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How did you find your way into the industry? I was having second thoughts about enrolling in law school, so I took an internship at a public homebuilder. It may not have been the best work environment for a recent graduate as there was no training and the culture was sink-or-swim, but I really liked the idea that I was involved with building something.

What advice would you give to an emerging young leader just starting their professional career? Ask good questions. Not only is it likely that someone else has the same question and is too afraid to speak up, asking good questions is the best way to stand out in a crowd and demonstrate your expertise and sincere interest in a subject.

What traits do you think define a successful leader? In my opinion, individuals who are leaders stand apart because of their vision and their ability to articulate to their partners, investors and employees alike how that vision relates to the bigger picture.

What is your current job and what types of projects are you working on now? I am currently part of a team managing the strategic repositioning and disposition of an estimated \$1B in residential and commercial land assets held by Lehman Brothers Holdings, Inc. I manage multiple residential and office/industrial master planned developments in the San Francisco Bay Area.

What do you find most challenging about your profession on a day-to-day basis? Many of the projects in the Lehman portfolio have 5, 10, or even 30 year life spans, and their present value can be enormously impacted by small changes in our underwriting assumptions (e.g., price appreciation, schedules, construction costs, etc.). Based upon those assumptions, we develop a strategic plan to reposition the project (e.g., site plan re-design, construction phasing, re-negotiate entitlements, etc.) with the goal of maximizing the disposition value of the asset.

The challenge is gathering enough information and data to justify our assumptions to a board of directors and provide them with the confidence to commit capital and time to implement the strategic plan. The anxiety comes from knowing that for one, our most well thought-out predictions may be no more accurate than a coin flip, and two, real estate markets are cyclical.

What are you looking for in terms of career development - OR In what areas would you like to professionally develop further? I would like to focus on developing my entrepreneurial skill set and one day experience the challenge and risk associated with starting a company, creating a new division within an existing company or building my own project.

Describe a situation that was a great learning experience. For over a year, I had an office in the garage of a model home in Irvine, right next to a public restroom. It was about as miserable a place to work as it sounds, but I ended up talking with sales agents every day and learning about who our prospective homebuyers were. It was also a constant reminder that selling homes has more to do with the ability of the company and its employees to personally connect with customers rather than the pricing and absorption rates we set in the financial model.

How do you deal with stress at work? I'll eat a lot of Panda Express.