

# 2013/2014 Annual Report

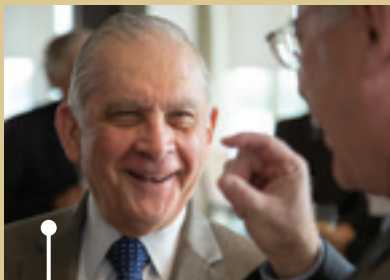
LAWRENCE NATIONAL CENTRE FOR POLICY AND MANAGEMENT



# A Year to Celebrate

Jack Lawrence, HBA '56, foresaw the benefits of improved collaboration between business and government. His vision of creating a bridge through education led to the establishment of the Lawrence National Centre for Policy and Management in 2001. The Lawrence Centre makes that vision a reality by providing a place where business students can learn about the critical role public policy plays in creating a competitive, strong, and sustainable Canada. It's a place where business and government leaders can connect, foster understanding, and generate new ideas.

## Highlights of 2013/2014



### NOVEMBER 2013

The Lawrence Centre held a conference called "Future of Canadian Manufacturing" at Ivey's Spencer Leadership Centre November 26-27. The conference brought together the partners supporting the Centre's study on Canadian manufacturing to review the research and discuss practical action.



2013

### SEPTEMBER 2013

The Mitchell and Kathryn Baran Family Foundation and Trudell Medical Limited led by Mitch Baran, HBA '59, made a \$1-million donation to former dean Carol Stephenson to celebrate her decade of leadership. Stephenson directed the funds to the Lawrence Centre to support scholarships, faculty awards, and research.

### FEBRUARY 2014

Linda Hasenfratz, EMBA '97, CEO, Linamar Corporation, delivered the 2014 Thomas d'Aquino Lecture on Leadership on February 18. The annual lecture is a salute to the contributions of Thomas d'Aquino, Chairman and Chief Executive of Intercounsel Ltd.

Page 16



## *Inside the Lawrence National Centre for Policy and Management*

4

Message from  
the Director

6

Program Excellence

10

Thought Leadership

16

Global Community

### **MAY 2014**

The Ontario government allocated \$5 million over 10 years to establish the Trillium Advanced Manufacturing Network. Trillium is a coalition of people in manufacturing and government who will work to implement Lawrence Centre research recommendations.

**Page 13**



### **OCTOBER 2014**

The Lawrence Centre released its final case studies from its project, "The Future of Canadian Manufacturing: Learning from Leading Firms," on October 15. The report, representing Phase I of the project, proposed three practical actions.

**Page 10**

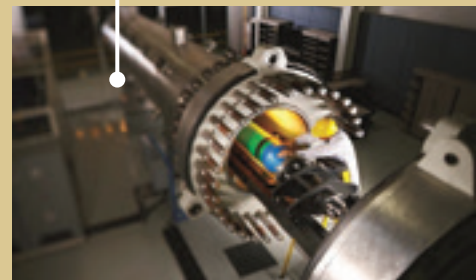
**2014**



### **SEPTEMBER 2014**

The inaugural *Senior Public Sector Leader Executive Education* program developed by Lawrence Centre Director Paul Boothe and Adjunct Research Professor Richard Dicerni ran September 14-19.

**Page 6**



# Message from the Director



**Paul Boothe**

Director, Lawrence National Centre for Policy and Management, and Professor, Business, Economics and Public Policy

When it comes to public servants, a metallurgist doing high-tech research in a laboratory is not the typical image that comes to mind.

However, a visit to CANMET Materials Laboratory in Hamilton revealed just that. Students in the Lawrence Centre's *Business 4582: Business and Public Policy* course toured the facility as one of three field trips for the course in 2014.

CANMET Materials Laboratory is set up like a factory and houses large machines that stamp metal. Run by Natural Resources Canada, the facility researches advanced materials to build things like lightweight automobiles so they use less fuel, which is better for the environment.

I accompanied the students on this trip and enjoyed seeing their reactions. Not only were they surprised that public servants don't just work in offices all day – some of them are involved in high-tech science – they were also shocked to learn that even companies as big as General Motors Canada can't afford to have exclusive ownership of all this equipment. It wouldn't be used frequently enough by just one company. However, when you bring many companies together, there is enough research and development work that it

makes sense for the federal government to put this facility in place.

The students saw firsthand the benefits of government and business working together for the betterment of the economy. It was one of those light bulb moments. It was gratifying for me because that was exactly what I wanted the students to learn.

