

Kirt Jacobs: Welcome to MoxieTalk with Kirt Jacobs. This is an archived edition when our program was called Leadership Landscape TV.

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Kirt Jacobs: Welcome to another installment of Leadership Landscape where we go inside the minds of local community leaders and allow them a chance to offer some keen insights into how they see themselves and most importantly explore just what makes them tick. I'm Kirt Jacobs host of Leadership Landscape where previous interviews have included former mayors, state politicians, nationally renowned sports writers, sports legends, and heads of major business concerns, community activists, and developers as in today. Today our guest is W. Glenn Hogan. Bear with me. I want to read his bio here for you. It's quite quite an interesting ride. Here we go. He was born in 1962. Hogan is a native Louisvillian. Graduating from Saint Xavier High School in 1981 and receiving a bachelor's of business administration from Bellarmine University in 1985. But it was while cutting grass as an 11-year-old Hogan once asked a neighbor what do you think I should do when I grow up? Simple question. Think that would be the end of it. Well his neighbor Norman Notemeier replied quote "Most of the wealthy people throughout history gain their wealth through real estate. One way or another they were in real estate." Well folks little did anyone know how fortuitous that comment would become. After his studies at Bellarmine Glenn went to work for a Dolan Realty as a commercial leasing agent and in 1987 when realizing he could not reach his full potential he went out on his own as president and CEO to form Baumgartner Hogan and he then attained the very prestigious CCIM which is certified commercial investment member designation in 1989. Now for audience members that don't know what that is that is the highest designation anyone can receive in commercial real estate. And in 1990, excuse me, in 1990 he even became president of the Kentucky state CCIM chapter. Hogan then transformed Baumgartner Hogan into today's Hogan Real Estate

which is a full service commercial real estate development company headquartered right here in Louisville. It has developed millions of square feet of retail space throughout the United States for tenants such as Walgreens, Wal-Mart, the now disbanded food chain Winn Dixie, Kroger, and many other national tenants. But in 19, excuse me, 2004 Hogan was also tapped to be a partner with the Cordish development known as 4th Street Live at the former Louisville Galleria site. Today that urban development is one of Cordish's his most profitable sites. Glenn believes his recipe for success has two simple ingredients honesty and hard work. Another ingredient he believes for success is efficiency. The less time he has the more he finds he gets done. He was even chairman and CEO of First Bank which was sold to Central Bank in 2005. Hogan serves on or has served on the boards of Porter Bank Core, which is publicly traded, Willpower Foundation, The Crusade for Children, and The Children Endowment Board, the Morton Center, the American Heart Association, and the Saint Xavier High School Board. Glenn once stated about success in life quote "When it's all said and done. When the money's gone. If it's gone when all the B.S. is gone. All you have is your family." Mr Hogan has arguably created a life the way he wants it on his own terms rather than just letting things happen to him. Glenn it's quite an honor to have you here on Leadership Landscape. Looking forward to this.

Glenn Hogan: I'm looking forward to being here. I appreciate it.

Kirt Jacobs: The first question we ask all of our guests is what drives you to do what you've done? I mean you've you're a one man show. From what I've seen and the research that I've done. What drives you to do?

Glenn Hogan: Well I think initially what drove me was complete insecurity and terrified of being a failure.

Kirt Jacobs: OK.

Glenn Hogan: I just don't think you get the roots out of negativity and fear fear either fear either drives you or it paralyzes you.

Kirt Jacobs: OK

Glenn Hogan: In my case fear of being a failure drove me to try to attain some type of success. And I think for men they equate success with financial rewards. I'm not saying that that's correct. But I do think most men tag success with financial wealth. So that's really what drove me. My father was a door-to-door salesman and the term deserve was never allowed in our family. It's what you worked for that's what you ended up getting. My father turned out to be very very successful. He was a door-to-door salesman. He ended up ultimately buying the company that he

Kirt Jacobs: Really

Glenn Hogan: worked. The big door-to-door sales and then became a sales manager then came general manager and then took the risk about the company. So incredible work ethic. And we were taught that my two sisters and myself at a very young age that you only get what the effort is that you put forth into something. So it was. There was an interesting plaque on my parents' wall. And it said There are two lasting bequests we give our children. One is roots and the other's wings.

Kirt Jacobs: That's cool.

Glenn Hogan: And so we had a good foundation. We had a good work ethic. And we had the ability. My mother and father neither had a college education. Huge issue to my mom to see her children have an education. I have an oldest sister that graduated from Notre Dame and now has a PhD. and my other sister and myself both graduated from Bellarmine. My hat's off to you to my mom and dad's hard work.

Kirt Jacobs: OK. That kind of leads into our next question Glenn. Whom do you credit most influential in your life? Could be more than one person.

