

# Turning Points

Defining moments that shaped the character  
of top business leaders.

## **-GRACE LYNCH**

- 1) Richard Sands
- 2) Louise Woerner



Chairman of Constellation Brands

**RICHARD SANDS**

---

# ABOUT CONSTELLATION BRANDS

- × Founded in 1945 by Marvin Sands as a small, family-owned wine company in Canandaigua
- × Leading premium wine company in the U.S.
- × Leading premium wine producer in the world



# COMPANY FACTS

---

- × 4300 employees (2011)
- × Sales in ~125 countries
- × Operations at ~30 facilities
- × NYSE: STZ



Constellation Brands-Marvin Sands Performing Arts Center

# SANDS' STORIES

---

- × Dropped out of UC Berkeley @21 – unsure of his future
- × Initially resisted the family business
- × Continued education at UNC – PhD in social psychology – *almost quit again* because of the length it would take to complete his thesis
- × Father convinced him to complete his degree and joining him in the family business

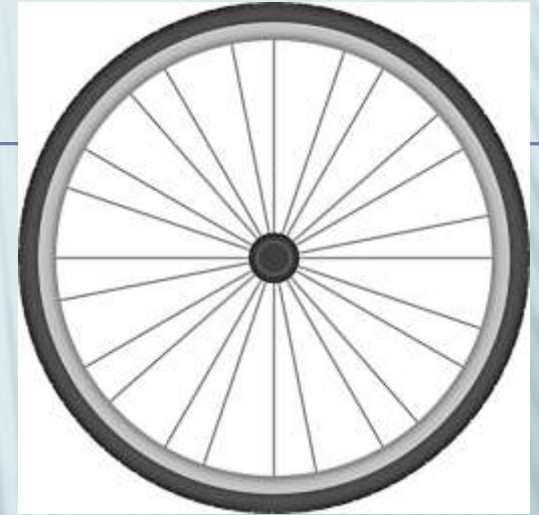
# HIS TURNING POINT

---

- × Forced into a leadership role when his father fell ill
- × Sands combines his unique view of mathematics with his interest in people to manage the business
- × Personality in relation to business: figuring out how things work

# METHOD OF MANAGEMENT

- × Sands' management style is a people-oriented approach
- × Called the “hub and spokes”
- × He operates as the hub of a wheel on which the workers revolve around



# QUOTE

---

**“The purpose of life and all its experiences is not to make ourselves what we think we should be. It is to unfold who we already are.”**

-Gary Zukav from Seat of the Soul

- × This relates to Sands’ story because he didn’t initially know what he wanted to do, but he learned where his interests lie and applied them in business



Chairman and CEO of Home Care Rochester

**LOUISE WOERNER**

---

# ABOUT HOME CARE OF ROCHESTER

- × 1978
- × Service that offers the elderly home care assistance preparing meals and other domestic concerns
- × Started out w/ 3 active employees to 640 full time employees
- × One of the first home health care providers in the region

# COMPANY FACTS

---

- × 850+ employees
- × HQ: 85 Metro Park  
Rochester, NY 14623  
+3 other locations



## Awards include:

- × Top 500 home care agency nationwide (5 years)
- × Winner of the Rochester Business Ethics Award.

# WOERNER'S STORIES

---

- × Realization that her grandmother let her win –  
“Because you love winning so much.”
- × Competitive personality
- × Changed her view on life:  
appreciation for all the times  
others have been generous  
that helped her move ahead



# STORIES (CONTINUED)

---

- ✘ Wanted to become a lawyer like her father – he replied that there has never been a good woman lawyer and that there was no reason she should think that she would be the first
- ✘ Discouraging at first → later on she came to realize that if she works hard, she can accomplish what she sets out to do

# EDUCATION

- × Majored in Business @ **Trinity** though received a scholarship to Stanford



Trinity College  
HARTFORD CONNECTICUT



- × MBA @ **UChicago**

# MAJOR TURNING POINT

---

- × Work @ a consulting firm – observed the trend of the growing age of the average worker
- × Death of mother – father became unable to get along on his own
- × Turned family values → business → resulting in founding Home Care of Rochester

# QUOTE

---

**“I am in the world to change the world.”**

–Käthe Kollwitz

- × Purpose of her life: her business – helping people / providing care

**“You have to be able to fail forward.”**

–Louise’s fundamental theory of business

- × Things didn’t always work out in her favor, but she changed obstacles into positives