



## THOMAS A. GLASER

Vice President,  
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### FIRST JOB

Delivering newspapers

I **delivered newspapers** when I was 12. I'd get up at 5:30 in the morning, before school, and deliver papers to my neighborhood. My first professional job was as a **sales trainee with a shirt company**. I spent the first 10 years of my career in sales.

I like the puzzles and complexity of the global challenge. How do we take a product designed in Europe, produced in Asia, sold in the U.S., and do all that in a way that the **consumer will love**? I find it **exciting** and **challenging**. Every day is a little different.

### BEST PART OF MY JOB

Complexity of the global supply chain



### LEADERSHIP PHILOSOPHY

Discipline is freedom

I have two quotes I like to share about leadership. **1** 'Without strategy, execution is aimless. Without execution, strategy is useless.' **2** 'Discipline is freedom.' To me this means, if you're organized and know how to get things done, you can be a lot more effective and have a lot more freedom to reprioritize what you need to accomplish.

I run. I'm a marathoner. I run two to three marathons a year. I've done 17 marathons since I ran my first one eight years ago. I typically run five to eight miles in the morning or evening and a long run on the weekend. **I find it very meditative.** You can't read emails or watch TV when you're running. It's my time to think things through.

### HOW I UNWIND

Running



### ADVICE FOR YOUNGER PROFESSIONALS

Focus and work hard

I have three pieces of advice. **1** You're far more likely to be successful at something **you like or love**, than you are at something you think will build your credentials or resume. **2** **Focus and hard work** are critical. **3** Stay a little bit loose. You get better work done when you can recognize that it's **not always going to go perfectly**.

I am a huge fan of the **Better Than Naked** running shorts, from **The North Face**®. I run in these all the time.

### FAVORITE VF GEAR

**The North Face**®  
running apparel

