part of the world to experience a high quality of life.

**What is the worst advice you've received and why?** I honestly can't think of any terrible advice I've received. I'm a good listener and at times may use bad advice or characteristics I observe to help change what I do in the future. I've been very blessed to have great mentors in my life, many of which have been bosses I've been lucky to have in my career. My family has also provided good advice and allowed me to find my own way when needed.

**What advice would you give a teenager about success?** I'd tell a teenager to embrace who you are, don't be afraid to be yourself. At the same point, you have to

learn how to navigate the teenage years, your 20s, set goals and put yourself in a position to achieve them by the time you're 30. Speak up when you need to but listening can be more powerful. Don't be afraid to try new things and get outside of your comfort zone. Being uncomfortable builds character and helps in identifying the goals you want to achieve in life.

**What's your guilty pleasure?** I'd say a nice thick, medium-rare steak with a glass of good bourbon or red wine.

**What is one professional accomplishment you still want to achieve?** I thoroughly enjoy my team and clients in the job I have right now, it's extremely rewarding. I do look forward to managing a region of teams, laying out strategic goals and working collectively to dominate those goals, all while having fun in doing so.

**How do you measure your own success?** I start by looking at my family every day and making sure they are happy and healthy. If we have that, I consider myself to be a successful man. Obviously, there are other more measurable metrics out there. I set my goals of what I want to accomplish



in whatever I do professionally or personally, whether it's growing loans a certain percentage or a specific golf score I aim to shoot. At the end of the day though, I truly think the relationships we form, the memories we create, and the way you make people feel is the true measure of success.

**What failure have you learned the most from?** Being cut from the sophomore basketball team at Billings West. The humility learned, and the friendships and opportunities I found instead of basketball helped shape my priorities in life even from an early age in high school. There have been several other failures I've had and hard lessons, just learning from them, trying not to make the same mistake twice, and coming away a better person have been invaluable to me as I've gotten older.

Please see **Crennen**, Page 34



## Congratulations for being named 40 Under Forty.



**Lacy Tangedahl, NP**  
Internal Medicine/Medical Oncology



**Justin Robison**  
Director of Facility Services



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# ALICIA DONOVAN | I'M A FIRM BELIEVER IN NEVER FORGETTING WHERE YOU COME FROM

**Age:** 35

**Company and Title:** Alicia Donovan Team @ Montana Real Estate Brokers / Team Owner & Realtor

**Hometown:** Biddle, Montana

**Education and/or Background:** Bachelor's Degree in Business (MSU Billings)

**If you couldn't do this, what would you do instead?** I'd be a therapist focusing on children and couples with an emphasis on depression, anxiety, shame, and worthiness. Observing human behavior and identifying the connections, relationships, and patterns of our lives is so interesting to me. One of the most influential people in my life, Kee Dunning, has taught me concepts that have changed my life in so many positive ways and I would love to share them with others. In case you're wondering, they include: Understanding the importance of respect, how important it is to be validated, meeting people where they are and not where you want them to be, asking yourself "What don't I know" before reacting, and backing out of the power struggles.

**What other passions/callings are**

**part of your life?** I love to help people with their financial goals. Conversations around investing, minimizing debts, compound interest, the stock market, college savings, etc. — I love it all!

**What is the worst advice you've received and why?** The victim is always morally right, neither responsible nor accountable, and forever entitled to sympathy. The victim stance is a powerful one. As a millennial, this mentality has been engrained into our society in so many ways. I'm grateful for a mentality of extreme ownership. I learned early on that the complaints, drama, blaming, and excuses haven't gotten anyone a single step closer to their goals or dreams.

"You don't have a right to the cards you believe you should have been dealt. You have an obligation to play the heck out of the ones you're holding."

**What advice would you give a teenager about success?** Love yourself enough to set boundaries. Your time and energy are precious and you get to choose how you use it. You teach people how to treat you by

deciding what you will and won't accept. Lastly, a positive mindset is crucial. Positivity allows you see opportunities instead of obstacles.

**What's your guilty pleasure?** There's nothing I love more than a new purse or eating ice cream out of the carton with my kids, but I'm not one to feel much guilt with these sorts of thing. If I'm allowing myself the opportunity to unwind, laugh, and enjoy myself, that's good enough for me. Can we agree that fun-loving guilty pleasures like mine should be enjoyed guilt-free, and we can and should be our authentic selves without judgment?

**What is one professional accomplishment you still want to achieve?** I have many goals so it's hard to pick just one! Professionally, obtaining my broker's licenses in 2023 is on the list!

**How do you measure your own success?** My definition of success has changed over time. At this point in my life and career, success is helping people who need help. Success is helping restore hope in someone who has lost it. Success is being



a rock to someone who needs guidance, trust, and security. Success is love and connection with my husband and kids. Success is helping others grow to levels they didn't think were possible. The single most important measure of success is not status, power, or wealth. It's how much freedom you have and how much freedom you give.

**What failure have you learned the most from?** I don't think that I would say there is a specific "failure" that I have learned the most from. What I've learned the most from is the emotional baggage I carry afterward. Self doubt, regret, disappointment, and embarrassment have

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# ALY EGGART | SURROUND YOURSELF WITH PEOPLE WHO ALLOW YOU TO FAIL AND GROW FROM IT

**Age:** 32

**Company and Title:** Visit Billings, Leisure Marketing, Sales, and Social Media Manager

**Hometown:** Jordan, Montana

**Education and/or Background:** Bachelor's and Master's from Montana State University Billings

**If you couldn't do this, what would you do instead?** Working in tourism is tough to beat. However, I love football, so I think it would be fun to work for a team, specifically the Green Bay Packers.

**What other passions/callings are part of your life?** My job is the passion and calling I didn't know I had. When I applied for a role at Visit Billings, I wasn't sure what it would entail. As I settled in, I quickly realized that working in tourism would be a lifelong career for me. I truly feel fortunate to be able to experience Billings as a destination each day and boast about why it is such a great place to visit. This portion of my role pairs well with traveling the country and building relationships with people from all over the world, with the goal of bringing them to our city. It's a special

job, and I am so proud to be a part of it.

**What is the worst advice you've received and why?** I think advice given by an individual can tell you a lot about the person offering it and their intentions. The times in my life I have received bad advice, it's been in situations where that person wasn't in my corner.

**What advice would you give a teenager about success?** As a teenager I remember being asked throughout high school what I would do with my life, and I knew I needed to go to college, get a degree, and get a job. Later, I found out the world really isn't that black and white. I didn't know what a variety of options the world had to offer, and I would encourage teenagers to not be afraid to explore new opportunities and find their creativity. When you do, you will find what you are passionate about, and live a much fuller life.

**What's your guilty pleasure?** I love a night watching "Below Deck" or "Selling Sunset" with any fried food!

**What is one professional accomplishment you still want to achieve?**

I would love for one of our campaigns to win the US Travel Association's Destiny Awards. We were nominated as a finalist last year.

**How do you measure your own success?** I am a very goal-oriented person. I think it's important to set goals, but those goals don't have to be these giant accomplishments that take months or years to achieve. For me, if I am setting and achieving those smaller goals, then I am succeeding.

**What failure have you learned the most from?** I don't see failures, I see lessons. I am thankful to have had many lessons that have helped me grow as a person and a professional.

**What is the hardest part of your job?** My job is to invite visitors to enjoy our beautiful community. It's so disheartening when I hear about the lack of pride some of our locals have in our community. We aren't perfect (no city is) but we have amazing things to offer visitors and locals alike. So many passionate people are working hard to make Billings even more special. It's disappointing when someone chooses



to talk down on a community instead of lifting it up and speaking to the greatness it has to offer. It can hurt the health of the community and its economy. The incredible attractions, small shops, restaurants, and breweries we have all need the visitor dollar, too, so when we tell a visitor our city isn't worth enjoying it has a much bigger impact than we realize.

Please see **Eggart**, Page 35

# MATT ERICKSON | MY PARENTS ARE MY GREATEST INSPIRATION

**Age:** 33

**Company and Title:** Scheels, Assistant Store Leader and Store Leader Candidate

**Hometown:** Billings

**Education and/or Background:** Bachelor's degree in Health and Human Performance.

**If you couldn't do this, what would you do instead?** I would probably be a high school health and human performance teacher and coach high school athletics. I love to teach and coach people.

**What other passions/callings are part of your life?** I love spending time with my family. Being with my wife and kids and going through this adventure called life together. My family is my No.1 passion and priority.

**What is the worst advice you've received and why?** I was once told by a former leader "If you want something done right, you have to do it yourself." The best part about my job is the people I get to work with everyday and having the opportunity to watch them and help them grow in every aspect of the job. That wouldn't be possible if I didn't believe and trust others to succeed.

**What advice would you give a teenager about success?** Never stop learning.

It doesn't matter how much experience or time you have invested in whatever it is that you are doing. There will always be something else to learn that will help you grow and achieve your goals.

**What's your guilty pleasure?** I am a fan of good beer. I love to try different beers from all over the country.

**What is one professional accomplishment you still want to achieve?**

To graduate the Store Leader Candidate program and become a Store Leader with Scheels.

**How do you measure your own success?** Through the relationships that I have built with the people around me. Asking myself if I have positively impacted their lives and watching them succeed in their own endeavors. Also having and maintaining the best work/life balance as I can and to be able to be with my family without stressing about work.

**How do you measure your own success?** Through the relationships that I have built with the people around me. Asking myself if I have positively impacted their lives and watching them succeed in their own endeavors. Also having and maintaining the best work/life balance as I can and to be able to be with my family without

stressing about work.

**What failure have you learned the most from?** Being afraid to fail. For the longest time I was terrified to fail, and for that reason, I wasn't setting myself up for success or allowing myself to reach my max potential. I have finally accepted that it is OK to fail, as long as I learn from it and continue to grow as an individual.

**What is the hardest part of your job?** I absolutely love my job, which can also be the hardest part of my job. There are times where I have a hard time leaving my work at work and not bringing it home with me. When working in retail and leading such a large number of associates, there is always some stress that comes along with it. Managing and dealing with that stress has to be my number one priority, to make sure that I am able to be the husband and father that my family deserves.

**What was the last show you binge-watched?** The newest season of "Yellowstone." Also I can never get enough of "The Office," thanks to my wife.

**What is your favorite book?** "The 21 Laws of Leadership" by John C. Maxwell and "Hatchet" by Gary Paulsen

**What is the most rewarding/important aspect of your occupation?** I



love developing people and watching them do amazing things both in and outside of Scheels. There is nothing better than having the opportunity to work with people and watch them grow along the way. I love seeing where they end up and hearing all of the things they accomplish. The bonus is that I end learning and growing in the process through those experiences.

**Who is your greatest mentor/inspiration?** My parents are my greatest inspiration. My dad is the hardest working person I know and has taught me how

Please see Erickson, Page 35

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# JAMIE FESSENDEN | ATTITUDE IS EVERYTHING

**Age:** 33

**Company and Title:** Director of Operations at Billings Ob-Gyn Associates

**Hometown:** Billings

**Education and/or Background:**

Pursuing my degree in Healthcare Administration and over 14 years of women's healthcare.

**If you couldn't do this, what would you do instead?** I would love being a veterinarian. I've always been intrigued on how animals love unconditionally. I also have interests in being a private fishing charter captain. I absolutely love to fish and while living in Alaska for 14 years, the ocean and rivers were my peaceful place.

**What other passions/callings are part of your life?** I truly believe women's health is my calling. I got into the field of medicine at a young age with no knowledge of the direction I wanted to go. I quickly fell in love with learning women's health and how fascinating and resilient women can be. When I did a rotation in the clinic I worked in REI (reproductive, endocrinology, infertility) it solidified this is truly my path. The ability to help families grow and support families through such a difficult

process is priceless and most times can be rewarding. Other passions include photography, fishing and hunting. You never come home empty handed when you take a day in the wilderness. It calms your soul and the memories you make last a lifetime.

**What is the worst advice you've received and why?** "You can't do that." I've never liked being told limitations based on historical views and values. I grew up with brothers and would often get told girls can't play sports as well as boys. I was that sister that would always prove them wrong with a smile on my face.

**What advice would you give a teenager about success?** Develop a strong work ethic, stay positive, motivate yourself, keep learning, accept well delivered criticism, have fun and whistle while you work.

**What's your guilty pleasure?** Pedicures and massages.

**What is one professional accomplishment you still want to achieve?** As cliché as it may be, I would just like to retire knowing I gave my career my all. I would like to mentor fellow and younger healthcare workers to be the best they can be in this industry. Being able to reflect on those

I mentor and see them passionate and successful would mean a lot.

**How do you measure your own success?** Knowing your professional and personal core values and living by them. Sharing success by mentoring young professionals in your field, having the ability to give back in a meaningful capacity. I believe it's extremely important to not compare success by others. Theodore Roosevelt once said "comparison is the thief of joy."

**What failure have you learned the most from?** Questioning if healthcare is really for me and pursuing banking. I quickly found out that was not my gig!

**What is the hardest part of your job?** Healthcare overall is very hard and is not getting any easier since it turned on its head a few years ago. The challenge with women's health is that it can be very complex. Often patients will present with a concern, and we will need additional testing, imaging, etc. that can result in more than one visit. This can cause frustration with today's society wanting immediate responses. Patience is a virtue.

**What was the last show you binge-watched?** "Alaska Daily."



**What is your favorite book?** I love professional growth books and biographies. The recent book I read, "Monique and the Mango Rains" had a great perspective on African midwifery care.

**What is the most rewarding/important aspect of your occupation?** Taking care of women and families in our community. I truly enjoy all aspects of women's health but have a niche for fertility care.

**Who is your greatest mentor/inspiration?** I've been incredibly blessed to be able to work alongside some incredible physicians and leaders in Alaska and Billings.

Please see **Fessenden**, Page 35

# LIZ FRANCIS | BE HAPPY WITH WHAT YOU HAVE WHILE WORKING FOR WHAT YOU WANT

**Age:** 33

**Company and Title:** Owner/Broker of North Acre Real Estate; Owner of Billings365.com; President of the Billings Association of Realtors 2023

**Hometown:** Billings

**Education and/or Background:** BA of University of Nebraska; Real Estate Brokers Designation, Supervising Real Estate Brokers Designation.

**If you couldn't do this, what would you do instead?** I would go back to school and become a professor. I love empowering others to live out their dreams. Plus, the food in college towns is epic.

**What other passions/callings are part of your life?** Before having kids, my passion was traveling. After having kids, my passion has been raising them to appreciate the world around us. As they grow up, I hope to integrate the two every chance I get!

**What is the worst advice you've received and why?** I worked at a Fortune 500 company right out of college. The advice from my supervisors and co-workers was always to follow the plan laid out by other people. I liked my own plans better. Sometimes it is better to follow your own

instincts.

**What advice would you give a teenager about success?** I used to view success as the standards that society set. Success is something you have to define for yourself. At different points in life success will look different. In the interim, help others succeed every chance you get.

**What's your guilty pleasure?** Oh I have a few...lattes all day, cookies, books upon books, and a little bit of reality TV. Oh and looking at real estate in every city I go to....my poor husband.

**What is one professional accomplishment you still want to achieve?** I hope to put a female student from an authoritarian country through college. I want to see girls from all over feel as empowered as I do.

**How do you measure your own success?** Through my relationships with others and feeling like I am contributing to other people's goals and successes.

**What failure have you learned the most from?** I'll spare the details but I once thought I could conquer the world on my own. I learned having a support system is not negotiable and have been building it out ever since.

**What is the hardest part of your job?**

The things I cannot control...like the rising interest rates affecting my clients' buying power,

**What was the last show you binge-watched?** "Ted Lasso."

**What is your favorite book?** That is an impossible question! I have 20 on my nightstand I am reading right now. I love motivational books like Atomic habits and historical fiction like the book Outlander.

**What is the most rewarding/important aspect of your occupation?** Helping families find a home never gets old. The confidence I see when they obtain such a milestone is everything. A home is such a vital piece of everyone's life and it feels so wonderful to be a part of this.

**Who is your greatest mentor/inspiration?** My mom. She's always had my back. Her consistency and unconditional love is something I strive to emulate every day.

**Do you have a motto that you live by?** "Be happy with what you have while working for what you want," Helen Keller. And, "Gratitude is the key to happiness," C.S. Lewis

**What advice would you give to any-**



**one wanting to start a new business or excel in a business or field?** Identify your team. You might be the leader but you will not excel without help from others.

**How do you view failure and success?** I think it would be cool if I said "from the rear-view mirror" but honestly I too often dismiss my successes while dwelling on my perceived failures.

**What do you do for fun/relax/hobby?** Traveling anywhere, warm beach preferred. Getting quality time with family and friends. Nestling in with a good book.

**What's the greatest gift you ever received? Why?** Before he died, my grandpa took my husband (new boyfriend at the time) out to pick a bouquet of wildflowers which they presented to me in an old coke bottle. It was a sweet gesture from two of my favorite men.

# JAMES DENISAR-GREEN: IN A WORLD WHERE YOU CAN BE ANYTHING, BE KIND

**Age:** 39

**Company and Title:** Riverstone Health, Associate Director of Montana Family Medicine Residency

**Hometown:** Belgrade, Montana

**Education and/or Background:** M.D., School of Medicine, University of North Carolina at Chapel Hill, August 2006 - May 2016; Ph.D., Cell & Molecular Physiology, University of North Carolina at Chapel Hill, August 2008 - May 2013; M.S., Cell and Molecular Biotechnology, Washington State University, July 2005 - June 2006; B.S., Biochemistry, Genetics and Cell Biology, Washington State University, August 2001 - May 2005.

**If you couldn't do this, what would you do instead?** I would have pursued a position as a lab scientist or botanist, either in academia or industry. I could also imagine being a librarian or a food truck chef, but I spared folks from my cooking skills.

