

Carly Fiorina



Our first candidate interview is of the former Hewlett-Packard CEO and the only woman declared as a candidate on the Republican side of the ballot. Ms. Fiorina started out as a secretary for a small real estate business. She typed, filed paperwork and answered the phone. Eventually she would become a leader in technology, business and charity. In just fifteen years Carly went from an entry-level employee to leading AT&T's spin-off of Lucent Technologies and, later, Lucent's North American operations. In 1999, Hewlett-Packard recognized the tremendous challenges facing their company and asked Carly to be their new chief executive. As CEO of HP she was the first woman to lead a Fortune 50 business.

Chuck Douglas interviewed her on April 28 when she was visiting New Hampshire.

Excerpts follow.

CHUCK: Tell me what it's like to be campaigning in New Hampshire vs. California?

CARLY: Well, New Hampshire is a place where getting to know the candidate's detailed policies really matters. And you can cover the ground here. It's not that people don't want to know the candidates in a place like California but it's a huge state. And so people pay more attention to other indicators like media and polls. I would say New Hampshire is among the most sophisticated consumers of politics anywhere in the nation because they're sophisticated and because they have the opportunity to really get to know the candidates and the candidates take the time to get to know them.

CHUCK: What are some of the things that propel you into a race against Hillary Clinton?

CARLY: Well, as I travel here in New Hampshire I think people have deep

disquiet. They feel we're losing the sense of limitless possibility that has always defined this nation. They believe that things have bumped along in sort of the same way for a long time in Washington, DC. They believe that the professional political class isn't necessarily solving the problems that need to be solved. And so I think they're looking for leadership and I'm very, very encouraged by the response I get all throughout New Hampshire.

CHUCK: I see also in addition to your obviously impressive background you're a cancer survivor, as am I. How do you think that affects your view of the future?

CARLY: Well, by the way, congratulations on your survivorship as well. It is a sisterhood and brotherhood. First of all, I think it really puts things in perspective. You know, bad press, grumpy reporters or nasty opponents aren't very scary after chemotherapy.

Secondly, I hope that it makes me a more patient and empathetic person. And third, I think I appreciate time differently. And I don't think we have endless time to change the course we're on. I don't think we have endless time to restore possibilities for all Americans. I don't think we have endless time to get a bloated bureaucracy called the federal government under control. And I don't think we have endless time to once again lead and the world needs our leadership.

CHUCK: What are some of your thoughts having come out of private industry?

CARLY: Business and government are different in many respects just like business and charity are different in many respects. And yet, what I've found as I've advised various government agencies, whether it's the CIA or the Department of State or, as I've led various charities, there are certain differences from business or even sound home budgeting that apply. So, for example, you need to know where you are spending your money but with the federal government we have no idea.

We only argue about the very very smallest tip of the iceberg of the federal budget. So we need to know how we're spending our money so we can reprioritize how we're spending and that will require zero based budgeting.

Another example is that in a well functioning organization there are goals for performance and consequences for a failure to perform. Neither of those things exist in the government. So you can watch pornography all day long and get the same pay, pension and benefits as somebody trying to do a good job. That outrages the American people and it outrages me. Every year we get reports in excruciating detail about the hundreds upon hundreds of billions of dollars in fraud, waste, abuse and corruption but nothing ever happens. And something

should happen. So I think those are really basic common sense things. Anyone who has ever looked at their budget around the kitchen table understands this. And we've just never done it with the political class in Washington. But we should.

CHUCK: The V.A. as you know seems to have a system of bonuses for some of the top tier folks across the country but I'm not aware there's any downside, such as termination if you underperform. Is that the type of structural change you may want to at least consider?

CARLY: Of course. And in fact, it's interesting that you bring up the V.A. because I use the V.A. as an example all the time of government that has turned in on itself and has forgotten who it is there to serve. Because we're not serving our veterans. And this has been going on for a very long time, but when the scandal of the Arizona V.A. delays broke, Congress responded to the outrage of the American people and they passed a bipartisan bill in pretty short order to allow the V.A. to fire the top 400 senior executives when they didn't perform. It's a really good idea! We should do it throughout the entire government.

CHUCK: With regard to the Mid East and Iran, do we have a foreign policy at the moment?

CARLY: Well we have one. It's just a bad one. The foreign policy we have at the moment is aid to Iran. And it also fails to give our allies what they're asking for to help fight ISIS. That's our strategy and it's a bad one. I've spent a lot of time in the Middle East and in Israel so let's just talk about Iran for a moment.

We did everything wrong with the nuclear negotiations. We rewarded bad behavior by continuing to talk while Iran uses its proxies to sell instability and dissent throughout the Middle East. We have failed to achieve a single goal in these negotiations that the President outlined. Not a single nuclear facility will be dismantled. Not one of the 19,000 centrifuges will stop spinning and Iran no longer agrees to send uranium to Russia, now it insists it's just going to keep its uranium in country. Secondly, we've never stopped talking to Iran.

So even when we weren't achieving our goal, even when deadline after deadline after deadline passed, we just keep talking. And third, our President went to the Rose Garden and celebrated a deal before we had a deal. So, of course, the Iranians conclude, well, we can get an even better deal. And so they're going to keep negotiating until the very last minute but our President continues to give in to their demands. We should stop talking to Iran immediately. If I am in the Oval Office no matter where it stands, I will write punishing sanctions back on Iran because we have a great deal of influence over their ability to move money around the global financial system. We should use that influence and we should not lift the pressure until

they agree to full and unfettered inspections, anytime, anywhere, such as the U.N. unanimously resolved a couple of years ago.

CHUCK: What about ISIS?

With regard to ISIS, we have allies in the Middle East who are asking us for help as they fight ISIS because they know it's their fight. King Abdullah of Jordan, who I've known for many years, has asked us for bombs and materiel if he fights ISIS and he's been very strong in fighting ISIS. Remember what he did when the Jordanian pilot was burned alive? We haven't given him the bombs and materiel.

The President of Egypt, a pious Muslim, very bravely has been publicly saying that there's a cancer in the heart of Islam. The President of Egypt would like us to share intelligence with him. We will not, we have not, but we should.

The Kurds have been asking us for years to arm them—they're the best fighting force we have to fight ISIS but we haven't done it. So there are a whole set of things that we are in control of that we can do to stabilize the situation in the Middle East so this isn't a hopeless situation, it's just that we need a leader who understands what we can do and then have the courage to do it.

CHUCK: Well, I appreciate your time.

CARLY: Thank you so much Chuck. I really appreciate your time and letting me have an opportunity to chat with the Bow Times.