Glenn Hogan: Well on personal basis with that question my dad. And from a business standpoint Norman Notemeirer. My dad and

and my dad told me at a very early age never sit on the fence on anything. Make a decision regardless of whether decision's correct or incorrect make that decision go forward. His saying was if you look over your shoulder someone's going to catch you. So move forward. Norman Notemeier was extremely influential with me because again as the introduction in the bio if it were not for him I wouldn't be sitting here because he said you got to be in the real estate business. And I wasn't smart enough to be in the computer business. So I ended up in the real estate business. And I was very fortunate at a very young age I knew exactly what I wanted to do. So many people go through life wondering what they want to do from a career standpoint and I was blindly focused in what I was going to do and that was going to be in the real estate development business so. Those are the two key people in my life.

Kirt Jacobs: What was the most defining moment of your life Glenn? It can be personal or professional.

Glenn Hogan: My mom dying.

Kirt Jacobs: Ok. Ok. If there is one what is your biggest professional regret? In other words is there something you would have done differently?

Glenn Hogan: I don't have any professional regrets.

Kirt Jacobs: It can be personal.

Glenn Hogan: None. I've made some poor business decisions.

Kirt Jacobs: OK

Glenn Hogan: I've never lost money in the real estate business. I've lost money in other business ventures that I've been in but I learned a lot from. I learned more from losing money than I did from making money. It's made me..

Kirt Jacobs: That's a good comment.

Glenn Hogan: It has made me a better business person. And unfortunately or. Now in my case. Unfortunately you become arrogant when you make money at what you're very adept at. Therefore you think you can do that in other industries. And I have found that I do real well in the real estate business I should stay out of the other businesses.

Kirt Jacobs: OK. That's an honest answer. I like that. On the flip side of that Glenn what is your biggest professional triumph? Could be personal as well.

Glenn Hogan: Biggest professional triumph. I think the thing that that catapulted my career again from a financial standpoint is I was very aggressive in the purchase of two shopping centers in Louisville. Probably more aggressive than I should have been considering I didn't have any money. And made those purchases in then not because I was good because the market conditions turned and they became very favorable. Again your viewers probably don't understand cap rates and market conditions as far as the commercial real estate business but long story short the properties that I purchased became much more valuable because of international money.

Kirt Jacobs: OK

Glenn Hogan: A flight the security from the equities market in stocks. Therefore the value of my shopping centers went through the roof and I was fortunate enough to sell those a couple years later and make a significant amount of money which I was then able to take that money and parlay it into more real estate.

Kirt Jacobs: Sure. What years was that? Was that in the '90s? Another TV show

Glenn Hogan: Was probably 12 years ago or 13. I can't give you the time but probably 12-13 years.

Glenn Hogan: Somewhere in the mid '90s would be my guess.

Kirt Jacobs: What do you find exciting about the commercial real estate business? Must excite you because you've been at this such an extent of success.

Glenn Hogan: It's an exhilarating business and in order to be good at it you have to understand so many facets. It's not. People think the real estate business is very simple because they see ground. They see a building and then a tenant is in it. But you've got to go through the zoning process. You've got to have the ability that one just to get the property under option. You've got to go through all your engineering. You've got to go through your legal ramifications. I may have already said zoning ramifications, environmental ramifications. Had a good friend of mine who was a doctor and he said you know Glenn what you do is really easy until he bought his first piece of real estate and then he came to me and said I think it's much easier being a doctor. But it's... Every day is truly a different day and there are different problems and it's truly a problem solving business. And it's not like you're only and again I'm not belittling someone operating a retail store.

Kirt Jacobs: Sure

Glenn Hogan: But you have a product somebody walks in to purchase your product. They take that product they leave. In our business there are just a million moving parts involved. And I mean I have to in-house lawyers. I have an in-house CPA. I mean it's just. There's constant constant movement. I mean you're taking the risk of the swings in interest rate markets. You have 100 million dollars of something under construction and you get a one one percent basis point move in the market it's a significant amount of dollars that literally just went out the window.

Kirt Jacobs: And also no two deals are ever alike.

Glenn Hogan: No two deals are ever alike. There's no question about it.

Kirt Jacobs: What was the best advice ever given to you Glenn?

Glenn Hogan: Well again I go back to my dad. And the best advice that he ever gave me was never sit on the fence.

Kirt Jacobs: OK

Glenn Hogan: And that was a general tone with him but I remember specifically when it happened it was January of 1987.

Kirt Jacobs: OK

Glenn Hogan: And I sat down with him. And he was actually he was irritated with me because...

Kirt Jacobs: I'm do that to my father.

Glenn Hogan: He was he was very irritated with me.

Kirt Jacobs: OK

Glenn Hogan: And when I graduated from Bellarmine College in 1985. The jobs to have were IBM, Xerox and National Cash Register. They were the people on campus.

Kirt Jacobs: It's a different world now.

