## BRUCE A. PLYER

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I’m now one divorce, two automobiles, three careers, and twenty-five years from dear old Yale. It has been a continuing evolution of character, personal and professional development and serendipity. Yale was my high school counselor’s idea, and a visit with the recruiter did spare me a boring class period. Yale and crew will always be synonymous for me; my most lasting friendships are from there.

After graduation, the Navy. Not for a career—I was going on to architecture graduate school—but to serve my country and take a breather between studies. Destroyers, gunboats, Vietnam, responsibility, excitement, travel. The world was expanding for me, architecture receded. Then one day the thrill of the Navy life was gone, and in Hong Kong I ran into a classmate who mentioned Harvard Business School. Hmmm, time for a change. Harvard Business School and a chance interview in New York, building on a facet of my Navy days, brought me into the military-industrial complex, where I traveled the world for aerospace. After advancing all the way up the marketing ladder (only to realize the engineers were determined to keep control), time for a change, back to my graduate school focus and the world of finance. Now I’m happily doing what I wanted for a long time—as a financial consultant. I’m an expert advisor, confidant, teacher, counselor, manager, and friend, all rolled into one, as well as a leader in my continuing Navy Reserve association in the grade of Captain. It’s been a convoluted continual evolution, to be sure.

I can’t say pre-coed Yale did much for building more than the manly man. Interpersonal relationships was a journey all its own. I look back wincingly at how I handled many of life’s situations. If I could only reach back and make the other choice, take the other path, right that slight, be kinder and more understanding, tougher at other times.

We may be what we eat (what’s a Yogurt?), but emotionally we’re where we’ve been and whom we’ve known. I’ve been a lot of places, known a lot of people, done a lot of things, and played various roles, and if I’m better than I’ve been it’s because of that journey.