**What other passions/callings are part of your life?** I love learning. I spend far too much time watching documentaries on history, economics, and technology. My family is also very important to me. I enjoy spending as much time with them as I can.

**What is the worst advice you've received and why?** "You can do or have it all." But you can't. It's impossible and impracticable. There are limitations. This advice generates unrealistic expectations and leads to disappointment.

**What advice would you give a teenager about success?** Modeled after my father's wisdom, "Get good grades." It is simple, practical, and goal-oriented. It served me as a cornerstone for success in college and medical school.

**What's your guilty pleasure?** Playing computer games, and ice cream.

**What is one professional accomplishment you still want to achieve?** I would be enthusiastic for an opportunity to serve as an active leader in the development and transition of Billings into a cohesive medical education hub.

**How do you measure your success?** Two measures: objective (patient-oriented outcomes) and subjective (patient feedback about my bedside manner). The success of the part is limited by the whole however, as I am a cog in a larger medical ecosystem. It takes a village of dedicated medical professionals to

support our entire community.

**What failure have you learned the most from?** My first and only "D" on a college English composition paper. A revelation as I realized the world is full of people with skills and gifts beyond my own. I had to step up my game and work harder to achieve the same success that came naturally to others.

**What is the hardest part of your job?** The suffering of patients. Made far worse when it's no fault of their own but the political or financial limitations of the system.

**What was the last show you binge-watched?** "Heartstoppers" on Netflix.

**What is your favorite book?** The Expanse series, especially "Abaddon's Gate."

**What is the most rewarding/important aspect of your occupation?** When I connect with patients and support them in realizing, achieving, and living their goal of an improved quality of life through medicine.

**Who is your greatest mentor/inspiration?** My father. He passed away when I was 10 from colon cancer. He forever changed my life. He was the inspiration for my career in medicine.

**Do you have a motto you live by?** In a



world where you can be anything, be kind.

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Be curious, take initiative, work hard, stick to it, and surround yourself with a team smarter than yourself.

**How do you view failure and success?** Much differently than when I was younger! Failure and success are two sides of the same coin. Concepts only that serve as stepping stones on life's journey to a better self, career, and future.

**What do you do for fun/relax/hobby?** Read, cuddle with our dog Teddy, and watch TV with my husband Brent.

**What's the greatest gift you ever received? Why?** My engagement ring! It was an unexpected surprise that forever changed my life for the better. One of the greatest gifts is to have someone by your side for life's crazy joy ride.

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# ISIAC HAMMER | ALWAYS BE WILLING TO LEARN AND GROW

**Age:** 22

**Company and Title:** Billings Chamber of Commerce, Business Development Manager

**Hometown:** Laurel

**Education and/or background:** Lincoln Center

**If you couldn't do this, what would you do instead?** I know this question is asked as what I would do instead, however, I do not believe that there is anything else I would rather do. I have my dream job and I am so incredibly thankful and happy with where I am at. I have the opportunity to help, watch, and connect so many organizations in this community thrive and prosper.

**What other passions/callings are part of your life?** People and community is my passion. I always say I might not know how to do everything, but I promise I can connect you with the right person. You can't forget golf. Golf is the greatest thing next to toasted bread. The amount of networking and connections you can build on a golf course is once in a lifetime.

**What is the worst advice you've received and why?** You are still so young, slow down, you have plenty of time. This is

the worst advice I have ever been told. I am such a strong believer that everything you do as a young individual is paving your road in the future.

**What advice would you give a teenager about success?** In the famous words of Master Oogway, "Yesterday is history, tomorrow is a mystery, but today is a gif. That is why it is called the present!" Treat every day like it is your last and make the most of it.

**What's your guilty pleasure?** I probably golf way too much.

**What is one professional accomplishment you still want to achieve?** I would like to become a public speaker/motivational speaker for young professionals going into sales.

**How do you measure your own success?** By becoming 1% better every day.

**What failure have you learned the most from?** Relationships. Personal and working. Not everybody sees the same as yourself, but understanding how others work and creating a relationship on the understanding of both parties

**What is the hardest part of your job?** The desk work. I am a people person. I want the opportunity to build connections and



meet as many people as I can.

**What was the last show you binge-watched?** "Yellowstone."

**What is your favorite book?** The "Go-Giver" by Bob Burg and John David Mann

**What is the most rewarding/important aspect of your occupation?** Knowing that I am giving opportunities to organizations small and large to thrive, grow, and prosper in this amazing community I will call home forever.

**Who is your greatest mentor/inspiration?** My Grandfather Darwin is

my greatest mentor. My grandfather has shown me patience, hard work, ethics. He has shown me it is important to stand true to your morals and self code even when it is easiest to stray away stay true to your word.

**Do you have a motto that you live by?** "Never tell me the sky's the limit, when there are footprints on the moon!"

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Always be willing to learn and grow. It is okay to be vulnerable and ask questions when you do not know. Most importantly, network and always be genuine with every connection you build.

**How do you view failure and success?** Failure means you're trying. If you fail 100 times and succeed once you are on the right track. To fail is to succeed I believe whole heartedly.

**What do you do for fun/relax/hobby?** I have said it a few times but I love golfing. Spending time with my beautiful wife and my doggos means so much to me.

**What's the greatest gift you ever received? Why?** The best gift I have ever received was the "Go-Giver Book!"

# MONIQUE LANE-HARASYMCZUK | TAKE TIME TO LEARN AND KNOW THE BUSINESS

**Age:** 33

**Company and Title:** Peg Hospitality Group - Area Director of Sales

**Hometown:** Siletz, Oregon

**Education and/or Background:** AA Hospitality Management

**If you couldn't do this, what would you do instead?** Honestly, my passion is and has always been hospitality ever since I was 15. Anytime I've ever looked for another career opportunity I've always reverted back to what I love doing the most.

**What other passions/callings are part of your life?** I immensely enjoy volunteering with Special Olympics Montana. The hotel group that I'm a part of, we volunteer during the track and field in April, and I volunteer my time being a Unified Partner with golf in May and have also helped coach basketball during the Fall. How I started in Special Olympics was watching my sister grow into her own athleticism while she was a part of basketball, softball, bowling and swimming. Watching these athletes cross a finish line, make a basket and sink a putt is truly the best gift that I can ever receive.

**What is the worst advice you've re-**

**ceived and why?** "Your high school years will be the best ones of your life." I loved high school, loved the friendships I built, the school activities and sports, but life gradually gets better after graduating. I'm in my thirties and I'm thriving!

**What advice would you give a teenager about success?** "However difficult life may seem, there is always something you can do and succeed at it." - Stephen Hawking

**What's your guilty pleasure?** Costco hot dogs.

**What is one professional accomplishment you still want to achieve?** I would like to go back to school and get my bachelor's in hospitality management.

**How do you measure your own success?** I value feedback from my peers and management team. I set goals for the team and if they are motivated by communication and the correct direction then that says that they are thriving in their current role. If my teams thriving, so am I.

**What failure have you learned the most from?** In the past, being impatient in my work life and personal life has gotten the better of me. It has made me make hasty

decisions before, which clouded my vision and prevented me from enjoying the present. Now, I take the time to breathe, take in the moment and figure out the solution.

**What is the hardest part of your job?** Managing a team and the different personalities within a team.

**What was the last show you binge-watched?** "Wednesday."

**What is your favorite book?** "When Breath Becomes Air."

**What is the most rewarding/important aspect of your occupation?** Creating a vision that a client has and making the event alive.

**Who is your greatest mentor/inspiration?** My parents. They gave us the best life that they could give us. They were selfless and adopted four of their great nieces and nephew and altered our lives for the better. They coached us through our adolescent years, were strict when it was needed and continue to love and support us in every way possible.

**Do you have a motto that you live by?** "Do good."

**What advice would you give to anyone wanting to start a new business**



**or excel in a business or field?** Take the time to learn and know the business. Build the rapport with clients which will end with long lasting relationships.

**How do you view failure and success?** When failing or making mistakes, you take that and learn from the experience, which then transforms into succeeding.

**What do you do for fun/relax/hobby?** I love taking drives to beautiful destinations with road trip snacks. Love to golf in the springtime and Netflix and chill with my wife.

**What's the greatest gift you ever received? Why?** Finding the love of my life who loves me for me and has always been supportive with my career and has always been my personal cheerleader when I need it the most.



# TARA KIRSCHENMANN | MAKE SURE THE LIFE YOU'RE SEEKING SUITS YOUR LIFESTYLE AND GOALS

**Age:** 36

**Company and Title:** Montana Muscle Movers, CEO and Worldwide Express Logistics, Major Account Executive.

**Hometown:** Tualatin, Oregon.

**Education and/or Background:** Western Oregon University: Bachelor's of Science in Health and Human Biology

**If you couldn't do this, what would you do instead?** I would be a photographer. I plan to stay on my current path for a while, but I know I will be a photographer in one of my future chapters of life.

**What other passions/callings are part of your life?** I love cooking, reading whenever possible and traveling as often as I can.

**What is the worst advice you've received and why?** If it's not broke don't fix it! Well it might not be broken but that doesn't mean it's working as well as it should or that it (whatever IT is) couldn't be optimized or improved upon.

**What advice would you give a teenager about success?** Learn everything. Any opportunity to learn a new skill, take it! Start reading (audible counts) and com-

mitting to personal development now, and watch the trajectory of your life change. You will be lightyears ahead of your peers if you implement this one habit now.

**What's your guilty pleasure?** Online shopping. It doesn't get much better than checking everything off your list while avoiding crowds and lines, am I right?

**What is one professional accomplishment you still want to achieve?** It's hard to pick just one. We plan to open a set of storage units for Muscle Movers clients in the near future (stay tuned) and expand our service offerings around Billings.

**How do you measure your own success?** When I am able to honor my priorities both at home and in work at a pace that is challenging but not stressful; that's the sweet spot! If at the end of the day, I have given it my all at work and I am able to cook my family dinner and spend quality time connecting with my kids and husband and show up consistently and authentically; now that's success.

**What failure have you learned the most from?** I don't believe in failures. I believe if something didn't work out how



wish I was exaggerating). It will drive you mad if you let it. I have to accept that I am just one human, just one. I can do anything but not everything, as hard as that is to admit sometimes.

**What was the last show you binge-watched?** My husband and I started "The Big Bang Theory" when I was on maternity leave. It's now a household favorite!

**What is your favorite book?** I have many! Most recently anything written by Mel Robbins; "The 5 Second Rule" is one of my favorites.

**What is the most rewarding/important aspect of your occupation?** Helping others achieve something they were unable to do themselves.

**Who is your greatest mentor/inspiration?** My grandmother, Karen. She was the hardest worker and kindest person you have ever met simultaneously. To be around her was to feel loved times three.

**Do you have a motto that you live by?** Don't accept criticism from anyone you wouldn't seek advice from.

Please see **Kirschenmann**, Page 35

SMART • TALENTED • OUTGOING • LOVES ANIMALS • LAMBERT NATIVE • G  
 • SEASONED PROFESSIONAL • ENTHUSIASTIC • UNIQUE CREEPY PENMANSHI  
 MANY HAIR • ORGANIZED • LOVES TO COOK • SOFT SPOKEN • O  
 • FUN • FRIENDLY • KNOWS EVERYONE IN EASTERN MONTA  
 EMPATHETIC • FAMILY ORIENTED • INTEGRITY • GREAT HAIR • WOND  
 SMILE • HOME • CREATIVE • SPIRITUAL • RELIABLE  
 LOYAL • SUPPORTIVE • EASY TO GET ALONG WITH • UNIQ  
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# ELYSSA LEININGER | DO IT WITH PASSION, OR NOT AT ALL

**Age:** 29

**Company and Title:** Western and wildlife artist

**Hometown:** Billings

**Education and/or Background:** Bachelor's in art, bachelor of science in biology, and a minor in psychology from Rocky Mountain College.

**If you couldn't do this, what would you do instead?** I never planned to become a professional artist, but I did plan to practice medicine. In college, I took all the prerequisite courses for medical school, and I was a certified EMT, CNA, and phlebotomist. I wouldn't change my current profession as an artist for the world, but if I had not discovered my passion for art, I am certain that I would be a physician today.

**What other passions/callings are part of your life?** My biggest passion is bettering my community, so I utilize my artistic ability to beautify some of Billings' most neglected spaces. I am also passionate about horses, rodeo, hunting, the livestock and agriculture industries, and Montana's wildlife. I serve on the board of directors for the Montana Pro Rodeo Hall and Wall of Fame to help honor our Western heritage, as well as raise money for scholarships for

Montana high school rodeo athletes to help ensure the future of the sport of rodeo and the Western way of life.

**What is the worst advice you've received and why?** To pursue money, create art that sells, and be like other artists. I have the most success when I create from my heart and soul because not only does it make me happiest, but the viewers can feel my emotion and connect with the work.

**What advice would you give a teenager about success?** Don't compare yourself to others because everyone has their own timeline, their own story, and their own version of success. Work hard, never give up, and pursue your passion.

**What's your guilty pleasure?** I am hopelessly addicted to coffee.

**What is one professional accomplishment you still want to achieve?** One of my goals is to write and publish a book about my life, experiences, and my journey as an artist. It has been a wild ride!

**How do you measure your own success?** To me, success is achieving the goals I set for myself, making a positive impact on my community, knowing that I have given my best effort in all that I do, and being content with where I am and who I am.

**What failure have you learned the most from?** When I was a freshman in high school, my teacher drew angry faces on my drawings, and I struggled with my grade in the class. The failure was neither my work nor my grade, but that I stopped creating art until I was required to take an art class in college. I learned that criticism does not define me, my work, or my success, but it provides feedback and an opportunity to grow. Not everyone will like you and your work, and while that may be difficult, it's okay. It just makes it even more special when someone falls in love with your work.

**What is the hardest part of your job?** When I was first starting out as a professional artist, the biggest challenge was promoting myself and selling enough work to make a living. Now that I am more established, the most difficult part of my job is time management. It is a challenge to create public art, remain involved in the community, and display and sell my work, all while constantly producing new and inspired works of fine art. While it has taken a lot of hard work and perseverance, I am very fortunate to be able to make a living doing what I love.



**What was the last show you binge-watched?** I rarely watch TV, but when I do, it's a true crime documentary!

**What is your favorite book?** I can only narrow it down to my top three: "The Big Sky" by A.B. Guthrie, Jr., "The Da Vinci Code" by Dan Brown, and "The Silence of the Lambs" by Thomas Harris.

**What is the most rewarding/important aspect of your occupation?** Making an impact on peoples' lives! When I

Please see **Leininger**, Page 35

# MYLINDA LOVELL | YOU CAN DO HARD THINGS!

**Age:** 37

**Company and Title:** St. John's United, Clinical Laboratory Manager

**Hometown:** Hardin

**Education and/or Background:** BS Biology, Minor Chemistry with Clinical Laboratory Science Option

**If you couldn't do this, what would you do instead?** Being a Medical Laboratory Scientist is the big career change in my life! I changed my career path to laboratory science with the goal of showcasing the value of diagnostic testing and the importance of highly trained laboratorians. Post-retirement the plan is to water flowers at a greenhouse or learn how to be a barista.

**What other passions/callings are part of your life?** Promoting the role of laboratorians and science in our community. I've participated in a variety of community-based events promoting STEM including Girls-in-Science, Magic Shows, Science Fairs, and career days. Science is important and there is this misconception that only brainiacs are capable of science-based careers. The medical community is full of careers that most have never heard of including: lab scientists, radiology technicians, cytology technicians, embryologists, histologists, respiratory therapist, biomedical engineers, technology informatics,

data analytics, and so many more. Medicine has a plethora of career paths.

**What is the worst advice you've received and why?** "Be patient and good things will come," is the worst advice I've ever received. I prefer to actively prepare for and seek out the good in life. It is up to me to make a wonderful life for myself. Why wait for someone to bring you roses when you can grow your own garden?

**What advice would you give a teenager about success?** Success is a mindset that you set for yourself. You will never feel satisfied chasing other peoples' ideas of success. Big house, fancy cars, and job titles are not necessary to have a worthwhile life. It is so easy to get wrapped up displaying your importance to the world. The people in our society that are making meaningful impacts are often those that choose a simple lifestyle. You can be successful in an entry level job or mowing lawns every summer because it sets you up for the next step in your life. I have acquired crucial life skills as a waitress, CNA, and IT tech that I use in my current role. Graduate high school then find a passion and pursue it with vigor!

**What's your guilty pleasure?** Espresso and collecting art supplies.

**What is one professional accomplishment you still want to achieve?** I

am currently working towards a certification in Pathology Informatics. Long term I would like to continue to cultivate skills to formulate a sustainable laboratory in untraditional settings to increase accessibility to quality testing options.

**How do you measure your own success?** Success is about feeling good in your own skin and standing behind your choices. Some things that make me feel successful are meeting goals that are challenging, coming home to a family full of laughter, and feeling healthy. Success extends past excelling at a particular job function. I feel like I have conquered so many mountains in my life ranging from health problems to poverty. I have had a million excuses to give up and coast through life, but I chose to do the hard work. I feel like I'm exactly where I need to be in life which in my book is success!

**What failure have you learned the most from?** I failed myself by trying to fit into jobs that did not showcase my talents. It's aggravating to feel underappreciated and unskilled. Years later I have the privilege of hindsight but going through it I remember feeling like I would never find my place in the world. Every time I felt like I was at my lowest point I would set an alarm and wake up the next day with purpose.



That purpose drove me back to college and into a field that feels like home. So many things that made me feel weird are now assets in my success plan.