Glenn Hogan: Very different world then and they were on campus interviewing. And I was fortunate enough to have a degree from Bellarmine College and I knew what I was going to do at 11-years-old and I went into the real estate business and everybody thought I was absolutely crazy. And the question that my peers would always say you're going to sell houses and said no I'm going to commercial real estate business. And there were a lot of years the first five years my friends were young, smart guys and girls they were aggressive at what they were doing they were in the top of their class and they were making very good money and they were buying homes and they were starting families. And I lived in an apartment that literally I had to put a book underneath my TV so it was level. And I was questioning to my dad did I make the right deci-

sion. And I was vacillating back and forth and saying should I have gone. Should I have taken that interview at IBM? Should I have taken that interview at Xerox? Dad did I make the right decision and I remember him banging his hand down and won't tell you everything he said but it was son make a decision, move on, don't look over your shoulder, commit to it and go forward. And that was the best personal advice that I've ever had. And again the best advice from a business standpoint and again I go back to Norman Nottemeirer. And you know they were two very very influential people in my life and fortunately one of them was my dad.

Kirt Jacobs: Got you. I can relate to that. Now this show is called Leadership Landscape. So this next question I always like to hear the answer our guests give. Can you define leadership in one word Glenn? In the great English lexicon. Can be more than one.

Glenn Hogan: OK I can't define it in one word but for me it's integrity and it's passion. And if you have integrity. If I sit with you and and and you know I'm honest and I'm forthright and I feel like I'm a very transparent person I don't know if that's good or bad or what you see is what you get. And I have passion for what I do.

Kirt Jacobs: OK

Glenn Hogan: Then you're going to follow me. Now hopefully you're following a guy down the right path because some people can believe they have integrity and maybe by their standards of life they do and they have passion but they could take you down the wrong path ie Jim Jones.

Kirt Jacobs: Yeah

Glenn Hogan: You know he believed he had integrity and a lot of people followed him and a lot of people ended up committing suicide. So bad choice in here. But I think you know it all surrounds integrity and passion.

Kirt Jacobs: I think that's one of the best answers we ever had to that one. If you could change one thing Glenn be it in your own

life or in general what would that be? You can really interpret that question any way you want.

Glenn Hogan: Real tough question for me. Real easy answer for me. My mom.

Kirt Jacobs: OK That's good. Now I love this next question. It is a mouthful question right here. Could you describe in detail a particular incident or scenario in your professional or your personal life where you utilize your style and philosophy on leadership.

Glenn Hogan: To me it's empowering people.

Kirt Jacobs: OK

Glenn Hogan: And. Leadership's about to me is surrounding yourself with the right people.

Kirt Jacobs: OK

Glenn Hogan: And you made the comment earlier that I'm a one man show. That is so untrue.

Kirt Jacobs: I was wondering if you pick up on that.

Glenn Hogan: I was a one man show at one time it. And it was a very lonely spot. And as the years have gone on I have surrounded myself with some really talented talented people and not only talented in the business world but good people. People that have the same philosophy of integrity And I empower those people to make the decisions that they make. They don't kiss my ass when they when they think I'm wrong. They said think you're wrong.

Kirt Jacobs: OK

Glenn Hogan: And that's in the two people that I'm speaking of are Mike Leonard.

Kirt Jacobs: All right.

Glenn Hogan: And Donya Clark. Mike runs the company. He's a chief operating officer and Donya's a CFO. She looks at all the money and says you can spend this. You can't spend this. And I'm very I'm very aggressive. I'm very I get tunnel vision.

Kirt Jacobs: OK.

Glenn Hogan: And I'm going to make a decision very quickly. I will make multimillion dollar decisions very quickly. Sometimes the wrong decision. It's very very hard to accumulate wealth. It's very very easy to spend it all and let it go away. So those people watch me and they're not afraid to tell me Glenn I think we're making the wrong decision. Now again I'm not patting myself on the back. We haven't made really any poor decisions in the real estate business. I've made poor decisions in investing in other people. Now in saying that I've made some investments and other people that've really turned out. But when it's all said and done we should have continue to invest our energies and our brain power in what we do best. Net we would have ended up with accumulating more wealth.

Kirt Jacobs: I got you.

Glenn Hogan: But it's empowering people.

Kirt Jacobs: OK

Glenn Hogan: It's finding the right people empowering them. Them having the same vision that you've got and letting them make decisions.

Kirt Jacobs: I mean there's so many moving parts like you said earlier on a commercial real estate deal. Different personalities that you have to bring together. That's a form of empowerment as well Get the job done at the end of the day.

Glenn Hogan: Yeah

Kirt Jacobs: Do you believe there is a difference today in our leaders than there was in past generations?

Glenn Hogan: Ah oh

Kirt Jacobs: We are fairly close in age.

Glenn Hogan: Yeah this is my politically not correct answers.

