

# CALVIN BUTLER

CHIEF EXECUTIVE OFFICER  
BALTIMORE GAS AND ELECTRIC COMPANY

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## BLENDING WORK AND FAMILY

> By Shari Held

**CALVIN BUTLER'S LIVING THE LIFE OF A MODERN, SUCCESSFUL EXECUTIVE, AND HE HAS THE LONG DAYS, FREQUENT-FLYER MILES AND JAM-PACKED BUSINESS/SOCIAL CALENDAR TO PROVE IT. WHAT MAKES IT ALL WORK IS HIS UNFLAGGING COMMITMENT TO FAITH AND FAMILY.**

This March, Butler, 45, took over the leadership of Baltimore Gas and Electric Co. It's the culmination of a journey he began right after graduating from law school.

"I knew I wanted to run a business, and I knew I wanted to be a CEO," Butler says. "Then I started navigating my career to get there. It's been a tremendous ride, but I can honestly tell you I haven't been on it by myself."

### TAKING CARE OF BUSINESS

Throughout his career, Butler had mentors who encouraged risk-taking. When he was senior director of government affairs at R.R. Donnelley & Sons Co., one of them asked him if he'd consider running operations. Butler would have had to forego schmoozing with governors and senators for working the second-shift bindery and learning the business from the ground up. He didn't hesitate.

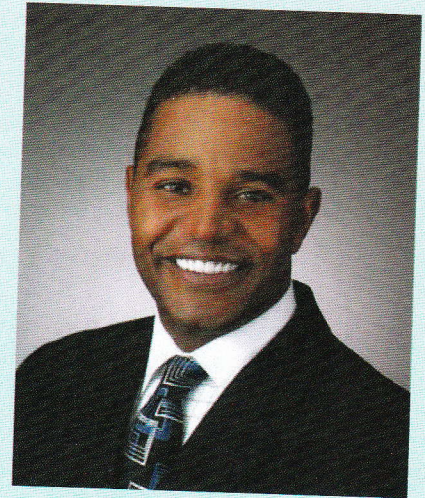
"That was the turning point of my career," Butler says. "And it's been tremendous ever since."

When he took over the operations of one of Donnelley's manufacturing plants, he faced one of the most difficult decisions of his career. After assessing his five direct reports, he let four go. The one he kept was a "good person," but he struggled to meet the expectations Butler set for his team. It took Butler nine months before he let the person go.

"What I learned from that is once you've followed your gut and made a decision, you need to move on it," Butler said. "Don't delay."

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Butler and son Blake at Superbowl XLVII in New Orleans



**Education:** Juris Doctor, Washington University School of Law, St. Louis, Mo., Bachelor's degree, Bradley University, Peoria, Ill.

**Family:** Wife Sharon, son Blake (age 19), daughter Raini (age 16)

**Inspired by:** Making a difference in the community and in people's lives and motivating young people

**Device he can't live without:** His Samsung Galaxy 5 phone. "That's unfortunate, but that's the society we live in."

**Mobile app:** BGE, followed by his newspaper apps

**Recreational activity:** Golf — for the fellowship and recreation

**Way to unwind:** Reading — (current: Michael Shaara's *Killer Angels: The Classic Novel of the Civil War*) (previous, *HRC: State Secrets and the Rebirth of Hillary Clinton*)

**Fiction authors:** James Patterson and Brad Thor

**Way to spend a long weekend:** Getting the family together in their Florida home. Playing some golf and drinking some nice wine. "That's just great!"

As BGE's new CEO, Butler brings a wealth of leadership experience to the table but admits that an unfamiliar culture makes leadership a totally new experience.

Most nights, he doesn't get home until 8:30, so, at work, he encourages a collaborative, positive-energy atmosphere where no one, himself included, takes themselves too seriously. "I'm going to surround myself with talented people who are comfortable in that type of environment," he says.

Butler doesn't need much sleep, and he's at his best from 4:30 to 9 a.m. That's when he strategizes and sets the stage for the upcoming day. From 9 a.m. to 4 p.m., he executes that plan. "Early evening, I'm sitting back thinking what I could have done differently," he says.

## BLURRING THE LINE BETWEEN PERSONAL AND PROFESSIONAL

Weekends often consist of one or two black-tie/business functions, and Butler decompresses by surrounding himself with friends as well as business associates.

His wife Sharon, who possesses the patience of Job, does draw the line when Butler tries to pass off a black-tie



Butler and daughter Raini celebrating her Sweet 16 in Aruba

## NEW FACES OF LEADERSHIP

*The Butler family at a reception hosted in Calvin's honor by David Wilson, Ed.D., Morgan State University president. Pictured left to right: Thelma Crawford (mother-in-law), Blake, Sharon, Calvin, Rainy Crawford (father-in-law), Raini*

event as a "date night." They carve out time together by setting aside a few hours to relax and catch up before attending events.

Most Sundays are reserved for church and family, with everyone gathered around the table for Sunday dinner. That's when Butler gets some quality time with his kids. "When I can get my daughter to talk to me, that's a good day," he jokes.

If he's lucky, he'll get to hit the links. His golf buddies are typically business associates. "It's always about business," he says. "That's okay, though, because we all recognize we're working hard every day to make a difference. And along the way, they become your friends, so you get a 2-fer!"

### TRADING FREQUENT FLYER MILES FOR TOGETHERNESS

Throughout his career, Butler's spent three or four days a week traveling. That didn't stop him from coaching his kids' sports when they were growing up. "I took the late-night flight to be home to coach a baseball game, and



then I'd be on the 6 a.m. flight the following morning so I could attend a meeting," he says. No matter what his role at work, he's always cognizant of his role as a husband and father.

That was evident when Butler made the move to BGE. He had Sharon's support — her goal was to have the entire family together. But rather than uproot the family immediately, Butler commuted between Baltimore and their "dream home" in the Chicago area until his son Blake graduated from high school and Raini, his younger daughter, had time to get used to the idea.

On long weekends and school breaks, the family traveled to Baltimore. By the time they moved, they were familiar with the area and had already made friends. "I continued to do the sacrifice of the travel until they felt comfortable and were ready to go," Butler says. "And they jumped right into it."

Now that the hectic traveling schedule's behind him, maybe Butler can relax with a James Patterson novel and a great glass of wine! ■

*Shari Held is a freelance writer based in Indianapolis, Ind.*



*Left to right: Blake, Sharon, Raini, and Calvin*