**What is the hardest part of your job?** I try to respect everyone's point of view about the Covid-19 pandemic. One of the hardest things I've ever had to do is return to work after a family member passed away from Covid-19 and be confronted by several angry patient ranting about Covid-19 being a hoax. Maintaining a professional demeanor while keeping composure was immensely difficult. I cried in a broom closet during my lunch break that day. Covid-19 has brought to light a lot of issues, but I think it's important to be respectful

Please see **Lovell**, Page 36

# ADAM MALLOY | SUCCESS IS CONTINUING TO TAKE CHANCES EVEN AFTER YOU'VE FAILED

**Age:** 39

**Company and Title:** Eide Bailly BOS (Business Operating System) Manager

**Hometown:** Billings

**Education and/or Background:** Master's in accountancy

**If you couldn't do this, what would you do instead?** I've always wondered how it would be to do something more mechanical. Probably something in the automotive field.

**What other passions/callings are part of your life?** The idea of taking something that isn't and making something that is. I enjoy working on worn down vehicles and bringing them back to life.

**What is the worst advice you've received and why?** Do something that is secure.

**What advice would you give a teenager about success?** Don't be afraid to take risks. Failure is not a bad thing.

**What's your guilty pleasure?** Watch-

ing videos on MotorTrend for hours on end. how I Manage."

**What is one professional accomplishment you still want to achieve?** Desire to have independence in my work life. Continue to serve on a team but to become more secure in my autonomy and position on the team.

**How do you measure your own success?** Success is based on influence. The level of influence I have with people I work with, with my family and with my friends.

**What failure have you learned the most from?** Not taking more risks. As most people, I find myself pursuing what is more comfortable rather than what is uncomfortable.

**What is the hardest part of your job?** Meeting every expectation.

**What was the last show you binge-watched?** "Roadworthy Rescues." Not my favorite show but it is the last one I binge-watched.

**What is your favorite book?** "Some-

**What is the most rewarding/important aspect of your occupation?** Getting to help people in a way that builds value into their lives.

**Who is your greatest mentor/inspiration?** I don't have a greatest mentor. There are three people who have helped me at different stages of my life. I worked on a tree farm in Bozeman during college. She was the epitome of hard work paying off. There is also a partner at Eide Bailly who has helped guide me in my professional pursuits by providing honest and helpful feedback. The last one would be my best friend. He has pushed me to pursue things I wouldn't have on my own.

**Do you have a motto that you live by?** If you can't stop thinking about it, don't stop working for it and always find a reason to laugh.

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Find a



balance of passion and provision. That includes becoming comfortable with failure and risk. Find a mentor and don't be afraid to take risks.

**How do you view failure and success?** Failure is not taking chances and success is continuing to take chances even after you've failed.

**What do you do for fun/relax/hobby?** I like outdoor recreation. Off-roading, 4-wheeling, camping. Road trips with my family.

**What's the greatest gift you ever received? Why?** The news when I found out my wife was pregnant. I've always wanted to be a father.

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# MASON O'DONNELL | DON'T FALL INTO THE TRAP OF THINKING LEARNING ENDS WHEN FORMAL EDUCATION ENDS

**Age:** 25

**Company and Title:** Stockman Wealth Management - Deputy Chief Investment Officer

**Hometown:** Laurel

**Education and /or Background:** Bachelor's degree in economics and finance - Chartered Financial Analyst charterholder.

**If you couldn't do this what would you do instead?** I would love to write books. I've always been an avid reader and believe there is so much power in books and storytelling. I would very much like to sit down someday and see if I could create something for others to enjoy and learn from.

**What other passions / callings are part of your life?** I feel very passionate about many things, but to highlight one specifically would be music. I don't have any inkling of musical talent myself, but I love what music does for us. Music can bring people together. Music can hold memories for us. Music brings the joy out of us. I indulge in music to extreme (probably annoying) levels, but I think it truly is an

amazing thing.

**What is the worst advice you've received and why?** The idea that once you've graduated high school, or college, or graduate school, etc., that you are done learning. Formal education does not mark the end of the learning experience for us here on Earth. Learning is a lifelong experience, and I would encourage all to continue to learn throughout life and not fall into the trap of thinking learning ends when formal education ends.

**What advice would you give a teenager about success?** Don't let society determine what success looks like for you. Success exists in many areas of life: career, family, friendships, health, and many more. Decide for yourself what is important to you and what you want for your life. Then measure your success based on what you've defined for yourself and don't compare yourself to others. Success is different for every one of us, and when you reach one goal, set another. Never settle.

**What's your guilty pleasure?** Moose Tracks and a movie ("The Secret Life of Walter Mitty" never gets old).



**What is one professional accomplishment you still want to achieve?** I want to continue to grow personally in my career, help others grow in theirs, and contribute meaningfully to the community. I believe all of that can be accomplished with the right mindset and work ethic. What the future holds exactly I am not sure, but I am confident that the right things will come in due time.

**How do you measure your own success?** I take time to reflect on the goals I

have set personally and professionally, as well as on the man that I want to be. If I am consistently acting in ways that align with my vision(s), I tend to view that as success. Success is a dynamic process and I strive to be better each day, taking time to reflect on that process allows me to see where I am making progress, where I might be lacking, and adjust accordingly.

**What failures have you learned the most from?** Failure is a guarantee in life. Failure is ultimately more important than our successes because they are guaranteed to happen and allow us to learn and become better for them. I can't pick any specific failure to highlight, because they all have led me to this point and the person that I've become. All I know is that there will be innumerable failures in my future. What I've come to learn about failure is to embrace it rather than to fear it.

**What is the hardest part of your job?** Our work in wealth management is never complete. It is a dynamic process that truly never ends. As a person who loves tasks and

Please see **O'Donnell**, Page 36

# KACI POPP | MAKE CONNECTIONS. WORK HARD. SMILE

**Age:** 32

**Company and Title:** Intermountain Health - Peaks Region: Nurse Practitioner

**Hometown:** Park City, Montana

**Education and/or Background:** Doctor of Nursing Practice, Montana State University. BSN- Montana State University.

**If you couldn't do this, what would you do instead?** If I couldn't be in the field of medicine, I really don't know what I would do. Ever since I can remember, I have always wanted to be in the field of medicine. Of course, I have wanted to explore different areas of the medical field but it always came down to being in the medical field. If I could find extra time during the day, I would love to be able to coach softball!

**What other passions/callings are part of your life?** Motherhood, it is truly one of the most challenging, yet most rewarding aspects in my life. My husband and I have two sons and a little girl on the way. We are an active family as we farm on the family farm and I hope that the valuable lessons that I learned growing up, I can pass on to them. I want our kids to look back and say that their parents were present and made their childhood memorable.

**What is the worst advice you've re-**

**ceived and why?** "You can sleep when you are dead." We all know that we function better as humans with the proper amount of rest and recovery so get some sleep!

**What advice would you give a teenager about success?** The steps to success may not be easy but the choices that you make today can make that path a little less bumpy.

**What's your guilty pleasure?** Besides an iced latte - reading. I really enjoy reading right before bed to unwind and unplug from the day.

**What is one professional accomplishment you still want to achieve?** I would like to be involved in community education in group sessions. I would eventually like to implement educational sessions for the Laurel and surrounding communities on important topics/diagnoses. Some people are not comfortable coming to a medical clinic for a one-on-one appointment but if we can educate in group sessions, we may be able to establish relationships so that community members are not afraid to come discuss healthcare needs with a provider.

**How do you measure your own success?** Through the positive impact that I have on the people around me including my patients, their families, coworkers, my



family and friends.

**What failure have you learned the most from?** I cannot pick out one failure that I have learned the most from because I have grown from all of them. One may be afraid of failure but I always remember one of my coaches saying "failure - embrace it, learn from it and keep going. You are stronger, wiser and better prepared than you were before that failure."

**What is the hardest part of your job?** Giving bad news. This is a part of my job that will never get easier. Being in family medicine is not the initial track in medicine that I started on but it has been one of the

greatest opportunities that I have had and I am thankful everyday I get to form therapeutic relationships with patients. Having this relationship makes giving bad news even harder because these are patients and families that you truly care for. Even though it is hard every single time, I hope that my patients know that I will be in their corner being a supporter and caregiver.

**What was the last show you binge-watched?** Yellowstone

**What is your favorite book?** "Living Fully" by Mallory Ervin. This book is for you if you are caught up in "getting by and going through the motions of life."

**What is the most rewarding/important aspect of your occupation?** An aspect of my occupation that I am passionate about is giving my patients options. There is not one single care plan that will fit all patients' needs. I love to get to know my patients and offer them options for their care that they will feel comfortable about. I don't ever want my patients to feel pressured. I want them to feel comfortable about their decisions and how we can move forward with a treatment plan that is sustainable for them.

Please see **Popp**, Page 36

# DELANEY HARDY RAY | DON'T BASE YOUR SUCCESS OFF SOMEONE ELSE'S

**Age:** 31

**Company and Title:** NOVA Center for the Performing Arts – Youth Conservatory Director

**Hometown:** Red Lodge

**Education and/or Background:** Bachelor's Degrees in Theatre Performance and Communications, internship and the Seattle Children's Theater

**If you couldn't do this, what would you do instead?** My previous job was as an events coordinator. If this opportunity hadn't opened up I would probably still be doing that.

**What other passions/callings are part of your life?** I love animals! I currently have a dog, a cat, and five chickens.

**What is the worst advice you've received and why?** I've been given some pretty bad advice, but not much of it has been related to my job or career.

**What advice would you give a teenager about success?** That success looks different for everyone. Some people may

think success comes with having a lot of money, or being famous, but somebody else might think success is having a family and their health. Don't base your success off someone else's.

**What's your guilty pleasure?** Drinking a glass of wine while reading a really good book in the tub.

**What is one professional accomplishment you still want to achieve?** I would really like to teach at the college level someday.

**How do you measure your own success?** I'm doing what I want and love to do!

**What failure have you learned the most from?** I don't think there's one instance in particular, but anytime I overfill my schedule or stretch myself too thin. That is always a reminder to be true to myself and have strong and clear boundaries.

**What is the hardest part of your job?** It doesn't happen very often, but every now and again I'll work with a kid who's going through a tough time or has some stuff

going on at home. That's always hard to handle.

**What was the last show you binge-watched?** "Dead to Me" on Netflix. My husband and I watched the entire last season in one day.

**What is your favorite book?** I am really into the "Outlander" series by Diana Gabaldon.

**What is the most rewarding/important aspect of your occupation?** It is pretty cool to run into students and their families outside of NOVA and have them get excited to see me and say hi. It's also really cool to watch kids who are a little more reserved come out of their shell and make new friends.

**Who is your greatest mentor/inspiration?** I'm not sure. I've had a lot of help, love and support along the way from a lot of people.

**Do you have a motto that you live by?** "Do the best you can until you know better. Then when you know better, do better,"




Maya Angelou

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** See above.

**How do you view failure and success?** By how I feel at the end of the day. Did I do my best? Am I proud of the work I've done? Am I happy? If the answer is yes then I'd say that's a success.

**What do you do for fun/relax/hobby?** I like to read, go for bike rides, and I really like to cook.


**What's the greatest gift you ever received? Why?** I have my grandmother's gold Irish claddagh ring, and it's a great gift for sentimental reasons.



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# LINDSAY RICHARDSON | WELCOME CHANCES WHERE YOU MIGHT FAIL

**Age:** 38

**Company and Title:** Downtown Billings Alliance, Community Engagement and Events Director

**Hometown:** San Jose, California

**Education and/or Background:** BS from San Jose State University in Advertising and Mass Communications/ Background in marketing and special events

**If you couldn't do this, what would you do instead?** I am both a creative person and person who really loves to help connect people to people or places so maybe I would consider a role in content creation in the destination marketing world.

**What other passions/callings are part of your life?** I love event design and prior to my role at the Downtown Billings Alliance I was an event designer with Better to Gather Events and if free time was something I had (which I don't have a lot these days with a busy toddler at home) I would love to moonlight as an event designer again.

**What is the worst advice you've received and why?** "Always stay posi-

tive." I do like to say I'm a glass is half full kind of optimist but I am so thankful for the opportunities I've given with others to be real in moments where I'm feeling challenged, sad, or frustrated. Feeling forced to always look on the bright side can be toxic to yourself or a group. It's totally OK not to be OK right now.

**What advice would you give a teenager about success?** Welcome chances where you might fail.

**What's your guilty pleasure?** I am a huge fan of learning random facts about new topics so I'm quite obsessed with the "99% Invisible" podcast. I highly recommend it.

**What is one professional accomplishment you still want to achieve?** I hope to help create and launch a large community event that currently doesn't exist and have it live on past my time in this role.

**How do you measure your own success?** I am a helper by nature and professionally in my role downtown. No matter what, my goal is to help the downtown neighborhood (that's the business commu-

nity, residents, and workforce, and visitors) succeed. Whether that's creating an event or promotion that was easy for the downtown businesses to participate in or coordinating an event that drew a large amount of visitors not just downtown but in a way that they visited to the various downtown businesses.

**What failure have you learned the most from?** I have a sign in my office that says "Don't be afraid to fail, be afraid not to try" and that's because the moments I consider failures are moments where I took the easier and safer route instead of taking a risk where I may fail. My adversity toward risk tends to be my biggest failure.

**What is the hardest part of your job?** Sometimes the hardest part of my job is just figuring out the best way to say what you want to say since communicating downtown happenings is part of my role. In addition I am not usually working on just one event or project at a time. I'm generally in various phases of planning numerous events, promotions, and communication project at one time and those each have



many layers of logistics and vendors to keep track of.

**What was the last show you binge-watched?** "The Empress" on Netflix.

**What is your favorite book?** I truly enjoyed Malcom Gladwell's book "The Outlier" but currently I'm reading Glennon Doyle's "Untamed."

**What is the most rewarding/important aspect of your occupation?** Seeing crowds and the community participation with the various downtown events and promotions is so rewarding. Even more is when a downtown business tells us they had a great sales day because of the draw one of our events had to downtown.

Please see **Richardson**, Page 37

# JUSTIN ROBISON | MEASURE TWICE, CUT ONCE

**Age:** 32

**Company and Title:** Billings Clinic, Director of Facility Services

**Hometown:** Billings

**Education and/or Background:** Dawson County High School

**If you couldn't do this, what would you do instead?** Before my kids were born, I always had the thought of being in law enforcement. But now as a father, I wish I could be a stay-at-home dad so I can be with them all the time.

**What other passions/callings are part of your life?** I love being able to help people, it gives me a sense of purpose. I love when I am able to fix something or share my expertise and knowledge to help someone out.

**What is the worst advice you've received and why?** When I've been told that success is measured in the amount of money or materialistic possessions you have, when, in my opinion, it really is relationships you build and self-worth that bring you true happiness.

**What advice would you give a teenager about success?** I think about myself as a teenager and remember not knowing what to do. I felt like I was in limbo, wondering if I should go to college or what trade to look into. So, I would say to just

follow your passion, whatever that might be and if it doesn't work out, try something else. Everything you try is experience and knowledge you gain.

**What's your guilty pleasure?** Watching boat builds on YouTube and binge watching outdoor survival shows.

**What is one professional accomplishment you still want to achieve?** I know that I want to continue to help drive my team to sustainable success in their careers and personal development and growth.

**How do you measure your own success?** Every day I try to achieve at least one goal. So, on a good day, I feel most successful when more than one goal I have set for myself has been met.

**What failure have you learned the most from?** In my adolescence, I was a bit of a misfit. To get from rock bottom, I surrounded myself with good, positive people and learned that hard work and perseverance pays off.

**What is the hardest part of your job?** Troubleshooting major systems and complex issues right away.

**What was the last show you binge-watched?** "Peaky Blinders."

**What is your favorite book?** I haven't been able to read many new books in a while,

but I do have to say that I did enjoy reading "12 Rules for Life" by Jordan Peterson.

**What is the most rewarding/important aspect of your occupation?** I love to be able to provide service and support for our patients and staff. It's always a great feeling to know when I've been able to help someone.

**Who is your greatest mentor/inspiration?** I would have to say my mother. She is an incredible woman who has taught me many life lessons and shown so much perseverance in her own experiences, she has always been a very positive influence in my life. Then, I would have to say the many exceptional leaders at the Billings Clinic. I am very appreciative that I am able to continue to observe and learn great leadership skills from them.

**Do you have a motto that you live by?** "Measure twice, cut once" may sound silly, but I really see it as one should think/act carefully before acting on something.

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** You need to surround yourself with like-minded people. Share your ideas and listen to advice from your peers and team members. Don't take everything on yourself, open yourself up to collaboration and share com-



mon goals.

**How do you view failure and success?** In my line of work, failure is always an opportunity to learn and to develop. Learning from past failures will help to prevent future failures and create sustainable outcomes which equals success.

**What do you do for fun/relax/hobby?** I really enjoy remodeling and carpentry. I also love fishing, dirt biking, camping, and sharing new experiences with my family, especially my soon to be 4-year-old son.

**What's the greatest gift you ever received? Why?** I honestly have to say that my family are the greatest gifts in my life. My wife and children are everything to me. The days my son and daughter were born were so incredibly monumental in my life. They are the best gifts I could have ever asked for.

# JESSE ROSS | YOU MISS 100% OF THE SHOTS YOU DON'T TAKE

**Age:** 30

**Company and Title:** Healthmine -  
Director, Service Operations

**Hometown:** Spanish Fork, Utah

**Education and/or Background:** Associates Degree and nine years in call center experience

**If you couldn't do this, what would you do instead?** If I could choose a job based only on what I enjoy, it would most likely be training dogs. They are bundles of pure joy and if you learn what motivates them, they actually like learning. Watching new things click for them is one of my favorite things.

