



Larry Glazer

CEO of Buckingham Properties

*"On the shores of hesitation, bleach the bones of those
countless millions who on the edge of victory sat down to
rest and resting died."*

Winston Churchill

Though Larry Glazer describes his life's influences as being incredibly multi-layered, there was one point that truly qualifies as his turning point; an instant in which he was literally forced to either devise an innovative way to make his particular strengths and weaknesses work in the marketplace, or give up the real estate business altogether. This moment occurred in the early years of his business life, when, as Larry put it:

"We were working on gas fumes and credit cards..."

He and his partner, struggling to keep things afloat, had received an offer to buy a large office building in downtown Rochester, on Main Street. The two of them jumped at the chance, certain that this would be the big break they had been looking for. They met with the sellers and negotiated a favorable contract, even drew up papers and signed them. As they left, they were told to return in the morning when the out-of-town president of the company would return and put his own signature to the documents, finalizing the deal. Thinking that only a formality stood between them and the biggest deal of their lives, Larry and his partner celebrated, only to be called the next morning and told that the building was given to another buyer, a local competitor who had been

given the remarkable advantage of looking at Larry's contract and making a slightly better offer.

This experience would be the turning point in Larry's career, the instant at which he realized he needed to apply his greatest strength - the strategic thinking of a chess player - to his career. Less than three months later, Larry and his partner made what they thought was a safe purchase of an industrial complex that had been occupied by Kodak for a number of years. When Kodak suddenly pulled up stakes and left, shortly after Larry purchased the property, he and his partner found themselves holding an expensive building with no occupants. Unable to sell the large facility as a whole, Larry realized that he had to play to his strengths.

He and his partner were experts at getting good deals when it came to buying real estate at a good value. With this in mind, he hit upon the innovative idea that has redefined his entire life and brought him his greatest successes; he would split the property into smaller parcels and rent out each one individually, thus turning one property (whose occupants could vacate at any moment) into countless smaller properties that served as more stable sources of income.

This type of strategic thinking was developed early in Larry's life and was the result of many different events and influences that stacked upon one another to make Larry the person he is today. As Larry was growing up, he constantly saw his father inventing new things. A very creative individual, Larry says that his father was actually a very insightful inventor who first created many of the things that we take for granted today, such as the idea of a coin-operated Laundromat, lanolin based hand creams, waterless hand soap, and silicon based ironing aides to name a few. However, in spite of his creativity, his father never had the business acumen to patent any of his creations, and so he never made a penny's profit from them. Watching his

father's potential go to waste, Larry became frustrated and first realized the importance of strategic thinking and learning practical business skills.

Some time later, Larry took a job as a summer camp counselor, and it was there that he met his wife, Jane. Larry describes the influence Jane had over him as instrumental to his success. Evolving from his philosophy of careful strategic planning for the future, Jane helped Larry to understand that **one has instincts for a reason and that sometimes it's logical to listen to them.** Larry would go on after college to join her family's printing company, Great Lakes Press. While working there, he was contacted by an old friend Harold Samloff, who proposed the idea of he and Larry starting their own real estate practice. Bolstered by Jane's faith in him, Larry jumped at the chance and embarked down the path of his current career.

Even as his real estate business continued to expand, Larry continued to work with Great Lakes Press. When he reached the age of 35, however, he began to ask the question "do I want to stay in the family business or pursue the creativity of real estate development?" After a conversation with his father-in-law, Larry who by then had become co-CEO, decided to sell the business altogether to pursue real estate full time. Using the knowledge and strategic thinking he had learned from his real estate business, Larry was able to negotiate a very favorable deal when selling Great Lakes Press, and his father-in-law ended up being very pleased with how things turned out.

Since then, Larry's flair for thinking ahead and setting up solid plans for success has taken his real estate business to levels of achievement perhaps greater than he had ever envisioned. Nevertheless, as is fitting for a man with such diverse influences, Larry is always on the lookout for new ways to refine his ideas about business. For example, at the age of 38, Larry took up flying. As he tells it, the discipline required to learn this complicated new skill has taught him many new things that he's eager to apply to his business in the future. When all is said and done, this is perhaps Larry's greatest strength: the ability to see the big picture and draw helpful influences from literally any source, influences that

make him a better thinker, a better businessman, and a more successful person.