

## PEOPLE

## Leading by example

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It's hard not to get wrapped up in Greg Stock's energy when you meet with him.

Stock, who became CEO of Austin's Mirage Networks Inc. five months ago, operates his business and personal life much like a sports coach does. It's all about the team.

And much like a good sports coach, Stock's friends and co-workers say he has the power to motivate. It is that ability that has led him to several executive-level positions at companies such as Vastera Inc., a company he helped take public in 2000, and Manugistics Group Inc.

While Stock loved driving companies to success, he learned that family should never come second. While he was living in Washington, D.C., several years ago, Stock was on the CEO track when he learned his birth mother was diagnosed with terminal cancer. Stock, the youngest of four adopted children, chose to take a hiatus from his professional life and moved to Michigan to care for her.

But Stock couldn't stay away for long. He discovered he truly enjoyed being part of a team.

"It came racing back to me," Stock says. "I realized I wanted to do it again, but this time I wanted to do it bigger."

After months of prodding by investors, Stock agreed to join Mirage as the company's chief marketing officer in September 2003. Stock helped boost revenue by 300 percent a year. But Stock shies away from the credit, instead heaping praise on his team at Mirage.

Gene Chizik, one of Stock's close friends and head coach of Iowa State's football team, knows firsthand Stock's ability to drive a team. Chizik first met Stock two years ago when their sons played on the same little league team. Frustrated with the way his son's flag football team was playing, Stock came down from the bleachers and took over coaching the team.

"He just couldn't take it anymore," Chizik says with a laugh. "We talk about it often—all the carryover [to business] and all the things you can learn from competing."

Not surprisingly, Stock played basketball and baseball growing up. But what prepared him for the public scrutiny of being a leader was being the drum major for Pennsylvania State University's Blue Band, Stock says.

At the school, the Blue Band's drum major is best known for two pregame flips done during drills. If the flip is done correctly, so the superstition goes, the football team would win. If not, then they'd lose.

Needless to say, a young Stock learned much from the trials of being in a high-profile position.

"I learned a hard lesson because it was so visible," Stock says. "Not everyone loved me. It was pretty emotional."

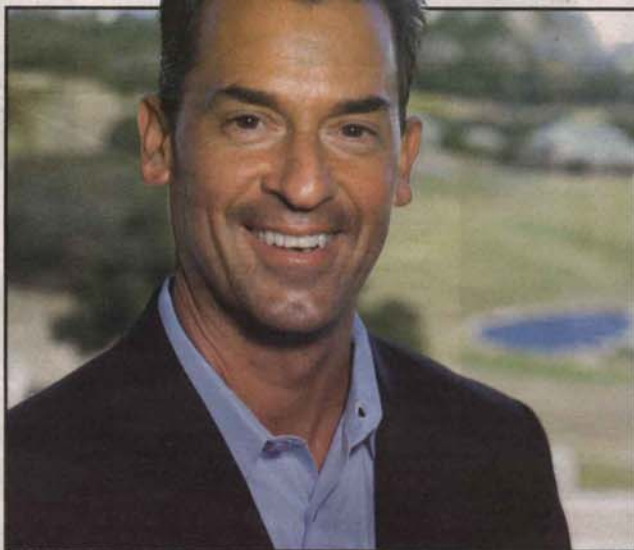
But, he persevered. Early on, he grew a thick skin and learned that if he stuck with what he felt was right, he'd be OK, no matter what anyone else said. Stock also learned another lesson: Pull together to see true success.

"I'm not trying to make all the decisions," Stock says. "Every objective is team. I believe team success is more important than personal glory. Team success is also the path to personal glory."

## Greg Stock

CEO

Mirage Networks Inc.



## THE Q&amp;A

## Q: Who inspires you?

**A:** He mentions Lee Iacocca, former CEO of Chrysler Corp., as one of his earliest sources of inspiration. Stock recalls the time when Chrysler was caught tampering with odometers in 1987; Iacocca publicly apologized.

"He was the first to step up and admit [the company] had made a mistake," Stock says. "He always did the right thing."

Stock says he also learned a lot from Bill Gibson, founder and former chairman and CEO of Manugistics Group Inc.

"Most of what I learned about leadership, I learned from Bill," Stock says.

Gibson taught Stock that a company should focus on one area and innovate within that area. That lesson has stuck with him and as a result, Stock says Mirage will

always maintain its focus on network access control while he's in charge.

## Q: How do you motivate your staff?

**A:** Michael D'Eath, Mirage's vice president of corporate and business development, has seen Stock blossom into his role as CEO. D'Eath says Stock is very clear about setting a vision and focusing the company. More importantly, D'Eath says Stock brings everyone at the company into the loop.

"He's very candid," D'Eath says. "He talks from the heart. And people have responded to that."

Stock says keeping his staff informed is crucial to running a successful company.

"I tell my employees exactly where we are," Stock says. "I also try to help them

## IN DETAIL

**FAMILY:** Wife, Kim, and two children, Tyler, 7, and Madison, 5

**EDUCATION:** Bachelor's degree in supply management and a master's in business administration from Pennsylvania State University

**FAVORITE VACATION DESTINATION:** Whatever city is hosting the Bowl Game that the Penn State football team is playing in, or any warm, sunny beach

achieve their personal goals. I talk about this concept that we're not going to be together forever. But let's make the most of our time together."

Stock also makes sure his staff is prepared, telling them they should never feel outprepared, outsmarted or outshined. He takes this concept from personal experience. Stock remembers, early on in his career, sitting in a hotel room preparing for the next day's presentation. Stock wasn't the only one preparing that night—he says he knew his competition was across the hall reading the same books Stock was reading.

"When I show up, I want to be a pro," Stock says.

And the attitude is infectious.

"Greg comes in with a personal style that really draws you in," D'Eath says. "He doesn't ignore the challenges, but he has success in sight."

## Q: What's your business philosophy?

**A:** While at Manugistics, Stock went head to head with i2 Technologies Inc. Manugistics brought in a consultant to help strengthen the company. The consultant asked: What's your culture?

"We said our culture is sports," Stock says. "That's when he told us, 'Well, theirs is war.' That was a really scary moment."

But Stock didn't buy into the idea that business should be conducted like war.

"I want to win, but I want things done the right way—ethically," Stock says. "Fortunately, Manugistics was run like a sports team, and in the end, we ended up being the top players in our space."

To this day, Stock runs his company as if it were a sports team. Many of his executives come from impressive backgrounds, some former CEOs. He likes to say he takes "quarterbacks" (senior-level executives) and spreads them all over the field.

"This is a group of people that want to build a dynasty," Stock says. "I want to create millionaires. But more importantly, I want this to be the best place they've ever worked."

## WHAT OTHERS SAY |



**Gene Chizik**  
Head coach  
Iowa State University's football team

I admire the fact that he's committed to excellence. He wants to be the best at everything he does. I think that's very admirable in a person but those are traits and qualities in leadership that make people successful. I like the fact that he likes to compete and take on new challenges.

He encourages people to reach an objective, as opposed to telling them how to get there. His mantra is, "If you believe in success, success will come." He helped give me courage following the death of my wife, whereas before I wouldn't have the energy to do it myself. I'm really grateful for that.

**Michael D'Eath**  
Vice president of corporate and business development  
Mirage Networks Inc.