**What other passions/callings are part of your life?** I found a passion the last few years for running and rock climbing. If I could be a stay at home dad and climb or run with my daughter every day, I'd have it made! For now, working from home is the next best thing because I get to spend so much time with my family and still do other things I enjoy.

**What is the worst advice you've received and why?** Coming down hard on people in the work place is very overrated. In my experience you rarely get the best out of an employee by micromanaging, expressing frustration, or even yelling at them. I've seen extraordinary growth in people I've worked with the last couple of years by creating relationships where they feel safe bringing problems to me so we can collaborate on overcoming those challenges together.

**What advice would you give a teenager about success?** Finding a good work life balance is so important. Not everyone can do what they love for work and that's ok. Working hard at something so you can do what you love outside of work, can be just as fulfilling.

**What's your guilty pleasure?** Watching anime and drinking scotch. Nothing is more relaxing than a good "Naruto" episode and a drink to turn my brain off after a long work week.

**What is one professional accomplishment you still want to achieve?** I would love to run a call center or business out of Mexico some day. In my early 20s I spent a few years living in Mexico City and absolutely loved my time there. I'd love the excuse some day to move back there with my family.

**How do you measure your own success?** If I know I'm working hard, treating people the right way, and striving to make clients/coworker's lives easier, I feel accomplished.

**What failure have you learned the most from?** I still have a lot to learn but for too long, I failed to see some of the social



and economic inequality that other races, genders, and cultures have to deal with. I try to look through things with a more critical lens, especially my internal biases, before making decisions about hiring, promotions, or department policies.

**What is the hardest part of your job?**

The day-to-day stress never seems to go away, especially when managing people. One of the most important things for me has been learning how to cope with stress, and turn it off when my daily work is done.

**What was the last show you binge-watched?** "One Punch Man."

**What is your favorite book?** Red Rising - the whole series is amazing.

**What is the most rewarding/important aspect of your occupation?** Helping to create jobs and opportunities for people.

**Who is your greatest mentor/inspiration?** Dave Brown was the first person in the workplace to help me see what growing in a company could look like. How to see company needs, my boss's needs, and grow to fit what was needed. His energy and passion at work was infectious and key to my early career success. I also think my dad's work ethic and example at doing the job right, has always stuck with me. He's the type of guy that will do a job without someone needing to ask, the job will be done right with no short cuts, and you know he'll work long and hard to get it done.

**Do you have a motto that you live by?**

"You miss 100% of the shots you don't take - Wayne Gretzky/Michael Scott"

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Look at people you admire or consider successful and emulate what they do.

**How do you view failure and success?** Success is more than just making money, getting the next job promotion, or attaining a certain job title. I find success when I have a work life balance, can spend

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Please see **Ross**, Page 38

# BRANDON SAM | LEAD BY EXAMPLE

**Age:** 35

**Company and Title:** EEC, Inc.

**Hometown:** Billings

**Education and/or Background:** Graduated from Billings Senior High School. I have completed extensive training within the scope of construction including building techniques, safety, and management.

**If you couldn't do this, what would you do instead?** Possibly an outdoor guide or a rep for an outdoor gear company.

**What other passions/callings are part of your life?** Hunting, fishing, rafting and hiking in the backcountry of Montana right now. Spending time with my two kids, Ruby and Roscoe as well as my wife, Katie. I also enjoy woodworking and building unique and beautiful furniture.

**What is the worst advice you've received and why?** To avoid paying taxes, I had a tax accountant tell me to "make less money." As a young adult trying to grow wealth, this was hard to understand and did not seem to make sense.

**What advice would you give a teenager about success?** There are opportunities for success in non-traditional routes. The most important part is having a goal and working toward that goal. Not everyone has to follow the same path, there can

be success in experience, trade training, on the job training and college for those willing to work towards their goals.

**What's your guilty pleasure?** The most innovative outdoor equipment. I love being able to pack light and efficiently with advanced gear technology.

**What is one professional accomplishment you still want to achieve?** I would like to design and build a stunning cabin using traditional log methods coupled with modern timber framing.

**How do you measure your own success?** The ability to provide for my family as well as opportunities for my employees to provide for their families. Also from the positive outcomes I see when our company completes a project for a satisfied client.

**What failure have you learned the most from?** Friendship loss. It is easy to get caught up in work and excelling in a profession and lose sight of what is important in life, such as friendship.

**What is the hardest part of your job?** One of the hardest parts of my job is management of employees. Everyone has a very important role in making EEC successful, but any little thing such as a small dispute or big disaster can affect workflow and the success of a job. I spend a lot of time trying

to make sure everyone's needs are met, whether it be the job site, client, employee or a subcontractor.

**What was the last show you binge-watched?** "Meat Eater." We eat a lot of wild game and I enjoy seeing the way he prepares wild game. It gives me motivation to cook great meals!

**What is your favorite book?** "Sheep and Sheep Hunting" by Jack O'Conner.

**What is the most rewarding/important aspect of your occupation?** Seeing a project from conception to completion in knowing that the quality of work our company provides is longstanding.

**Who is your greatest mentor/inspiration?** Quentin Eggart. He provided me with the opportunity to grow and learn this profession and his legacy continues through my partnership and dedication to EEC and the work we do.

**Do you have a motto that you live by?** "Lead by example."

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** It takes time and hard work to be successful. It isn't always easy or enjoyable, but the outcome is worth the effort.

**How do you view failure and suc-**



**cess?** Failure is an opportunity for growth and learning. It is a time to reflect and research what could be done differently. Success motivates me to do more. It helps me continue to see potential.

**What do you do for fun/relax/hobby?** I am an avid hunter and outdoorsman, whether that be hiking/backpacking in the Beartooths, scouting for animals, shed-hunting, attending events to advocate for public lands or fishing with my kids. Rafting has also been relaxing for me the past few years. It is enough to keep me occupied and content between rowing, fly fishing and rock hunting with my family.

**What's the greatest gift you ever received? Why?** Fatherhood. It has taught me patience, given me fits of frustration and worry as well as some of my greatest joys.

# JAMI SHANKS | WRITE DOWN YOUR GOALS AND WORK TOWARDS YOUR OWN DEFINITION OF SUCCESS

**Age:** 32

**Company and title:** HUB International Insurance, Sales Executive

**Hometown:** Red Lodge

**Education and/or Background:** Bachelor's Degree in Business Marketing from Montana State University.

**If you couldn't do this, what would you do instead?** My husband owns a plumbing business and we also enjoy investing in real estate so I would probably get more involved with those aspects of my life.

**What other passions/callings are part of your life?** With real estate, I really enjoy the process of taking an eyesore that's run down and overlooked and renovating it into a great place to live. Seeing the potential in a space, coming up with the design and ultimately seeing the outcome is really rewarding for me. Otherwise, I love spending time outdoors with my family whenever we get the chance.

**What is the worst advice you've received and why?** I was told one time to set more realistic goals. I think setting easily reachable goals limits our growth. Challenge yourself. Set the bar high. What's the

worst thing that can happen?

**What advice would you give a teenager about success?** Now is the time to find out what you're good at, what you like to do, and to take some risks. Try many things. The definition of success is only yours to make.

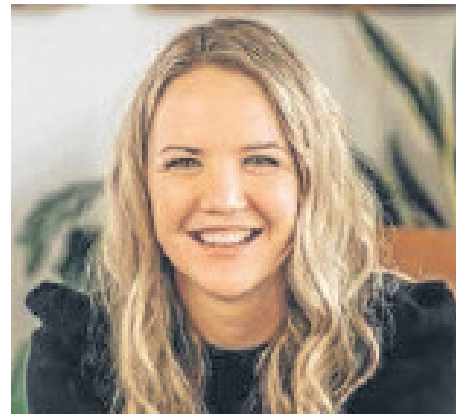
**What's your guilty pleasure?** Foul language? Haha. And pizza.

**What is one professional accomplishment you still want to achieve?** I still have a certain growth figure within my business that I want to achieve as well as earning a specific award at our company.

**How do you measure your own success?** By setting goals and prioritizing them. Reflecting and evaluating them consistently with my colleagues and family.

**What failure have you learned the most from?** Any time we lose a client or a client chooses one of the many other options out there, I am constantly asking for feedback. We learn the most about our processes and what we can do to improve from those clients.

We also were recently involved in a social media frenzy based on a lot of false



information and that was very interesting. We ultimately just had to pivot our plans but, in the meantime, it was hard for me because I cared what people were thinking and saying. It forced me to learn the hard way that you can't please everyone and ultimately, people are going to say and think what they want about you.

**What is the hardest part of your job?** This industry can be very generalized. You can't turn on the TV without an insur-

ance company promising lower prices. No one enjoys paying for a piece of paper and a promise... until they need appropriate coverage and understand how vital it is. Providing clients with the knowledge and helping them understand their coverages before it's too late is a challenge our industry faces every day.

**What was the last show you binge-watched?** Does "Cocomelon" count? If you have a toddler, you know the pain.

**What is your favorite book?** For fun, the Harry Potter series. For professional development, 10X by Grant Cardone.

**What is the most rewarding/important aspect of your occupation?** For better or worse, we are the people who are involved when tragedy strikes. A car accident, a house burning. I don't take that lightly. Knowing that our clients will be taken care of appropriately is both the most rewarding and important aspect of the insurance business.

**Who is your greatest mentor/inspiration?** My husband. I would not be where

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# SHELBY SHAW | SHOW UP, WORK HARD, STAY HUMBLE AND BE YOU!

**Age:** 31

**Company and Title:** NILE, Livestock Department Manager & Youth Education Director

**Hometown:** Worden

**Education and/or Background:** B.S. in animal science with an option in livestock production and management - minor in agriculture business from Montana State University

**If you couldn't do this, what would you do instead?** I honestly cannot imagine doing anything else. I was very blessed to step into a profession that I am passionate about right out of college. However, if I did have to work in another field, I would work for the airlines or as an air traffic control agent. Cliché as it may be, the AvGeek in me has a fascination for airplanes and the science behind flight.

**What other passions/callings are part of your life?** The promotion of agriculture and youth. Growing up participating in youth organizations such as 4-H and FFA, American Paint Horse Association and a variety of cattle breed associations have helped shape me into the person I am today. It also led me to my chosen career path. I can attribute my ability to speak in front of a crowd, understanding of agri-

culture systems, and responsibility for livestock directly back to lessons learned in my time as a member of both 4-H & FFA. Nowadays, I work directly with high school agriculture teachers, extension agents, cattle breed representatives and other agriculture professionals on a variety of projects within my profession. It is an honor to work with those that I looked up to not too long ago when it comes to planning and execution of any event.

**What is the worst advice you've received and why?** It's all about perspective, I don't recall ever receiving any bad advice. Everyone's opinions may come from parts of their lifestyles that may affect others differently. The best thing to note is, if it truly is bad advice, take it as a lesson learned and move on with that advice in mind.

**What advice would you give a teenager about success?** You won't find success by living in your parents' basement, waiting for handouts. Find a career and try to find your place in this crazy world. Success does not come easy - show up, work hard, stay humble and be you!

**What's your guilty pleasure?** Mint chocolate chip ice cream, chocolate, any other sweets!

**What is one professional accom-**

**plishment you still want to achieve?**

Find more ways to incentivize and provide additional opportunities to the livestock exhibitors that come to exhibit at the NILE each year. With continued growth, I could see the NILE Stock Show become labeled as one of the most prestigious stock shows nationally. Later in my career, an accomplishment would be one day to become the general manager at a stock show or exposition, such as the NILE.

**How do you measure your own success?** It's more than accomplishing tasks and goals for me. It's about the promotion of agriculture in a world where the industry is criticized for trying to feed the world. Success to me is measured in the ability to celebrate others and to produce an event where hopes and dreams come true! It's truly about celebrating the youth in agriculture through scholarships, internships, Merit Heifer Program and champion selections. It's about watching livestock exhibitors receive that champion handshake and their million-dollar smiles. Without their successes the event would cease to exist, as long as we are able to provide a consistent place to celebrate topnotch livestock, we are providing opportunities for youth and adults alike to promote their livestock and



rise to the best of their potential.

**What failure have you learned the most from?** I have not always had the utmost confidence in myself and doing a good enough job. I have often labeled myself as a perfectionist, which is okay, however the self-doubt that comes with not achieving perfection could be labeled as a failure. Over the years, I have learned to continue to strive for perfection, but have gained confidence in myself personally and professionally. I can now ask the hard questions that may need to be addressed,

Please see **Shaw**, Page 38

# MIKEL SHERMAN | IT'S HARD TO DO SOMETHING NEW BUT THAT IS PART OF THE PROCESS FOR SUCCESS

**Age:** 34

**Company and Title:** Rimrock Pediatric Dentistry, Director of Marketing

**Hometown:** Worden

**Education and/or Background:** Bachelor's in Healthcare Administration with a minor in business. Associate's Degree in Human Resources.

**If you couldn't do this, what would you do instead?** I would most likely own my own boutique with a western/ranch flare for women and children.

**What other passions/callings are part of your life?** I truly care about people and children. I have been blessed to be part of multiple organizations that I have been able to support within my career. But, my most passionate ones are Chase Hawks Memorial Crisis and Toys for Tots. These have such a massive impact within our community. To be part of these and seeing what a difference their support provides, means the most to me.

**What is the worst advice you've received and why?** That you have to get a degree in order to move up or go anywhere. I did receive several degrees but I find the

older I get, the more trouble I have with this as there are more and more adults who have never had any life experience outside of a book or university settings. Once they receive this degree, they feel they have an entitlement to a pay grade. This doesn't apply to every degree, but this does apply to certain degrees at which real life hands on experience is worth more than a piece of paper. I believe there needs to be an emphasis on hands on experience to our younger generation rather than pushing a school for them to go to.

**What advice would you give a teenager about success?** I would encourage them to enjoy the process. Success is measured only by each individual and in order to be successful you have to enjoy the process. It will be difficult and scary but it's part of the ride. Life is short and it shouldn't be wasted on being miserable and negative.

**What's your guilty pleasure?** Iced coffee and reality TV.

**What is one professional accomplishment you still want to achieve?** I have so many more that I would like to achieve. I want to be able to have all of our

offices being a household name. I want to be able to make sure that schools all over the state of Montana have a stash of toothbrushes to give to kids at any time. I would like to be able provide a mobile service for children who are unable to come into our office. I would like to have political voice in making it a more affordable benefit for children so that they don't have to suffer with pain or a smile that gets made fun of.

**How do you measure your own success?** I am a "give it 110%" at everything I do. If I can walk away at the end knowing I did that, then I can give my all to the other needs in my life like my husband and kids. If either of those are off, then it can mess with the success of other things in my life.

**What failure have you learned the most from?** It's OK to fail. This was a very hard lesson to learn but it was worth it in the end and something that I will most likely do again. When you fail you are able to grow and learn from those mistakes.

**What is the hardest part of your job?** Knowing that as hard as I try to make coming to the pediatric dentist fun and exciting, there will always be a level of fear for kids



that I am unable to take away.

**What was the last show you binge-watched?** "The Crown." I sent the family away to go play and binged watched this while I spent the day folding laundry.

**What is your favorite book?** "Not My First Rodeo" by Kristi Noem. This was the last book I just read and it was a really insightful book.

**What is the most rewarding/important aspect of your occupation?** Goodness, it would have been watching kiddos get so excited to see me at events to give them toothbrushes. I do my best to make sure there is a level of excitement when they see me so if they get the chance to come into the

Please see **Sherman**, Page 37

# KAITLIN STAEBLER | COURAGE IS BEING SCARED TO DEATH BUT SADDLING UP ANYWAY

**Age:** 32

**Company and Title:** Montana Psychiatry and Brain Health Center, Psychiatric Physician Assistant and Practice Operations Administrator

**Hometown:** Laurel

**Education and/or Background:** Doctor of Medical Science and Master of Physician Assistant Studies, both from Rocky Mountain College.

**If you couldn't do this, what would you do instead?** My childhood dream was to become an attorney and eventually a judge. As an adult, I've considered being a day-trader or I would go a completely different direction and own a bakery/restaurant.

**What other passions/callings are part of your life?** I enjoy being a clinical preceptor and mentoring physician assistant students now that I am armed with the perspective of practical medical experience. I find sharing my knowledge about psychiatry very rewarding and value giving back to the school that trained me.

**What is the worst advice you've**

**received and why?** "Don't judge a book by its cover." This is terrible advice because we should be better about trusting our instincts. That "gut feeling" you have isn't just "instinct" but rather a compilation of all of your experiences that lead you to a visceral reaction long before your brain can articulate why you feel that way. Long story short, your subconscious judgments are usually more accurate than your conscious ones. Read "Blink" by Malcolm Gladwell and judge the book by its cover.

**What advice would you give a teenager about success?** Success and failure come hand in hand. Another mentor once told me "No one is looking at you, they may look at you, but they're thinking about themselves." Challenge yourself, try new things, and don't be afraid to fail because no one's watching. You'll never be stronger, more capable, and more resilient than when you are young, so fail, but strive to fail better every time.

**What's your guilty pleasure?** Watching terrible reality TV shows and eating macaroni and cheese.

**What is one professional accomplishment you still want to achieve?** I hope to teach part-time in the Doctor of Medical Science program at Rocky Mountain College and be a part of educating fellow Physician Assistants/Associates seeking their doctorates.

**How do you measure your own success?** By making myself and my supporters and mentors proud. I deem things successful in my life if they align with my morals and values, mentally and emotionally fulfill me, further my career, and are an asset to my loved ones and me.

**What failure have you learned the most from?** Not getting into Physician Assistant school the first year I applied. It gave me time to buckle down, work harder, get more meaningful medical experience, and improve my resume. I look back now and am so thankful for that extra year and the skills and knowledge I gained in that time.