Kirt Jacobs: Well you don't have to mention names.

Glenn Hogan: You tried to get me here for years and nobody would let me and my company come on so. I'm actually doing the interview and they don't know I'm here so they will probably be mad at me but I think there's a huge difference. And again I'm not belittling the political process.

Kirt Jacobs: Sure

Glenn Hogan: And I'm not belittling corporate America today but you know we have become so politically correct in everything we do that I think it's very difficult for our political leaders to take a firm stance. I think it's also very very difficult for our corporate leaders to take a stance. I think we have and again I think it's necessary to have activists and people looking out for people's rights but it's so hard to let people go today in corporate America. I mean you hire someone and they're not doing a good job. You can't fire them. You worry about the litigation. You know I can't walk in the office and tell you you know you really look good today. I mean it's just. It's taken a lot of fun out of..

Kirt Jacobs: Right

Glenn Hogan: ...out of running organizations.

Kirt Jacobs: That's all happened fairly recently. The shift.

Glenn Hogan: Yeah you know I think it's a cultural shift. Now will it turn back? Will we have a culture shift that it moves back in

the other direction? I don't think we will. You know I think we grow up we have grown up in society now that things are easier. Things are softer. Everybody wants to pat everybody on the back. Everybody wants to you know it's a warm fuzzy.

Kirt Jacobs: Touchy feely.

Glenn Hogan: It's a little too touchy feely for me.

Kirt Jacobs: OK. Fair answer. Alright I love this question. I got to hear your answer on this. If you were granted two weeks right today Glenn. No obligations. No commitments. How would you spend this two weeks mini vacation from life? You driving your own bus anyway. So

Glenn Hogan: OK Well let's take out that the mini vacation.

Kirt Jacobs: OK

Glenn Hogan: If I if I truly had two weeks to do whatever I wanted to do my sisters would absolutely die. You'd drop me right in the middle of Iraq. In the war.

Kirt Jacobs: I got you. You want to help out.

Glenn Hogan: Well I want to see what they've gone through.

Kirt Jacobs: OK.

Glenn Hogan: And it's not just Iraq. It's WWI, WWII, Korea. The sacrifices that these young men and women make.

Kirt Jacobs: And they volunteer.

Glenn Hogan: And they volunteer to give me the ability to sit here in my suit with you. Leave here. Get in my car figure out if I'm going to play Valhalla or Hurstbourne tomorrow. What car I'm going to get. This sacrifice that these people have made it is just incredible and I'd like to experience it. I know that's a strange answer.

Kirt Jacobs: It's probably the most genuine answer I think we've ever had to that question. I don't think it's strange at all. Appreciate you sharing that. And this is you know we're fairly close in age but we ask our guests this last question. When the great day comes Glenn how do you want to be remembered? You still got a lot of chapters left in you. Knock on (wood).

Glenn Hogan: Yeah I hope so. I hope so.

Kirt Jacobs: God forbid you walk out of here today and something tragic befalls you. How do you want to be remembered?

Glenn Hogan: My grandmother lived to 104.

Kirt Jacobs: OK

Glenn Hogan: So hopefully I've got a lot of years left. You know again I go back to my dad. We lived our lives by a code.

Kirt Jacobs: OK

Glenn Hogan: And I know that sounds strange a code but but the code that we lived by it was my dad, my sisters, my mom. And it was courage, integrity, and loyalty. And if you live your life with courage, integrity, and loyalty that's a pretty damn good way to live your life. And to get on with it's a roundabout answer when I get up in the morning shave a look in the mirror I feel pretty good about who I am. For the most part I've made a lot of good decisions and in loyalty is kind of the root for me and my family. But I guess my headstone I'd rather it say you know I've rather be hated for the man that I am than loved for the man I'm not.

Kirt Jacobs: Wow. I get goosebumps with that one. You've helped a lot of people with what you've done with your career. Put food on the table. Think of all the people you employed at all the different retail shops you've helped open. You've made your mother Joan very proud of you Glenn

Glenn Hogan: Thank you. Thank you very much.

Kirt Jacobs: It's quite a pleasure having you here.

Glenn Hogan: Thanks for the opportunity.

Kirt Jacobs: Thank you for being on Leadership Landscape. It's quite an honor.

Glenn Hogan: Glad to do it. Glad to do it.

Kirt Jacobs: Until next time on Leadership Landscape.

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Kirt Jacobs: Thank you for listening to MoxieTalk with Kirt Jacobs. This episode was archival audio from when we were known as Leadership Landscape TV. If you have any feedback, general comments, or a recommendation for a suitable guest feel free to email me at kirt@moxietalk.com or catch us on Facebook under MoxieTalk with Kirt Jacobs, or on Twitter under [@kirtjacobs](https://twitter.com/kirtjacobs) or our extensive website at www.moxietalk.com