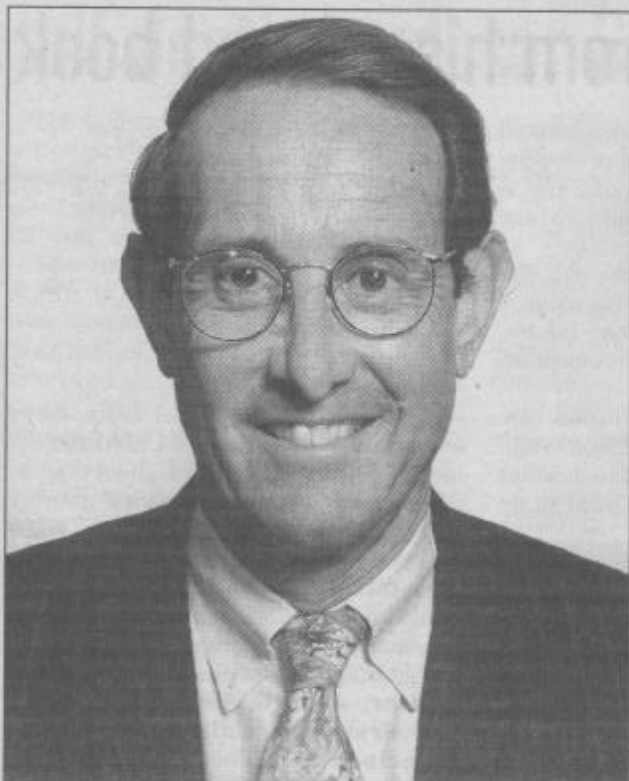


# Executive Profile: STUART M. GORDON



## RÉSUMÉ

**Name:** Stuart M. Gordon.  
**Title:** Financial managing partner.  
**Company:** Gordon & Rees LLP.  
**Background:** Co-founded Gordon & Rees in 1974. The law firm has 207 attorneys in seven offices.  
**Education:** B.A. from University of California, Berkeley; J.D. from University of California, Berkeley, Boalt School of Law.  
**Residence:** San Francisco.

## BUSINESS PHILOSOPHY

**Essential business philosophy:** Work hard and never become complacent.

**Best way to keep competitive edge:** Think all the time about how to improve and provide better service than the competition. I come in early and work late and work on weekends.

**Guiding principle:** To do the best at everything I do.

**Yardstick of success:** The percentage of profitability versus gross income at the firm.

**Goal yet to be achieved:** Having a full-service law firm. I'd like to add securities and tax practices.

## JUDGMENT CALLS

**Best business decision:** To start our law firm with Don Rees and run it like a business from day one in 1974. We were at a firm called Fields Gordon and Rees before.

**Worst business decision:** For me, it was not buying the original convertible debenture when the Fishers were starting the Gap. It would be worth a whole lot of money.

**Toughest business decision:** Deciding not to get more involved in my real estate business and instead focus more on my legal practice. I have a real estate company that syndicates limited partnerships to buy real estate projects. My sense of obligation to my law firm swayed my decision.

**Biggest missed opportunity:** Not getting involved in the area of pharmaceutical and medical devices earlier than I did. I could have been involved in that specific field of law 10 years earlier, which would have given me a leg up on other firms on that type of business.

**Mentor:** Bruce Walkup, who was with Walkup Downing Wallach & Stearns. He worked his tail off and did extremely well because he was not only smart, but also worked hard.

**Word that best describes you:** Efficient.

## TRUE CONFESSIONS

**Like best about job:** I like the group that I work with, the pharmaceutical and medical device group. They are all

energetic people and great to work with.

**Like least about job:** The constant stress. Probably a combination of what I place on myself and the more responsibilities and obligations you have, the more stress that comes with that.

**Pet peeve:** People who talk about working hard, but really don't.

**Most important lesson learned:** Watching how hard work paid off so well for Bruce Walkup and realizing there is no substitute.

**Person most interested in meeting:** Sandy Koufax because he was the best at what he did. I was a left-handed pitcher in college, so my idol was Sandy Koufax. He was inspirational.

**Most-respected competitor:** Chuck Preuss, a lawyer who does the same thing I do. He's done very well.

**Three greatest passions:** Traveling with my wife, Florianne; enjoying great food and wine; and watching Cal and the 49ers win.

**First choice for a new career:** Venture capital, just because I have a lot of friends who do venture capital and it seems like an exciting new field to be in. Analyzing new companies and deciding which new companies to invest in.

## PREDILECTIONS

**Favorite quote:** "Do unto others as you want them to do unto you."

**Favorite cause:** The Cal Athletic program and Boalt Law School. I raise money for both all the time.

**Most influential book:** "Animal Farm," by George Orwell, because if you let things get out of hand they will.

**Favorite movie:** "Scent of a Woman," with Al Pacino.

**Favorite restaurant:** Taillevent, in Paris

**Favorite vacation spot:** Hotel du Cap in Cap d'Antibes in southern France; Las Ventanas in Cabo San Lucas, Mexico; and the Four Seasons Hualalai in Hawaii.

**Favorite way to spend free time:** Working out and running.

**Automobile:** CL500 Mercedes.

— Eric Young ■