**What is the hardest part of your job?** The administrative side of business competes with and frequently outweighs the frustrations of practicing medicine.



**What was the last show you binge-watched?** "Yellowstone."

**What is your favorite book?** Anything written by Jodi Picoult, current top favorites are "Wish You Were Here" and "Mad Honey."

**What is the most rewarding/important aspect of your occupation?** Providing mental health treatment to as many patients as possible in our region and seeing people get well. Also, following patients through every aspect of their journey, good and bad, and being a constant confidant and safe person in their lives.

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# LACY TANGEDAHL | IF YOU'RE JUST CONTENT YOU WILL NOT GROW

**Age:** 38

**Company and Title:** Billings Clinic and Central Wellness Family Nurse Practitioner

**Hometown:** Bismarck, North Dakota

**Education and/or Background:** Master's in nursing

**If you couldn't do this, what would you do instead?** I would be a vet or train dogs because I love animals especially my two labs Lexi and Nova.

**What other passions/callings are part of your life?** Being a mom to two beautiful wonderfully made girls ages 7 and 9. They keep me grounded and on the go from basketball to softball and soccer and dance. I thoroughly enjoy teaching my girls how to navigate this difficult world just like they teach me what's important in life and looking at things through the eyes of a child. It's a great blessing and joy to be called Mom.

**What is the worst advice you've received and why?** Just be content. If you're just content you will not grow. I always strive to learn more everyday in a field that's always changing.

**What advice would you give a teenager about success?** Don't strive for perfection; nothing's perfect and your often your own worst critic, just do your best. And remember you are only in control of yourself.

**What's your guilty pleasure?** Chips and salsa or nachos

**What is one professional accomplishment you still want to achieve?** I would like to become certified in a specialty. Possibly even go back to school to get a doctorate and teach the upcoming group of nurses.

**How do you measure your own success?** Happiness. Work is not "just work" when you truly love what you do.

**What failure have you learned the most from?** Don't give up. I may not have gotten into my first school of choice. This didn't stop me, just reouted my future. And now that I look back all things happen for a reason. You gotta just trust God.

**What is the hardest part of your job?** Feeling helpless. There are times when you're with patients and have to give them

some tough news on a diagnosis. This can be life changing for them and I just want to take it all away and tell them it will be OK. But the unknown lies ahead and finding the right words can be tough sometimes and the feeling of helplessness can set in.

**What was the last show you binge-watched?** "Virgin River."

**What is your favorite book?** At the moment I have not had time to sit and read anything other than medical journals, which I do find fun and interesting. So, I guess my favorite book is medical journals.

**What is the most rewarding/important aspect of your occupation?** Getting to help people. I strive to help my patients feel informed heard and valued. Education is power and I enjoy empowering my patients with their healthcare plan. I'm blessed to work with patients not only in preventative/wellness care but also in disease management which is also very rewarding to help from both sides.

**Who is your greatest mentor/inspiration?** All the providers I have worked with in the last 15 years. Dr. Argani and Dr.



Deval have shaped me into the provider I am today and I feel blessed to have learned from the best.

**Do you have a motto that you live by?** One day at a time — stay in the present you can't change the past but can contribute to your future.

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Don't stop — set your mind to it and keep going forward. There will be trials and tribulations but when it's one step back it's always double forward. Don't let anyone tell you you can't do it if it's your passion. If there is a will there is a way.

Please see **Tangedahl**, Page 38

# KORRY THOMPSON | NEVER STOP LEARNING

**Age:** 36

**Company and Title:** Charter Communications, Field Operations Business Planning Manager

**Hometown:** Colstrip

**Education and/or Background:** Doctor of Business Administration - ABD, Master of Business Administration, and Master of Science in Organizational Management

**If you couldn't do this, what would you do instead?** I would love to start a party planning company or small business consulting firm - or both! The majority of my friends and family can attest to the fact that I love holidays and I love parties - and I can be WAY over the top! Owning a party planning company would be right up my alley. Since high school, I have had an interest in writing small business and marketing plans. There is something very rewarding about helping others bring their business ideas to life and enriching a community and local economy with diverse service and product offerings.

**What other passions/callings are part of your life?** Advocacy for colorectal/colon cancer is a dear passion of mine. I share this passion with my family, and especially my oldest daughter, Kambria.

My dad was diagnosed with this type of cancer roughly five years ago and it absolutely devastated my family. The outlook was bleak and the availability of resources, knowledge, and treatment options locally were very limited. I knew I was not willing to accept what the doctors were telling our family so I dove right into researching the disease and finding advocacy organizations and other resources to help with the fight against this disease.

This past year my daughter, Kambria, decided she was going to become a young advocate and she organized a key chain mission to raise money for colorectal/colon cancer. She truly inspired me to keep finding other ways and means to advocate as well. Together, my daughter and I raised funds for the Fight CRC organization, spread awareness regarding the importance of colorectal cancer screenings and early screenings, and passed not only a state proclamation for Montana, but also local proclamations in Billings and Colstrip, to declare March as Colorectal Cancer Awareness Month. Currently, we are in the process of forming a non-profit. The non-profit will continue to drive awareness locally in areas where awareness is needed most.

**What is the worst advice you've**

**received and why?** Silence is golden. Silence never got me anywhere, personally or professionally. Learning when and how to articulate yourself is truly important. And if you're a parent with small children, silence is scary!

**What advice would you give a teenager about success?** Get comfortable with being uncomfortable. The best way to grow and progress is by getting out of your comfort zone.

**What's your guilty pleasure?** Iced coffee. I absolutely love iced coffee, and shopping for unnecessary things on Amazon and at Target!

**What is one professional accomplishment you still want to achieve?** A VP leadership role.

**How do you measure your own success?** Everyone's idea of what success is supposed to be or look like is different. For me, I measure my own success on whether or not I've had a positive influence on those around me and/or whether or not I've made an impact for the better in a given area.

**What failure have you learned the most from?** I do not have a major failure to pinpoint necessarily but I've had many minor failures and setbacks that ended up being opportunities for both personal and



professional growth.

**What is the hardest part of your job?** Managing change. Change is inevitable and being in a leadership position means I not only need to be flexible and resilient, but I also need to help those around me be receptive of change and to focus on the positive that can come from it.

**What was the last show you binge-watched?** The last show I binge-watched was "Umbrella Academy."

**What is your favorite book?** "Girl, Wash Your Face" by Rachel Hollis was a great read!

**What is the most rewarding/important aspect of your occupation?** The

Please see **Thompson**, Page 38

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# GILLETTE VAIRA | YOU GET OUT OF IT WHAT YOU PUT INTO IT

**Age:** 36

**Company and Title:** Rebel River Creative; Account Executive and Social Media Strategist

**Hometown:** Lambert, Montana

**Education and/or Background:** B.A., Mass Communication; Minor, International Studies – Montana State University Billings, 2009; M.A., Broadcast Journalism – University of Montana, 2011; Post Graduate Diploma, Digital Marketing Expert – Digital Marketing Institute and American Marketing Association, 2022; In my family, I am a fourth-generation college-educated woman and Montanan. My great-grandparents on both sides of my family were immigrants and homesteaded near Lambert, Montana – my hometown. Growing up rural has both influenced me and grounded me. I am incredibly proud to be from Eastern Montana.

**If you couldn't do this, what would you do instead?** I would start a wedding videography business with my husband. I'm a trained broadcast journalist, and I love video storytelling. Coupled with my husband's artistic and technological talents, we're a great team.

**What other passions/callings are part of your life?** I am passionate about animal rescue and advocacy. Growing up, my family always took in the neighborhood stray. As an adult, I seek opportunities to help animals through on-the-ground rescuing and supporting rural animal rescuers. In the future, I hope to start a nonprofit that focuses on rural animal rescue, advocacy, and support.

**What is the worst advice you've received and why?** When I was coached to "hit the ball like you would hit your dog" while playing on our school's volleyball team. With this language, the environment was obviously not right for me. I learned a valuable lesson early in life: If you're not surrounded by people who uplift you and create a healthy environment, it is alright to walk away and find your place elsewhere.

**What advice would you give a teenager about success?** When I was a young teen attending Montana 4-H Congress for the first time, my parents told me, "You get out of it what you put into it." I had the choice to either sit back and breeze through the experience – or actively engage in workshops, competitions, and networking. I chose the latter, and it was life changing. This is the way I operate in life to this day. I encourage others to get the most out of their experiences by giving it their all – no matter their life stages.

**What's your guilty pleasure?** My guilty pleasure is nail products. I enjoy doing manicures and pedicures for my family, my friends, and myself.

**What is one professional accomplishment you still want to achieve?** I am in the process of writing a fiction novel that has the potential to be a bestseller!

**How do you measure your own success?** Hard work is behind everything I do. I have a constant, innate drive to succeed. I've been called "driven" – as I am always striving to achieve and accomplish.

**What failure have you learned the most from?** I was in a toxic work environment at a previous place of employment. At the time, I felt like the situation ended in failure. Since then, I learned it was not failure, but it was a launching pad to get me to where I am today. Without that volatile situation, I would not have found my way to Rebel River Creative. I am so grateful to be where I am now. That "failure" was just a part of the path I needed to take to get here.

**What is the hardest part of your job?** Leaving my work at my desk. In the marketing communications field, I am always plugged into social media and learning the latest trends and best practices. When it's time to go home or take a vacation, it takes me awhile to turn off the noise and hustle.

**What was the last show you binge-watched?** The 1980s-'90s series, "Murder, She Wrote," was the last show I binge-watched. I am a fan of the late actress



Angela Lansbury. I love her impeccable grammar and how her character, Jessica Fletcher, handles situations in the show. I also have great memories of watching this series with my grandparents as a child. It brings me back to a time when our world was very different, and it's a fantastic escape.

**What is your favorite book?** I have always loved the "Anne of Green Gables" series. I feel a special connection to the story's main character, as my middle name is "Anne with an 'e'" – named after my late aunt, Anne Rehbein Wiprud. These novels are timeless classics. The series also introduced me to higher-order vocabulary at a young age.

**What is the most rewarding/important aspect of your occupation?** At Rebel River Creative, we are encouraged to be innovative, which I believe is a rare opportunity. It is also rewarding that the Rebel River partners invest in my ongoing education so I can continue to be the best I can be. I am thrilled to be using my skills, talents, and education there every day.

**Who is your greatest mentor/inspiration?** The women in my family are my greatest inspiration. In my family, I'm a fourth-generation college-educated woman. My maternal great-grandmother earned a business degree in the early 20th Century – long before it was the norm. My

maternal grandmother, Mary Alice Rehbein, was Richland County's first public health nurse and was the first – and only – first responder. Her daughters – Anne, Martha, and Mary (my mother) – have all had impressive careers working with and educating young people. They have modeled how fulfilling it is to have inspirational and meaningful careers.

**Do you have a motto that you live by?** When I was graduating from college, I was having a difficult time deciding between going to graduate school or pursuing an internship in Washington, D.C. I received two excellent pieces of advice I still live by today: My parents told me, "When you set yourself up with great options, you can only make great choices." My maternal grandma told me, "You'll figure it out, or you won't."

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Don't settle. Listen to your heart. Persevere.

**How do you view failure and success?** Failure and success are relative. It's what you do with those failures and successes that matters.

**What do you do for fun/relax/hobby?** My husband and I love going to movies, especially at the historic Babcock Theater in downtown Billings. I also love to travel. So far, I've visited approximately 30 states and four continents... and I'm not done yet!

**What's the greatest gift you ever received? Why?** The gift of education I received from my parents is priceless. I worked hard for and was grateful to have earned several scholarships and a teacher's assistant position that funded most of my education. However, there were still expenses, and my parents supported me so that I could focus on school and immerse myself in the experiences. It was a priority for them, and they made sacrifices for me. I'll always be grateful to them for so many opportunities and lessons – but especially for my education.

## Staebler

From page 26

**Who is your greatest mentor/inspiration?** My dad. He is my voice of reason and that voice in the back of my head. He's always expected me to reach my potential and pushed me to do so. He wasn't one to coddle me or dole out sympathy when I failed or was rejected, but he was the one to remind me of my mottos (see below) and push me to keep going.

**Do you have a motto that you live by?** I have two: "You've got to learn how to take a punch," and, "Courage is being scared to death, but saddling up anyway."

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Keep pushing. There will always be people who stand in your way as you work to achieve your goal. But if it matters to you and you're passionate about it, keep working. Study hard, take extra

classes, talk to mentors, and surround yourself with people who understand your vision. Remember that the more successful you become, the fewer people will be there to cheer you on so learn how to cheer yourself on and celebrate your accomplishments – big and small.

**How do you view failure and success?** People are intrinsically afraid of failure, but if you're not failing then you're not trying. Successes are great but it's the failures you remember – when you lose, don't lose the lesson.

**What do you do for fun/relax/hobby?** I love traveling and spending time with my family near and far. I am also an avid runner, quilter, and member of the Yellowstone Region of the Sports Car Club of America.

**What's the greatest gift you ever received? Why?** My stethoscope. It is the same stethoscope as another great mentor on my pre-physician assistant track and it marked the pivotal point between striving to become a PA and being a PA.

## Anglin

From page 4

staff, etc. It's like a puzzle sometimes figuring it all out and I thoroughly enjoy it!

**What was the last show you binge-watched?** Probably "Friends." It is a show I can put on as I have seen it so many times and know what is happening, but it never gets old for me either!

**What is your favorite book?** I cannot say I have one favorite book, but a favorite author. I love all the books by Nicholas Sparks.

**What is the most rewarding/important aspect of your occupation?** Wow, there are a few things that come to mind. It is working with the students and seeing their growth through their education. I call it the "ah ha" or "light bulb moment" when they are working through something, and all of a sudden, it just clicks for them, and they get the skill or task they are trying to complete. It is so fun to see it all come together!

**Who is your greatest mentor/inspiration?** I have had so many great people help me along

my journey to get to where I am today. All I can say is thank you to all that have helped me! I hope to be able to repay the mentorship forward to someone else who is aspiring to a career in simulation.

**Do you have a motto that you live by?** "Always remember to fall asleep with a dream and wake up with a purpose." During my interview for my Director of Simulation position, I said I felt like this job was reaching for the stars and a true dream job of mine. I am now fortunate enough to be living that dream and wake up each morning with a purpose to serve our students to help them grow in their dreams.

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** While I have never started a new business but for someone wanting to excel in a career field is to network. Reach out to those doing the job you dream of now and talk with them. Know that most people who are already in that role you want to excel in are happy to share their knowledge and help others succeed too.

**How do you view failure and**

**success?** Failure is something that happens and gives us all a chance to learn and grow. When you fail, you can either choose to sulk in it, and it remains a failure, or you can learn from it. Success is what comes after we have failed, learned from it, retried again and succeeded the next time around.

**What do you do for fun/relax/hobby?** My fun time is spent with my family. This may mean going to watch our kids in a sporting event or a concert. As a family, we play a lot of games too around the kitchen table or in our backyard. I love to craft, as I mentioned, so that is a fun way I relax.

**What's the greatest gift you ever received? Why?** The greatest gift I have ever received would have to be the gift of family. I was lucky enough to marry my high school sweetheart, and we have three amazing kids that we love to spend time together as a family. Being able to have the family we do, and the support from our other family members is amazing. The laughter we share and the memories we make could never be replaced by a monetary gift.

## Basmadjian

From page 4

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Find what you are passionate about, work hard and know when to ask others for help. Surround yourself with people who are just as passionate as you are.

**How do you view failure and success?** Successes and failures happen every day, some big and some small. It is a part of life and it is important to not get too caught up in either. Learn from your fail-

ures and celebrate your successes.

**What do you do for fun/relax/hobby?** I enjoy traveling the world with my husband, spending time with family and friends. I also enjoy exercising, hiking, snowboarding and of course reading a good book or watching an enthralling television series.

**What's the greatest gift you ever received? Why?** I am truly blessed to have my family. My parents taught my brother and I the value of education and a strong work ethic. They made huge sacrifices so that my brother and I could have every opportunity. Having a supportive family is the greatest gift.

## Bazemore

From page 5

One of the coolest things to me is watching break through moments for people.

**Who is your greatest mentor/inspiration?** My mother. Our personalities are very similar and we are able to navigate difficult situations and come out on the other side standing tall. I get

my resiliency from her.

**Do you have a motto that you live by?** I have several, but my go to is Figure It Out!

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Be someone that specializes in generating solutions. It's easy to identify a problem, but very difficult to

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## Bazemore

From page 29

create or find a solution. You also have to learn to simultaneously think inside the box and outside the box. Inside the box means you are creative with the resources you currently have at your disposal.

## Begger

From page 5

One of my co-workers said it best. Oftentimes the way forward through differences is not one side admitting guilt or seceding. Valued relationships are more important than being right or feeling justified and that anyone can agree to disagree.

**What is the hardest part of your job?** Leaving work at work. It is very easy for me to become infatuated over every aspect of a client's financial picture, goal and plan. Our industry moves every day at a very fast pace and not every day is a 'green' day. Dealing with people's livelihood isn't something that I leave at the door on my exit.

**What was the last show you binge-watched?** "Yellowstone." I finally jumped on the wagon.

Outside the box allows you to take a step back and evaluate your perspective and decisions and see if you potentially over-looked/misinterpreted something.

**How do you view failure and success?** They are equally essential and a part of the process to develop. One validates your hard work, the other inspires you to keep going to reach that intended

**What is your favorite book?** Any and all Colleen Hoover books

**What is the most rewarding/important aspect of your occupation?** My clients and the relationships we have built with together. Not every occupation allows you to 'grow' old with people. I have been able to ride in the back seat as my clients get married, have children, buy their first home, retire, become grandparents and so forth. This occupation goes beyond the numbers and that, by far, is the most rewarding aspect of my job.

