

great deal from him and regard him as a close friend.

Q: How do you think he's doing so far in his campaign?

Bullock: Remarkably well.

Q: How many hours a week do you work?

Bullock: About 50. I've always tried to keep a balance between work, family, church and recreation. I try to be very effective in the hours I'm at work, so I get the results I need with fewer hours.

Q: Do you have any business philosophies?

Bullock: People in an organization need to enjoy being a part of the company. There should be a great esprit de corps. We should also be mindful of the legacy we leave behind — a legacy of people and community.

Q: Do you have a life motto?

Bullock: Become better as a person.

Q: You mentioned church responsibilities, which for you is as an Area Seventy for the LDS Church. What's the key to keeping everything in check?

Bullock: It's like having three full-time jobs: my work, my church and my family. You have to use whatever spare time you have effectively, and work effectively with other people. Recognize you can't do it all yourself.

Q: What's the most difficult business decision you've made?

Bullock: Whenever you have to let someone go. You are impacting someone's life so greatly. But for the benefit of a healthy organization, it can be necessary. So what you try to do is treat those individuals how you would want to be treated. I remember doing this with the Olympics early on. We had to let people go, but we went out of our way to make sure they had a reasonable severance and received help in finding new employment.

Q: How do you handle stress?

FRASER BULLOCK AT A GLANCE

AGE 52

FAMILY Wife, Jennifer; five children (ages 21 to 30); four grandchildren

EDUCATION Master of business administration and a bachelor's degree in economics, both from BYU

BUSINESSES (starting with the most recent) Sorenson Capital (co-founder, managing director); Alpine Consolidated (founder); Bain Capital (original partner); Bain & Company (consultant and manager).

FAVORITE UTAH RESTAURANT Chef's Table in Orem (Typical order: "Whatever the special is.")

FAVORITE HOLIDAY "Probably Christmas, because of what it stands for religiously. It's also a time where family gets together."

E-MAIL OR PHONE "Both. E-mail is a very effective tool, and I'm always reachable on my cell phone."

FAVORITE OLYMPIC SPORT Alpine skiing

Bullock: I really don't get stressed. I've learned that stress is usually caused by challenges, but you just meet the challenges and work through them. You know it's going to be tough, but things will get better.

Q: What's your favorite technology?

Bullock: (Holds up his BlackBerry.) Because I'm always accessible by e-mail and phone. My family knows they can reach me, as well as my church. And work can reach me, too — at the appropriate hours. I'm on the move a lot, so I enjoy staying in touch.

Q: Tell me about your family.

Bullock: My sweetheart, Jennifer, is the best person on the planet. I married way above my head, which is great. We have five children and four grandchildren.

Q: Do any of them live in Utah?

Bullock: They all do. It's part of my strategy.

Q: Are you a spender or a saver?

Bullock: I don't spend a lot on most things, but every once in a while there

is a big project we'll spend a little money on. I'm not a big shopper.

Q: What would a "splurge" be for you?

Bullock: I like to provide my wife with a nice home. I'll splurge anywhere that benefits her.

Q: Great answer. Do you have a favorite time of day?

Bullock: I enjoy the morning when I'm exercising. My other favorite is when I go home, get to see my sweetheart and relax a little bit.

Q: How do you relax?

Bullock: It's pretty sad, but I usually get on the couch and open my laptop.

Q: A true entrepreneur.

Bullock: But it's in my home where I love to be, with my wife in a relaxing environment.

Q: What could you talk about for hours?

Bullock: The Olympics. I have such fond memories and tremendous stories from the games, and most of them are hidden, behind the scenes.

Q: Can you share one with us?

Bullock: Sure. We brought back the sport of skeleton to our Olympics (racing a sled down an icy track head first). Prior to our games, Jimmy Shea had a mediocre run on the World Cup circuit, and he was discounted as a strong contender in the Olympics. Then, to the shock and delight of everyone, he won the gold medal. It was astonishing! But I never understood what happened until after the games. Jimmy had come down with a circulatory disorder in his right leg the summer before. But he arose with a mental strategy to overcome a physical disability. He walked the skeleton track every morning at 6 a.m. to find the best route that would optimize his time. And he found a special track nobody else had. He won a gold medal because of his extra work and mental preparation.