

## William Daigneau, MBA, tells a story about Leading Leaders and the Institution

Mr. Daigneau served as VP for Operations and Facilities Management from 1994 until his retirement in 2013. In an interview conducted in 2013, he tells a story to demonstrate how important it is to make decisions that reflect the values of the institution.



### *Decisions that Align with Institutional Values*

[I]f you're familiar with corporate America, whenever they build an office building or office tower, who goes up on the top floor?

So we're planning the academic tower and I'm thinking, there was going to be a strong push to put the executive offices on the top floor.... But I always thought, ...what does that say about Anderson and where its values are?

That's why our philosophy when we built was—all the money went on the inside. We wanted the buildings to look attractive, but we weren't paying for a big-name architect to create some fancy architectural monument to themselves. All the money went to the inside. That's why we have pre-cast, durable, inexpensive, can be made to look good but not super fancy..... The money people spend to go to MD Anderson is used wisely, so from an architectural standpoint, I always wanted to make sure we were making the right statement to the public, to the tax payers of Texas, to the Regents, to the mayor and the citizens of Houston. When they saw Anderson facilities, they knew what our business was, and it wasn't a flashy building. The money went into research. The money went into patient care, and that's—that was our priority.

We had this problem with the library. Where are we going to put the library... wouldn't that be a wonderful place to put the library? ....How inspiring that is to look over all of Houston. What statement does that make about our priorities? It goes to education. We save the best floor for an educational use. Our executives are on the floor below. We proposed that at Facility Steering Committee—to the credit of everyone, they did the right thing. They approved that.

## About This Content

This interview clip was taken from an in-depth interview conducted for the Making Cancer History Voices Oral History Project. This ongoing project currently contains almost 400 interview hours with MD Anderson institution builders.

The transcript has been edited from the original.

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### About the speaker:

William Daigneau, M.B.A. (ret. 2013)

Interviewed: 2013

Admin: Chief Facilities Officer and Vice President for Operations and Facilities Management (1994 – 2013).

Interview link: <http://mdanderson.libguides.com/DaigneauW>

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### To request an uncompressed audio file, photographs, or for information about the interview and photo collections, contact:

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