**Who is your greatest mentor/inspiration?** Oh gosh. I feel very blessed in the sense of I have had many great mentors over my life. I have had great teachers, coaches, business mentors and parents. At the end of the day, my parents have been my greatest mentors to date. They instilled so many invaluable traits within my brother and I as

destination point.

**What do you do for fun/relax/hobby?** My job doesn't have "traditional" business hours so when I do have time away I enjoy hanging out with family and friends. I try to stay as active as possible and workout frequently, my favorite place to run/bike is the trail on The Rims. Outside of that I enjoy watching

they raised us. Their work ethic, ability to always drop what they are doing to help out, and life advice is something I admire and seek almost every day. No matter what, they are always there and that is something I can only hope to replicate for my daughter.

**Do you have a motto that you live by?** Luck is the residue of planning.

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Be yourself and don't lose your authenticity in the process. It is very easy to talk yourself into a spiral of the 'why not's' find your 'why' and go for it. If you do the work, day in and day out, the benefits will be reaped.

**How do you view failure and success?** Failure and success are two areas that go very much in opposite directions. I am not the best about taking the time to celebrate the success but am very

sports and a multitude of series/movies across the various streaming services.

**What's the greatest gift you ever received? Why?** The gift of today. Tomorrow truly isn't promised, I am grateful for every day I get to wake up and continue to figure this thing we call life out.

good at dwelling on, over-thinking and self-criticizing the failures. My college basketball coach used to tell us after every game whether we won or lost that we had 24 hours to think about it and then we had to move on. It is something I try to mirror in current life as a professional, spouse or mom but is easier said than done.

**What do you do for fun/relax/hobby?** Montana is the last best place! We love to be outside, go camping, head to the lake with friends and family. A good hot yoga class is also a place of relaxation that I indulge in as well.

**What's the greatest gift you ever received? Why?** My husband, Travis, and my daughter Roz. Becoming a mom has been the hardest, but most rewarding title I have ever obtained. Although most days I feel like we are herding cats, she is the best present of chaos we have ever received.

## Boogman

From page 6

constantly changing. While that can be difficult to stay ahead of, it also allows me to flex my creativity and think strategically often.

**What was the last show you binge-watched?** "Love is Blind" and "The Crown."

**What is your favorite book?** I've always been a fan of the classics. "Tess of the d'Urbervilles" by Thomas Hardy is at the top of my list.

**What is the most rewarding/important aspect of your occupation?** Defining the social and media voice of a well-known brand with 60 years of history is a pretty amazing opportunity. I get to be creative every day and personify KOA for millions of dedicated fans from

around the world. However, what really inspires me about my work is that I'm not just representing a big brand; I'm supporting hundreds of small businesses across the U.S. and Canada. Sure, having a viral video or securing an interview on the Today Show is rewarding, but there's something special about using my expertise to impact an entrepreneur directly. Seeing those 'aha' moments from a meeting with a franchisee means a lot to me.

**Who is your greatest mentor/inspiration?** One of the reasons I feel so connected to the work I do at KOA is that I come from a family of small business owners. I see a bit of my parents in every interaction I have with a franchisee. As the owners of Caramel Cookie Waffles, they have worked tirelessly over nearly 40 years of early mornings and long days, creating one of Billings'

most well-known businesses. They not only instilled in me the importance of hard work, but also provided me with many opportunities that have led to my success. Not a day goes by that I am not thankful for what they have created and shared with our family and our city.

**Do you have a motto that you live by?** Be kind. To others. To yourself. Treat everyone as well as you can, yourself included. As a woman, it can be easy to forget the kindness to yourself part.

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Support your passion with a strategic plan. Be confident in what you know and humble in asking questions when you don't know. Excelling isn't a race.

**How do you view failure and success?** Failure is often a necessary roadblock on your way to success. In

instances big and small, it's rare to do something right the first time. There's almost always room to improve and do better. Without failure, success wouldn't happen or feel as important.

**What do you do for fun/relax/hobby?** I enjoy spending time with my pets watching documentaries in front of the fireplace. I also enjoy word puzzles and reading, but I have to admit that my love of TikTok has been getting in the way lately.

**What's the greatest gift you ever received? Why?** My greatest gift is the opportunities I've had that my parents worked so hard for. My upbringing was modest, but my parents' sacrifices (with help from my grades and athleticism) allowed me to graduate from college debt-free. I know what an absolute privilege that is, and I am so thankful for all they've done for me.

## Bogle

From page 6

He is incredibly successful as the owner of Arctic Home Living out of Alaska and I am grateful to have him as a business partner and to learn from him. Jeremy Lane is another one of my great business partners and has been an amazing support system when it comes to teaching me how to run a service

department. He always takes my calls, gives advice when needed, and shares his knowledge he has learned in all his years in this industry. Lastly is my father Kevin Bogle. When I was 9, he sat me down and told me he had an opportunity to be part owner in a business, but that it would take a lot of work and there was a chance it may not work out, and wanted to know if I thought he should do it. I told him yes and to this day even though he has since sold out

his stake he still works for that company. When I came to him five years ago and told him that I wanted to take the leap with Big Sky Spas he was there to support and encourage me every step of the way. Having his example to look up to, helped me make the decision to take the chance.

**Do you have a motto that you live by?** No is not a bad answer, it's just an answer, but if you don't ask the question because you might get told no, then you

didn't give yourself the opportunity to be told yes.

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Starting a business and owning a business is both challenging and rewarding. Be sure you have a good mentor you can look up to, and go to. The most successful people have mentors of their own.

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## Bogle

From page 30

**How do you view failure and success?** Failure and success go hand in hand. You aren't going to succeed at everything, and failure teaches you to be successful. If you haven't failed at something, then how do you know when you really succeeded at something either?

**What do you do for fun/relax/**

**hobby?** I own a hot tub store, so I do enjoy sitting in my own hot tub after a long day. I also enjoy my time with kids, the outdoors, riding my motorcycle, or relaxing with a good book.

**What's the greatest gift you ever received? Why?** The experiences both good and bad that I have had in life. Without those experiences I wouldn't be where I am at in life or who I am today and I can honestly say I am happy with my life.

## Brusett

From page 7

**How do you view failure and success?** The only way failure happens is if you let it. You can always learn from certain mistakes. If you learn from it and make some adjustments you will have success eventually.

**What do you do for fun/relax/hobby?** Rodeo has always been a passion for me. I grew up rodeoing and rodeo is what paid for my college education. I still team rope

in the summer. I also enjoy hunting. I have been on some pretty cool hunting trips — sheep hunting in the Yukon, stag hunting in Argentina and goat hunting in Alaska. Of course nothing beats elk hunting in the Missouri breaks!

**What's the greatest gift you ever received? Why?** I've got some pretty special nieces and nephews in my life. There are a couple of them getting to the age where they are playing sports. I love seeing them getting competitive -I'm a competitive person) and having fun with what they are doing!

## Bruski

From page 8

brother and I to have a strong work-ethic, confidence in ourselves, and humility that runs deep in our core as individuals. Their actions, and their endless support powers me to continue to strive to be the best I can be each day in the work that I do.

**Do you have a motto that you live by?** "Hardships often prepare ordinary people for an extraordinary destiny," C.S. Lewis.

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Schedule an appointment with your local Small Business Development Center (SBDC) or if you

are a veteran, transitioning service member, or military spouse, reach out to your local Veterans Business Outreach Center (VBOC). Big Sky Economic Development is where you can find the Billings SBDC that services a 9 county region and the MT/WY/UT VBOC. Visit bigskyeconomicdevelopment.org!

**How do you view failure and success?** I think we all have had an experience in our life that has shook us a little more than others. It prompts an "aha! moment" where you see two roads. One is the road you don't want to go down, the person you don't want to be and the other road, is the direction you do want yourself to take, you see the things you want to accomplish.

We, as individuals, might hold on to unfortunate moments because we are embarrassed or regretful of what we did. But these moments can become some of our greatest lessons that molded us into who we are today, because at our lowest point, we took a look and decided to take the path that ultimately led us to becoming stronger and more resilient.

**What do you do for fun/relax/hobby?** Travel. My husband and I enjoy traveling domestically, but we love traveling internationally. We love experiencing different cultures, cuisines, and learning about each location's history. When we aren't mapping out an upcoming trip, I enjoy planning fun things for us to do with family and friends.

I also love cooking with my husband, we make a great team in the kitchen. I cherish my mornings at the gym. I find it so important to set time aside that is strictly devoted to self improvement, doing something that we like to do and makes us feel good. The gym is that for me. I feel more relaxed and ready for the day after I go.

**What's the greatest gift you ever received? Why?** Again, my parents and my little brother. My parents instilled in us how important it is to support and love one another, because at the end of the day, we always have our family to fall back on. I'm enormously grateful for my parents endlessly supporting the activities my brother and I were involved in.

## Burke

From page 8

The six of them (or as my husband calls them the hexagon of anxiety) have been such a huge part in my personal growth and my growth as a mom/wife. Family is very important to us and they have showed me that the work we put in, whether in business or family life, will always provide a benefit in the long run. It is important to me to have so many diverse family perspectives for advice professionally or with our kids. They always share past experiences that

have helped them through the tough situations and that, to me, is invaluable.

**Do you have a motto that you live by?** Just recently my husband's grandfather passed away and he told several of the grandkids "Do well, so you can do good." It is very important to me and our family that we share our good fortune and hard work with our local community.

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Make sure to come up with a business plan. Every year at the end of the year I sit down and look at my goals and what I need to do to achieve those

goals. There are several new tools available each year and deciding which of those tools are going to work for me is important. Business plans help you decipher the tasks or tools you need to utilize to be successful.

**How do you view failure and success?** You have to fail to succeed. In order to reach your overall goals there will be several "failures" or learning experiences throughout your life. One thing in real estate is every day is very different. We are constantly learning and adapting to the market and our clients' needs. If a certain tactic didn't work we rework it and hope for success on the next one.

**What do you do for fun/relax/hobby?** We like to spend time in Red Lodge fishing or hiking. We are hoping to be able to ski more in the coming years as well. I like to relax or just sit outside on the back patio in the summer with family and friends. I also like to golf whenever I have the opportunity.

**What's the greatest gift you ever received? Why?** Definitely our boys. Our two sons keep us on our toes, but I need that sometimes. It is so fun to watch them grow and learn something new every day. While raising kids is the most difficult job, it is the most rewarding as well.

## Chancellor

From page 9

a more diverse and inclusive place for all people to grow and thrive, which will ultimately move the industry forward.

**How do you measure your own success?** My own personal success is defined largely by the success of my team. Whether I am the team leader or member, it is vitally important to work together to solve problems and complete project goals. Collaboration and communication are integral components of success as the more your team is able to be involved in the decision-making process, the more empowered they become. This ultimately leads to better the

overall outcome for everyone.

**What failure have you learned the most from?** Early in my career, I accepted the role as project engineer on large mine expansion project. The project itself was a great success. However, as we transitioned into operation, most of my co-workers originally assigned to the project moved on, while I made the decision to stay on with the team overseeing the transition. After failing to meet our production targets for the year I, as the site technical lead, was held largely accountable for the underperformance. This experience reinforced to me that all matters, even those having potentially negative impacts, should be openly communicated. It also served as a reminder of the importance of a cohesive team, as no

one person has all of the answers.

**What is the hardest part of your job?** Definitely the long hours and commute. Mining activities typically take place in remote areas with controlled access in order to minimize the impact footprint. However, it is so worth it to know you are working towards producing something that is critical to people's everyday life, in a safe and responsible manner.

**What was the last show you binge-watched?** Doctor Who. I am in the process of catching up on the latest incarnation of the Doctor after watching all seasons since the 2005 reboot. As a longtime fan of the show, I really enjoy the longevity of this series and how it never ceases to change and stay fresh.

**What is your favorite book?** Picking just one is difficult as I have always loved to read and my choice in books varies greatly! My most read would have to be the "Complete Works of William Shakespeare," of which I also own several copies. I also really enjoy mysteries, especially anything with Agatha Christie's Poirot. Also, as a huge fan of the science fiction and fantasy genres, I have worn out copies of the "Lord of the Rings" and "The Hobbit" along with an extensive comic book collection.

**What is the most rewarding/important aspect of your occupation?** The most rewarding aspect of my job is building relationships with the amazing people who

Please see **Chancellor**, Page 32

# Chancellor

From page 31

work in the mining industry! Though it is hard work, it is a very tight knit community of people that always have each other's back. In my current role with the environmental team at Sibanye-Stillwater, I enjoy interacting the amazing people in our local Montana communities, especially students.

**Who is your greatest mentor/inspiration?** One of my greatest inspirations was and continues to be my grandfather Dexter who planted the seeds for me to pursue a career in science and engineering. From growing up in Birmingham, Alabama in the 1930s, he worked his way through college to graduate with degrees in mathematics

and business management. After which, he worked for NASA on the Saturn V and early Apollo programs. Through sharing his stories and experiences, he truly made me feel like reaching for the stars was a reality!

**Do you have a motto that you live by?** Over the last few years, I have come to really appreciate the insightfulness of the famous quote by Ruth Bader Ginsberg: "Fight for the things that you care about, but do it in a way that will lead others to join you." It reminds me of, as a leader, the vital importance of patience and understanding while driving change.

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Don't allow others to define your success or decide what your career path should look like. Trust yourself and stay true to

what is important to you. At the same time, not every opportunity is going to be open exactly when you may want it to, so it is important to have patience. No matter what point you are in your career or what you do, be a sponge! Take every opportunity to learn from those who are willing to teach.

**How do you view failure and success?** It is so important to not be discouraged by failure. Sometimes they are hard lessons, but if you can embrace failure and take the time to find the root cause, they can be very valuable. Success should be celebrated, but not taken for granted. Similar to finding the source of your failure, you should always take the time to determine how to replicate your successes. The book "Sometimes You Win-Sometimes You Learn" by John Maxwell was instrumental in helping me

put into perspective the learning opportunities that failure can afford.

**What do you do for fun/relax/hobby?** Both my husband and I love to travel both across the U.S. and abroad. I love getting visit new places and learn about their food, history and cultures. Also, as a self-described science fiction and fantasy nerd, I especially enjoy any opportunity for the occasional Comic Con excursion as part of our travels!

**What's the greatest gift you ever received? Why?** A 1960s-era slide rule given to me by my grandfather before he passed away, the same year I graduated high school. He told me that his generation put a man on the moon using slide rules and human calculators, so imagine all of the things that my and future generations could do with the amazing technology at our fingertips!

# Cichosz

From page 9

**How do you measure your own success?** A success for me is when I am able to turn a current renter into a homeowner. I am trying to achieve a business model of having rental homes that the current renter is able to purchase when they get lender approval. It is far from easy, and not quickly done. However, the few that have gone through the process are able to move forward with their American dream of home ownership. It is extremely gratifying.

**What failure have you learned the most from?** I have had quite a few failures, and I know I will have more. There is no way to know what the future will hold, and history can be the best way to gain knowledge. You have to keep trying, you have to keep pushing forward. Lean on your friends and family for support when times get tough. It is important to realize that problems never go away, you seriously just get better at handling them and making those failures into current or future success stories.

**What is the hardest part of your job?** I read once that negativity has a louder voice than positivity. You will have the naysayers that love to point out things that go awry, but voices are much quieter when you have accomplished something few others can. It is important to remember that you are doing good, quality work even if you don't always hear the cheers from the crowd.

**What was the last show you binge-watched?** "Inside Man" on Netflix. It

was interesting how the show pushed the characters into impossible decisions and how they couldn't seem to find their way out of trouble.

**What is your favorite book?** I don't read as many books as I do articles and blogs. However, I recently read "Rich Dad Poor Dad" by Robert Kiyosaki and found some correlations between what I want to do in life and what he was able to accomplish.

**What is the most rewarding/important aspect of your occupation?** In my current occupation I find satisfaction in training others to be able to know what I know and perform at a level that I perform at. I live by a philosophy that when you leave for a vacation the operation should not miss a beat. Some people think small-minded that they are teaching someone how to take their job, but I believe that as a manager, and more so a teacher, it is my responsibility to make the people I work with better. As you see your coworkers grow within their respective positions, or former coworkers move on to careers they truly enjoy, you find immense happiness knowing you helped them be a better person.

**Who is your greatest mentor/inspiration?** The person that I lean on the most for advice is Trent Parks. He has helped me learn a multitude of things within the real estate and rental game. Trent has more experience than I do in the world of real estate, and he has been willing to share that knowledge with me from the very beginning. I am able to reach out to him any time and ask him off the wall questions, or even spit ball ideas. I might have even helped him learn some things along the way as well.

**Do you have a motto that you live**

*It is important to remember that you are doing good, quality work even if you don't always hear the cheers from the crowd.*

**by?** "Will your future self be happy with the decisions you are making right now?" I heard it in a diet article but it can be adapted to everyday life. Will your future self be proud that you binge watched that tv show instead of updating your business's website? Will you feel better tomorrow by going out tonight, or getting rest and relaxation? There are two sides to the coin and you get to see which way makes you the best version of you broken down into day-by-day chunks.

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Most of the answers you will find out there will be tied to the just start mentality. I think that is very important, but the first thing you should do is find resources that will help you achieve what you are looking to accomplish. This can be earned by gaining a mentor or peers that are trying to do the same thing as you, are attempting the same thing you are, or studying the field that you are working in. Once you do research, you have to start. Don't kill yourself by doing too much research and waiting on the sidelines. When you know what you need to do, it is time to jump in and take

the risk.

**How do you view failure and success?** Failure and success are fleeting. Failures will come and go, as well as successes. You should remember each one and do your best to learn from each one. It will not be your last success, and unfortunately it will not be your last failure. But as I have said across this article, the most important thing to do is to keep trying. You will get better, you will get stronger, you will get smarter. Life is a journey and it is up to you to decide how big of a speed bump your current situation is.

**What do you do for fun/relax/hobby?** I really enjoy going to Montana State University football games. Go Cats. When the Bobcats aren't playing I really enjoy playing racquetball and volleyball with my friends. Something that I like to do that is relaxing now for me is going for a long run. I exert a lot of energy during the run, but afterwards I feel a sense of calm and relaxation that is hard to match. It feels like I have achieved something that day.

**What's the greatest gift you ever received? Why?** Aidy Cichosz. Out of all the questions that I was asked for this article, this is the easiest one to answer. My daughter has brought me all the joy that I could have ever asked for. Her smile is truly beaming from ear to ear and her laughter will put anyone in a better mood. You can ask her daycare, her therapists, or her doctors. Aidy is a blessing and she has made me realize what is important in life. She was born into this world with some serious struggles in front of her, but I will not stop fighting for her and helping her in any way I possibly can.



## Cremer

From page 10

couldn't do the work, but simply that I was being lazy. Since that day I have understood you must put your best effort forward on any task at hand, that nobody else will do the work for you, and that you are smart enough to do anything if you put your mind to it.

**What is the hardest part of your job?** As rewarding as my job is, the knowledge that the need for food stability, rent, utilities, and clothing is so high in our community is a tough reality to come to terms with. Family Service provides support for 19 communities in southeast Montana. Seeing 300 vehicles line up for food distribution in neighboring towns is extremely difficult. However, it is a great feeling to know that we can meet these needs for our neighbors.

**What was the last show you binge-watched?** "The Big Brunch" on HBO. I am a sucker for any show based on a cooking competition. Add in Dan Levy as the host and you have television gold. I watched the entire series in one sitting.

**What is your favorite book?** "Until They Bring the Streetcars Back," by

Stanley Gordon West. I am sad to say that this is the only book that I have read multiple times. I remember this book having such a profound impact on my life in sophomore-year English literature. That same year, the author (who lived in Bozeman at the time) came to West High to give a lecture and take Q&A. Since then, I have re-read the book several times. It has had a similar effect on me with each read.

**What is the most rewarding/important aspect of your occupation?** As a Development Director, I am tasked with raising funds to directly drive the mission of an organization. The knowledge that I may have played a role in someone receiving a healthy meal, helped to keep a home heated throughout the winter, or provided a child with school supplies is incredibly rewarding.

**Who is your greatest mentor/inspiration?** Personally, my greatest inspirations are my parents. Raising three children while working full-time is no easy task for any parent. Raising three Cremer boys must have been nearly impossible. My parents have been the model for what I have based my life on. I am who I am because of their guidance, discipline, love, and understanding. Professionally, my greatest mentor is Robyn

Peterson. Robyn was my director at the Yellowstone Art Museum for several years and taught me a great deal not only about non-profit development, but life as a whole.

**Do you have a motto that you live by?** "It's good to be together." My grandfather was a man of few words. When he spoke, we all listened. One thing that he would always say was, "It's good to be together." I didn't really take that to mean much in my earlier years. Now that he has passed, it means so much more to me. Enjoy your time with loved ones, whether you see them daily, or only once every few years. Don't dwell on the past or fixate on the future. Make sure that the times you spend together are simply, good.

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Bet on yourself. You will have plenty of chances to work for different companies your entire life. More often than not, those companies will value the bottom line above all else and miss the value in you. They say everyone has one great idea inside of themselves. If you think you have what it takes to start a new business, bet on yourself.

**How do you view failure and suc-**

**cess?** Failure is not measured by the falling down, but by the staying down. Success is not measured by the amount of something you inherit, but by the lives you affect.

**What do you do for fun/relax/hobby?** As I mentioned previously, cooking and travel have become the cornerstones of what I am passionate about. I don't suppose I can call travel a hobby though. Cooking a big Italian dinner while sipping wine on a Sunday afternoon is definitely relaxing for me. I love to come home after work and make dinner. It is a way to destress, and to show love for the people around you.

**What's the greatest gift you ever received? Why?** Upon graduation from the University of Montana, I spent a short time teaching English in Thailand. On the last day of class, many of the families in my program presented me with gifts ranging from hand-drawn cards, handmade bags, and homecooked treats. The students in my class came from underprivileged families. Knowing that these families took the little time and money that they had, to make something special for me had a profound impact on my life. It has driven me to always put others first and to be grateful for what you have.



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## Cox

From page 10

to their success. I used to think leading meant dealing with everyday operations. As it turns out that's management. Being a leader means knowing what your team's aspirations are and guiding them to achieve their own success.

## Crennen

From page 11

**What is the hardest part of your job?** I always say being a banker is one of the toughest sales jobs. We meet so many great people, with great ideas and lots of ambition and form meaningful relationships with them. We ask for loan business over and over, and sometimes when we finally get the opportunity for business we may have to say no based on the risk presented in order to protect our depositors and shareholders. Working through that communication in the most respectful and insightful manner is difficult, but also rewarding when done the right way and you're able to say yes to that same client in the future.

**What was the last show you binge-watched?** Probably "Ozarks" or "Peaky Blinders."

**What is your favorite book?** I've enjoyed the Patrick Lencioni books, "The Five Dysfunctions of a Team," "The Four Obsessions of an Extraordinary Executive,"

**Who is your greatest mentor/inspiration?** My mother. She was a single parent who worked multiple jobs to take care of us. She showed me what it takes to work hard for what you want and that nothing is ever given to you.

**Do you have a motto that you live by?** "What lies behind us and what lies before us are small matters compared to what lies within us." - Ralph Waldo Emerson

etc.

**What is the most rewarding/important aspect of your occupation?** The people and connections made both with teammates, clients, and other community members. Banks are such an important foundation for a community, and when working perfectly, everyone involved lifts the community up. Depositors have safe/fungible storage for their money and make money on their deposits, borrowers obtain capital to expand their business, bank employees get compensated that in turn is invested back into the community, and the bank donates money back to the community that supports it. We have such high character people here in Billings and in Montana. To be in the middle of the dynamic outlined above and to watch our communities grow and help grow our clients' wealth is extremely rewarding. It's also been especially rewarding to see people on my team grow in their careers and with their families.

**Who is your greatest mentor/inspiration?** My parents are for sure. My dad is

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Don't be afraid to fail or make mistakes. They are opportunities to grow and perfect your craft, so that you can be successful.

**How do you view failure and success?** Failure is like steppingstones to success. If you have never failed at something, how would you know what true success

an extremely smart man, hard worker, and family guy. His ambition and the way he treated people are lasting lessons that I still am reminded of frequently. My mother's outgoing nature and the way she cares and connects with people has inspired me, especially as I've matured and been able to fully recognize the sacrifices she made and hard work it is in being a parent.

**Do you have a motto that you live by?** Make the most out of today, get every second out of it. Form relationships and memories; that's what counts in life.

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** I'd say go all in on it. I'm continually impressed with the entrepreneur and dreamer spirit I see. Pay attention to the details, ask questions, surround yourself with a good banker, accountant, and attorney. Save money, it'll take more personal liquidity than you think to help fund the capital needed for any new business and to achieve sustained success.

**How do you view failure and success?** I don't think you get to the successes

felt like? It takes failure to truly know how success feels.

**What do you do for fun/relax/hobby?** I am an avid outdoorsman. I love camping, hunting, fishing, etc. Football, baseball, and golf are some of my favorites as well.

**What's the greatest gift you ever received? Why?** My children. They will be my legacy after I am gone.

until you have several failures. And in a weird way, that's the fun part. The failures or mistakes help build your character and your knowledge base. Never be afraid of failing. I believe Michael Jordan said, "I can accept failure, everyone fails at something. But I can't accept not trying." That's always stuck with me. Also, successes are always best shared with family and friends. They mean more with loved ones.

**What do you do for fun/relax/hobby?** I enjoy traveling with my wife across the U.S. and abroad, along with family and friends. Playing sports and enjoying the outdoors has always been a passion in my life. Golfing is probably my number one hobby but I have really enjoyed getting out hunting and fishing since moving back to Montana in 2011.

**What's the greatest gift you ever received? Why?** At this point, my daughter, and a special thank you to my wife for that gift. She's amazing and such a blessing. Kids put everything into perspective and make you a better person.

## Donovan

From page 12

played a role in creating a remarkable instruction manual for me. I try not to dwell on what went wrong yesterday... The goal is to discover what I can do better today.

**What is the hardest part of your job?** Setting boundaries. As Brene Brown says, "Daring to set boundaries is about having the courage to love ourselves even when we risk disappointing others." The banks, title companies, inspections and much of the business happen between 8 a.m. and 5 p.m., but many client-facing appointments come after 5 p.m. late into the evening and every weekend. When you have a heart to serve and you loving doing so, it's hard to keep boundaries around time. Balancing convenient availability to clients while maintaining deeply connected relationships with my family and kids is a continual work in progress and a huge part of why I created an amazing team!

**What was the last show you binge-watched?** Context: I live with a toddler! I can't recall if it as Mickey Mouse Clubhouse

or Mickey Mouse Funhouse — maybe Paw Patrol.

**What is your favorite book?** "The Gifts of Imperfection" by Brene Brown

**What is the most rewarding/important aspect of your occupation?** Robert Lee once said, "The most important work you will ever do will be within the walls of your own home." How blessed am I to get to play a part in this?! Real Estate has been so much more than selling homes. I've had opportunities to be a part of complete life changing trajectories for people, seen incredible transformations, witnessed lives being wiped clean and starting over with blank slates, deep, unfathomable loss, overwhelming joy, and just about everything in between. The connection, relationships and experiences I've been able to witness in my career will forever be one of the greatest rewards of my life.

**Who is your greatest mentor/inspiration?** It may sound cliché, but when I really answer this question truthfully, my greatest mentor and inspiration is my husband. Quinn is the most brilliant businessman I have ever known and he has guided, helped me, and supported me throughout my career and all my endeavors relentlessly.

He has showcased to me that the ultimate success is not what you achieve, but ultimately the person you become.

**Do you have a motto that you live by?** Yes. "To whom much is given, much is required." — John F. Kennedy

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Be consistent. Keep showing up when most people quit. Believe in yourself. Focus on the next step in front of you, not the whole staircase. If there is no struggle, there is no progress so don't let the struggle get you down. Motivation will come and go, so you must learn to be disciplined. Set goals: write them down and track them. Become a master — mediocrity is unacceptable. Work hard, learn, study, sacrifice, and most of all — love what you do.

**How do you view failure and success?** Failure is a really interesting word for me. At different points in my life, I felt it consumed every bit of me but once I got on the other side of that, I realized that my failures have become some of the biggest blessings. The knowledge, the perspective, the priorities that come from it shape you. Failure isn't the opposite of success, rather, it's part of it. My definition of success has

changed multiple times throughout my career and life, and I hope it does for everyone reading this. Define success on your own terms. Achieve it by your own rules and build a life you're proud to live.

**What do you do for fun/relax/hobby?** I love to travel and explore new places/cultures/cuisine. I love playing/watching sports, playing golf, hiking/camping, reading a great book, listening to music, campfires, and evenings on the patio, and deep conversations.

**What's the greatest gift you ever received? Why?** Growing up as a ranch kid. I grew up in a small ranching community in Southeastern Montana where values and morals were instilled in me from a young age. I'm a firm believer in the importance of never forgetting where you come from and I credit much of my success to the way I was raised in rural Montana. My parents, Dave and Donna, didn't just teach us hard work, rather they lived it! We understood the value of giving someone your word and meaning it, the importance of lending a helping hand, and the impact of a foundation of faith. With no doubt in my mind, the farm/ranch roots of my childhood have shaped me into who I am today and I'm forever grateful for that.

## Eggart

From page 12

**What was the last show you binge-watched?** My husband and I have been rewatching “Game of Thrones.”

**What is your favorite book?** “The Tipping Point” or “Talking to Strangers,” both by Malcom Gladwell.

**What is the most rewarding/important aspect of your occupation?** My favorite part of my job has been getting to experience Billings through a visitor’s eyes. I host journalists, influencers, tour planners, etc. throughout the year. When I take them to the Rims, my favorite restaurants, ZooMontana or any of the other amazing places, and I see them light up with excitement for this new experience, it gives me such a deep apprecia-

tion for where I call home. It’s so easy to take what you have daily for granted, but in this role, I am reminded regularly why it’s so awesome to be in Billings!

**Who is your greatest mentor/inspiration?** I’ll approach this as two questions. My greatest inspiration is my sister. She was born with a congenital heart defect and has fought harder for her life than most, but it has never broken her spirit. She inspires me to live my life to the fullest, with kindness, tenacity, and love.

My greatest mentor is my Executive Director, Alex Tyson. I came into my role with little knowledge of the tourism industry. She believed in my ability to build my skill-set and has given me every tool to succeed. She helps me grow personally and professionally every single day. I have never met someone who cares more deeply for her

## Erickson

From page 13

to never stop providing for my family. My mom is the kindest and most genuine person I know, and I would not be the person I am today without her. Words cannot express how grateful I am for everything they have done.

**Do you have a motto that you live by?** “People don’t care how much you know

until they know how much you care” - Theodore Roosevelt

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Become comfortable being uncomfortable. Take risks, try new things and challenge yourself. You will learn more about yourself and your abilities than ever before.

**How do you view failure and success?** Failure is an essential part of who we are and it all comes down to how we view

## Fessenden

From page 14

The physicians in Alaska were a huge part of my success in healthcare. they took the time to really explain things and teach me every integral aspect of women’s healthcare and how to be an effective leader. The physician leaders at Billings

OB GYN have done the same.

**Do you have a motto that you live by?** Attitude is everything.

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Work hard and choose the right people to help build your business. Don’t be afraid to invest in your team. When your team is successful and there for the same rea-

## Kirschenmann

From 17

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Go for it! Learn everything you can about that industry, intern if you have to. Make sure that the life you’re seeking actually suits your lifestyle and future goals, not just sounds good on paper.

**How do you view failure and success?** There are no failures in life. There are, however, lessons on how NOT to do it next time.

**What do you do for fun/relax/hobby?** My husband, Thomas, and I love going out to eat, traveling or just hanging out at home hot tubbing while watching Netflix.

**What’s the greatest gift you ever received? Why?** My kids =) They are the brightest light in my life.

## Leininger

From 18

painted the 6th Street West underpass, my goal was to make a difference in just one person’s day, but I never dreamed my works of public art could touch so many hearts. The number of letters, messages, and kind words I have received explaining the impact my work has made on individuals’ lives is overwhelming and knowing I have made a difference in my community is incredibly rewarding.

**Who is your greatest mentor/inspiration?** My parents are my biggest inspiration, as they both possess qualities that I strive to emulate. My dad, Dean, has remarkable work ethic and determination, and my mom, Chris-

staff and their growth.

**Do you have a motto that you live by?** My boss once gave me a sign with a Dan Erickson quote that reads, “I don’t fear failure, I fear succeeding at something that doesn’t matter.” It has sat on my desk ever since.

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Never stop learning. In my opinion, if you have reached a point in your career when you think you know everything about it, you have started moving backwards.

**How do you view failure and success?** I truly believe that failures, or lessons as I call them, are an important part of life. In those moments, it can feel hard to fail, but if you never fail, you stop learning. The most important thing you can do for yourself is to surround yourself with people

and handle it. Failure cannot be viewed as a negative, instead it is simply a learning opportunity that we must learn and grow from. Success is just like failure, it is all about how you view and handle it. As long as you stay loyal, honest and humble in what you do, you will be successful.

**What do you do for fun/relax/hobby?** I love anything to do with sports. Whether it is watching or playing softball, if it has to do with sports, I am a fan. I also love to hunt, fish and spend time hanging

sons, they will embrace challenges and overcome them with you. Celebrate those successes.

**How do you view failure and success?** “Success is not final, failure is not fatal: it is the courage to continue that counts.” - Winston Churchill

**What do you do for fun/relax/hobby?** I love to travel! Meeting people from all over gives you great perspective

tina, is incredibly compassionate and patient. It is inspiring to watch them overcome challenges, work hard for all they have, and take care of my special needs brother, Evan, all while selflessly supporting me and my endeavors.

**Do you have a motto that you live by?** “Do it with passion, or not at all.”

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Take risks and give it your all. If you don’t chase your dreams and give your best effort, you will never know what might have been.

**How do you view failure and success?** There’s really no such thing as a failure, as it is just an opportunity to learn and grow. I view success as a reward for hard work and grit.

**What do you do for fun/relax/**

who allow you to fail and grow from it. Success is so broad to me and I think it ebbs and flows in different aspects of your life. Some days I am more successful in my work than in my personal life and vice versa. When I have balance in both, I am at my best.

**What do you do for fun/relax/hobby?** I am certainly a Montana kid through and through. I enjoy anything outdoors with my husband and our two Labs, and of course, Bobcat football is an important part of the fall season!

**What’s the greatest gift you ever received? Why?** My parents instilled a strong work ethic in me. From sports to 4H to life in general, they always taught my siblings and me that nothing in life would be handed to us. If we wanted something, we had to work for it. I am forever thankful to them for that lesson and so much more.

out with my family.

**What’s the greatest gift you ever received? Why?** The first is my wife. She has been my biggest advocate since the first day we met years ago at Scheels. She is the strongest and most supportive wife that I could’ve ever asked for. I am so grateful for everything she has done for me over the years. The second is my two beautiful daughters. They have changed my outlook on life for the better and becoming a father is one of my greatest accomplishments.

to other cultures, religions, and beliefs. I love to try new things and seek new adventures.

**What’s the greatest gift you ever received? Why?** The greatest gift I have ever received would be my family and friends. They have been a huge support to my growth, success, and ongoing development.

**hobby?** I enjoy spending time outside appreciating the vast landscapes of Big Sky Country, riding horses, hunting, fishing, and hiking, as well as relaxing by the fire at my family’s cabin in the Beartooth mountains.

**What’s the greatest gift you ever received? Why?** I have been blessed with some extraordinary gifts in my life, including my horse, Doc, and a homeless man’s last four dollars, but the greatest gift I have ever received is my heart. When I was 17 years old, I was diagnosed with a potentially fatal heart condition and underwent surgery, which resulted in complications. Despite the difficult recovery, my view of the world changed and because of this, I am inspired to create art. Without my heart and its complications, I would not be who or where I am today.

## Lovell

From page 18

towards one another. Our community has faced stressful changes. Kindness can lighten the burden that we have been forced to carry for two years.

**What was the last show you binge-watched?** “Game It Out” on YouTube with my family.

**What is your favorite book?** “She’s Come Undone” by Wally Lamb

**What is the most rewarding/important aspect of your occupation?** Most medical decisions are based off test results. I take pride in honing my skills to produce quality results in a timely manner. Laboratorians are often overlooked because we are not a part of the direct care team, but we impact lives. My lab was able to provide Covid-19 results to patients in under

30 minutes day in and day out. It was very rewarding to hear patients express gratitude for their relieved anxiety. Often times laboratorians are tucked away in labs that are unseen by patients, so it is a rare occurrence to be thanked for our services.

**Who is your greatest mentor/inspiration?** I am thankful to have several mentors in my life. Looking back my first mentor in science was my high school advanced biology teacher, Mr. Tackes. I learned so much in his class that transferred over to my collegiate experience. It’s the class where I discovered an interest in human biology and the disease process. My greatest inspiration comes from everyday people that prove they are capable of extraordinary things.

**Do you have a motto that you live by?** You can do hard things!

**What advice would you give to anyone wanting to start a new business or**

**excel in a business or field?** Sometimes we have unrealistic aspirations of productivity, but it is important to enjoy the process. Medical Laboratory Scientists are highly skilled in several areas of study. Essentially if a sample is extracted from your body, then the scientist will either test it or prepare it to be studied by a pathologist. The best way to excel is to commit to challenging jobs in your department. Understanding difficult aspects of your job equips you with a unique point of view and added value to your skillset.

**How do you view failure and success?** Failure and success are all a part of the journey. Failures can be cringy but without them accomplishments do not hold value. Success can be lackluster if it’s not relevant to something you are passionately perusing. The real story behind failure and success is held within one’s own perspective. The hardest part of failure is accepting

defeat. Success can also be hard. Several women in my field struggle mentally with success because they question how deserving they are of a high-ranking job or their level of competence within a subject matter.

**What do you do for fun/relax/hobby?** I love spending time with my family kayaking. During the winter months I like to paint or crochet to pass the time.

**What’s the greatest gift you ever received? Why?** My family has had the most positive impact on my life and time with them is my most cherished gift. To have people in your corner supporting you as you navigate through life’s ups and down is a luxury. My son, Keldon, has pushed me towards a better life. My love, Roy, has shown me immeasurable patience. My mother-in-law, Sue, has been my biggest cheerleader. I would be lost without these gifts in my life!

## O’Donnell

From page 20

checking boxes when things are complete, coming to terms with a more fluid measurement of completion has been a challenge for me. That said, the dynamic world we work in is exactly what makes this work exciting for me and even more fulfilling when we are able to help families and organizations meet their goals and can see that result over time.

**What was the last show you binge-watched?** Less of a binge, but my girlfriend and I are currently rewatching “Friends.” It’s timeless.

**What is your favorite book?** The Harry Potter series is by far my favorite series. The lessons I learned from the series growing up and continue to learn on my re-reads are countless. Not only have I learned a lot of important life lessons, but there is also magic and fantastic storytelling! C’mon, who doesn’t like magic?

**What is the most rewarding/important aspect of your occupation?** Helping people. It is very fulfilling to be able to help others and perform a service that can allow them to achieve their life goals. I’ve seen the impact our work can have on people up close and personal, and that feeling never gets old.

**Who is your greatest mentor/inspiration?** My mom and dad collectively. I grew up admiring many athletes but realized several years ago that the most inspirational role models I had were right in front of me. My parents taught me countless lessons about hard work, sacrifice, how to treat others, commitment, what is most important in this life, and so much more. They’ve have set the standard for me in so many areas of my life. No words can express the gratitude owed to them.

**Do you have a motto that you live by?** “It is our choices, that show what we truly are, far more than our abilities,” Albus Dumbledore. We all come from different backgrounds/experiences/circumstances,

but the one thing we all have in common is we get to choose how we act each moment of every day.

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Figure out the why. Why are you doing this. If you have a powerful why that will continue to motivate you when things get tough (and they will). The answer to the why question is personal, but if you are doing it for the right reasons and with passion, I believe that you will ultimately find success.

**How do you view failure and success?** Again, I believe this is a personal thing. Failures are learning opportunities, and success evolves. Decide the person you want to be and take time to reflect daily on the steps you’ve made towards becoming that person. Every day is a challenge, but if you’re constantly progressing towards the person you want to become, I think that’s a successful day.

**What do you do for fun/relax/hobby?** Any activity that includes friends

and family. I believe life is best when it’s shared. Whether I am skiing or just having a meal at home, it’s better when those we love are around. Hosting dinners, listening to music, sitting around a campfire, playing board games, going for walks, etc. Some of the simple things in life are my favorite. I also spend a lot of my free time fly fishing, backpacking, skiing, snowshoeing, running, and just anything that allows me to spend time outdoors in the mountains. Fitness and health are very important aspects of my life and most of my hobbies allow for physical exercise while also enabling me to engage in something incredibly fun and be outside most of the time.

**What’s the greatest gift you ever received? Why?** Life. Life is short and we have no idea when our time might come. The scarcity of life allows for us to lead a meaningful life and thus, the choices we make that much more important. The gift of life daily is a beautiful thing.

## Popp

From page 20

**Who is your greatest mentor/inspiration?** My grandfather. I grew up on a family farm between Columbus and Park City and my grandfather is one of the hardest working individuals that I have ever met. He taught me that it is not always about the dollar but making an impact with the people around you. Being present on the family farm still, I see all around me what his hard work has provided for his family which inspires me to continue to work hard and be present with my family. He is old

school and I love that way of life. He still cherishes the meaning of a handshake, the enjoyment of a cold beer after a long day on the farm and the meaning of family. I will forever cherish the lessons that he has taught me.

**Do you have a motto that you live by?** “Don’t let life’s curveballs knock you off of your feet.”

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** I have never started a new business but to excel in a field, my advice would be: Make connections. Work hard. Smile. Making connections with others around you can

open up so many opportunities that may have not come about if those connections were not there. Work hard- people notice when you work hard and are motivated. Smile, use some humor, which can make forming those connections so much easier.

**What do you do for fun/relax/hobby?** Failures are a stepping stone to your success. Some of those stepping stones may be a moss covered rock in a creek bottom and super slippery but will eventually lead to your success if you keep going. Success is measured differently depending on who is evaluating them. These are both inevitable in life but do not define your true

self-worth.

**What do you do for fun/relax/hobby?** Our family is very active so anything outdoors. One of our favorite things to do as a family is to drive around the farm and see all the baby calves running around. Hearing a child’s laugh as they watch baby calves run around is one of life’s greatest gifts.

**What’s the greatest gift you ever received? Why?** My parents worked very hard to give my brothers and I the life that we have. I would not be where I am today without them and for that, I thank them. They have been my biggest supporters through all aspects of life.

## Richardson

From page 22

**Do you have a motto that you live by?** I think I am not alone when I say “change can be hard.” But I live by the motto “the only thing constant in life is change,” to remember to not fight it or feel weighed down by it.

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Try it. It might work.

**How do you view failure and success?** Failures can be more valuable on your road to success than the wins because there’s much more learning and growing that comes with a failure than there is when everything goes as planned.

**What do you do for fun/relax/hobby?** I relax by taking reformer Pilates classes at Bethany Joy Pilates studio. For fun I can be found hanging with friends or at the zoo or a park with my husband and daughter. We also have a sweet dog we love to take for walks on the many Billings trails.

**What’s the greatest gift you ever received? Why?** I didn’t know it at the time but the chance to live all over the country. My husband’s former career moved us all over in a short period of time and at the time I was burdened by the movement. But, now I really appreciate the places we got to live and the self-reliance and resilience it taught me. It also allowed me see more beyond the “world I knew” and opened my mind to more.

## Shanks

From page 24

I am today without his constant support and encouragement. He pushes me and us personally to do better and be better every day.

**Do you have a motto that you live by?** Not really but maybe I should. Lately, me and my husband have been jokingly saying “someday, this will all pay off” when we are in the trenches. Sometimes it helps.

## Sherman

From page 25

office they have something to look forward too.

**Who is your greatest mentor/inspiration?** I have the pleasure on not having just one person but several. My father is my major support system. He provides comfort and calmness when I need it. He is my voice of reason. My Mother is the strongest woman I know. She has shown me how to be a strong and independent leader. My husband is my biggest cheerleader. He stands beside me while I continue push forward in all of my ideas and goals. He provides me the confidence

**What advice would you give to anyone wanting to start a new business or excel in a business or field?**

Just go for it. I think too many people overthink things and never act. Yes, you must have a solid plan in place and know your business but being able to adapt and the ability to take action goes a long way.

**How do you view failure and success?** You can never fail if you never quit. We learn the most in our failures. And I really believe success looks different for everyone and there are a lot of ways to achieve your definition of success. Some

that I need in order to push through the self-doubt. Lastly, my three kiddos have shown me what unconditional love is.

**Do you have a motto that you live by?** It sounds cliché, but treat others the way you would want to be treated. I am a firm believer in this. I will give you the same respect that is being given to me.

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Ask as many questions as you can. Find as many resources you can pull information from and then keep them in your pocket so when new things come up you can bounce things off of them. Know that just because it’s hard or scary to do something new that is part of the process for success.

people prioritize money, some time, some freedom, etc. Just define what it looks like for you, write down your goals and work towards your own definition of success.

**What do you do for fun/relax/hobby?** We spend the summer weekends at Canyon Ferry boating and camping. Wake surfing. Traveling. Hiking. Spending time with friends and family. Reading.

**What’s the greatest gift you ever received? Why?** Of course, my daughter Dylan. She has been the biggest blessing and changed my perspective on life for the better.

**How do you view failure and success?** Success is knowing that you have failed several different times but didn’t give up to get what you wanted and where you are today.

**What do you do for fun/relax/hobby?** To relax I enjoy riding my Peloton. My hobbies are chasing my kids around to all of their activities. I really enjoy going to rodeos and watching friends and family compete. My husband and I enjoy traveling to new places and sight-seeing.

**What’s the greatest gift you ever received? Why?** My family, kids, and friends. I have the most amazing people surrounding me and giving me the support to accomplish all my goals.

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## Shaw

From page 25

remain humble in difficult situations and find comfort knowing that I am 'good enough' to overcome and succeed.

### **What is the hardest part of your job?**

I encounter a large variety of personalities. With over 600 exhibitors and their families present, one can imagine the number of differing personalities over the course of the 10-day stock show. This does not include the personalities throughout the remainder of the year! Unfortunately, there will always be upset exhibitors for one reason or another. In the end, it is my job to make sure that we can come to a compromise to aid or fix the situation for all parties involved.

### **What was the last show you binge-watched?**

"The Amazing Race."

**What is your favorite book?** Honestly, I am not much of a reader as it seems we always have too much going on. I find myself listening to more podcasts, however growing up I was a fan of the "Harry Potter" series.

**What is the most rewarding/important aspect of your occupation?** All the youth events bring some sort of nostalgic reward. However, the most rewarding part of my job is the NILE Merit Heifer Program. As a past NILE Merit Heifer Recipient myself to now coordinating this program, it holds a place very near and dear of my heart. Each

year watching the youth and their donated heifers grow together through their 10-month long journey, working hand in hand with ag professionals to setup informative monthly meetings for the youth, to listening to the mentorship the donors provide their youth – it is all so important to the mission of the NILE – to preserve and embrace the western lifestyle!

### **Who is your greatest mentor/inspiration?**

My mom. She has instilled in me a strong work ethic, dedication and commitment to your profession and provides amazing support both professionally and in all aspects of life. I have been able to "shadow" her from a very young age and attribute much of my success to learning from her over the years. She continues to inspire not only me, but many others in her role as an Agriculture Education teacher and FFA Advisor – teaching and coaching today's youth about the importance of the agriculture industry.

### **Do you have a motto that you live by?**

"Excellence is never an accident; it is a result of high intention, sincere effort, intelligent direction, skillful execution and the vision to see obstacles as opportunities." –Anonymous

**What advice would you give to anyone wanting to start a new business or excel in a business or field?** Do what research is needed, when setting up the endeavor do not cut corners – do it right the first time, sur-

round yourself with those that will support you and don't give up.

### **How do you view failure and success?**

"Success is not final; failure is not fatal; it is the courage to continue that counts." – Winston Churchill. Win, lose or draw, you need to have the courage to complete the task whether it is a major flop or super success. No hiding in a corner or placing blame on others, have the courage to stand up and own the mistake. Celebrate all successes, big or small, and learn from failures.

### **What do you do for fun/relax/hobby?**

If I'm not riding my horse, spending time out with the cows, playing with our dogs, or enjoying time with my husband and family, you can probably find me chasing and capturing amazing sunsets. Other favorite activities include: fishing, mowing the lawn and traveling the world!

### **What's the greatest gift you ever received? Why?**

I feel very blessed because I have received two of the greatest gifts. The first would be my husband and high school sweetheart, Ike, who provides me with unlimited support and in stressful times always seems to find a way to lighten the mood. The second gift would be my littlest best friend in the entire world, Rocca Mae, an eight-year-old Boston Terrier. This little dog was gifted to me by my husband in a time when I needed her the most. She has brought so much love and joy into my life over the years – I am truly grateful for them both!

## Ross

From page 23

time with my family, help support their needs, and pursue other passions in life.

### **What do you do for fun/relax/hobby?**

If I can rock climb one or two times per week that will get me through most weeks. I also love listening to audio books. I've done a lot of running the last few years which I enjoy, but I really think I've done it just so I can listen to another chapter of a good book.

### **What's the greatest gift you ever received? Why?**

Last year my champion of a wife dealt with debilitating back problems and was still able to support all the burdens of pregnancy and birth, to give us our daughter. Our now almost one year old named Kit, is often the only sane one in the house and is my favorite thing to be around every day.

## Thompson

From page 27

most rewarding/important aspect of my occupation is that I get to lead an amazing team and work alongside and under some fantastic leaders in this industry to whom I have learned and continue to learn so much from.

**Who is your greatest mentor/inspiration?** My family is absolutely my greatest inspiration. My husband, Emanuel, constantly supports my endeavors and encourages me to do better/be better than I was the day before. He never lets me believe that my dreams are too big. My daughter, Kambria, inspires me to always have a "big heart" day in and day out. It is from her that I have

learned you are truly never too young, or too old, to make a difference. My daughter, Avianne, has taught me that waking up in the morning with "sassy pants" on is not necessarily a bad thing, it is all in how you channel the sass! She also reminds me that I am capable of doing "hard things".

My mom and dad have supported me for as long as I can remember, and in all the educational and professional endeavors I have chosen to pursue. My mom has always inspired me to seek out my full potential and to never stop until I reach it, to never let anything hold me back and to do what makes me happy. My dad has been a true inspiration of what it means to fight against the odds and never give up. He is one of the strongest people I have ever met! My brother, Danny, is one

of the most driven people I know. He has always inspired me to work hard for what I want and to never settle. My nephews, Riley and Kobe, and my niece, Kenna, have all inspired me in different ways. They have always encouraged me, supported me, and have always shown up for me. This amazing family of mine is and has always been my inspiration. They are the reason why I strive to be the best version of myself every single day.

**Do you have a motto that you live by?** Just when you think you know all the answers, someone changes the question. My dad has been saying this to me since I was little and is why I can never seem to find contentment in the knowledge I have in the moment. I push myself to never stop learning.

### **What advice would you give to**

### **anyone wanting to start a new business or excel in a business or field?**

Be persistent. Be flexible and resilient. Expect change. Don't be afraid to fail. Turn failures into opportunities. Never stop learning.

**How do you view failure and success?** Failure can be a great teacher and is often a precursor to success.

**What do you do for fun/relax/hobby?** I love to spend time with my family whether we are having a movie night, cooking together, or planning our next adventure!

**What's the greatest gift you ever received? Why?** The gift of family and friends. They are my people and my reasons for all that I do. I cherish every single one of them and could not imagine life without them.

## Tangedahl

From page 26

**How do you view failure and success?** Failure means lessons learned

so analyze it as you can't learn from a mistake without figuring out what went wrong. Then apply those lessons learned and move forward. You can't reach success without failure. Success is the ultimate reward that helps motivate you.

**What do you do for fun/relax/hobby?** I love the outdoors. Mountains are my happy place. No matter the season I enjoy hiking fishing hunting skiing basically any activity that gets me outdoors.

**What's the greatest gift you ever received? Why?** A crocheted blanket from a patient. The detail was incredible so the fact that she put that much time into something for me was very heartwarming.




CONGRATULATIONS  
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 Chief of Operations

# Congratulations


## Billings Gazette 40 Under 40

Billings OB-GYN Associates is excited to celebrate our very own Jamie Fassenden for being recognized as one of Billings Gazette's 40 Under 40. Jamie's hard work and dedication in her role as Chief of Operations have made her an incredible asset to our practice.

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