Jack Lawrence, HBA '56, once said, "If we could really achieve more cooperation between government and business, we would see a quantum leap in economic performance and productivity." He envisioned the Lawrence Centre being a place where business students could learn about the critical role public policy plays in creating a competitive, strong, and sustainable future for Canada. Through field trips like this, complemented by guest lecturers in the classroom and speaker events such as the annual Thomas d'Aquino Lecture on Leadership, we are sharing that message widely.

On the research side, we are also making an impact. Our ongoing project on the future of Canadian manufacturing is a good example. It started when we realized there is an abundance of research on manufacturing, but very little action. The research results were not user-friendly. Using the Ivey Case-

Method Learning approach, we conducted a case-based study looking at the success of nine leading Canadian manufacturers. Our research sought to answer two questions:

- What were those firms' strategies that helped make them successful global competitors?; and
- What were the policies supporting manufacturing in the jurisdictions they were operating?

We not only presented our initial findings to the leading firms profiled and our government and corporate partners, but we brainstormed how we could translate this research into practical action. In our report, "The Future of Manufacturing: Learning from Leading Firms," we made three recommendations:

- We need more business mentoring for the next generation of firms;
- Those firms need better partnerships with educational institutions; and
- The federal, provincial, and municipal governments need to do a better job of attracting investment to Canada.

We will release Phase II of the project, "Future of Canadian Manufacturing: Attracting Global Mandates," in the next year.

It's not just enough to think about big issues. Encouraging discussion and debate is another important role of the Lawrence Centre through outreach activities. We have encouraged discussion and debate about the issues reviewed in our future of Canadian manufacturing study through sessions with groups such as the Canadian Manufacturers & Exporters and with senior public servants. We also partnered with think tanks such as C.D. Howe Institute to examine topics such as foreign investment.

Our progress in research and outreach is helping business and government to work together for the betterment of the economy and society. It realizes the vision that Jack Lawrence had when he endowed the Lawrence Centre more than a decade ago.

# Meet our Advisory Council



*The Lawrence Centre Advisory Council, led by Ray Tanguay, Chairman, Toyota Motor Manufacturing Canada Inc., provides advice to the Centre on issues pertinent to public policy education and leadership.*

“I’m looking forward to the opportunity to chair the Lawrence Centre Advisory Council. It complements my passion to strengthen the manufacturing sector in Canada.”

– Ray Tanguay, Chairman, Toyota Motor Manufacturing Canada, Inc.

## Chair

---

<b>Ray Tanguay</b>	Ray Tanguay Chairman, Toyota Motor Manufacturing Canada Inc
--------------------	--

---

## Members

---

<b>George Baran</b>	Vice Chairman, Trudell Medical Ltd
<b>Donald Campbell</b>	Senior Strategy Advisor, Davis LLP
<b>Thomas d’Aquino</b>	Chairman and Chief Executive, Intercounsel Ltd
<b>Blake Goldring, CFA, MSM, LLD</b>	Chairman and CEO, AGF Management Ltd
<b>Carolyn Lawrence</b>	President and CEO of Women of Influence Inc
<b>The Honourable Anne McLellan, PC, OC</b>	Senior Advisor, Bennett Jones LLP
<b>Steve Orsini</b>	Secretary of the Cabinet, Head of the Ontario Public Service, and Clerk of the Executive Council
<b>Stephen Poloz</b>	Governor, The Bank of Canada
<b>Carol Stephenson, OC</b>	Former Dean, Ivey Business School

---

# Program Excellence

## New executive education program takes public-sector leaders to the next level

*Just like private-sector executives, public servants confront unique challenges. That's why the Lawrence Centre and Ivey Executive Education launched a new strategic management leadership program for Assistant Deputy Ministers and Crown Corporation Vice Presidents in both federal and provincial governments.*

The inaugural *Senior Public Sector Leader Program* ran September 14-19, 2014 with a full house of participants. Two one-day sessions will follow at six-month intervals. The program was taught by Ivey Professors Paul Boothe, Mary Crossan, and Jean-Louis Schaan, along with Adjunct Research Professor Richard Dicerni, and featured cases relevant to the public policy environment. Guest speakers included

former political staff Michele Austin, Velma McColl, and Chris Carson. John Ossowski, Associate Deputy Minister of Public Safety, and Saad Rafi, former deputy minister of health, also shared insights from their personal experiences.

Continued next page →



Adjunct Research Professor Richard Dicerni delivering the *Senior Public Sector Leader Program* to Assistant Deputy Ministers and Crown Corporation Vice Presidents in both federal and provincial governments.

Here are some takeaways from *Senior Public Sector Leader Program* participants:



**Michelle Doucet,**  
Assistant Deputy  
Minister, Corporate  
Services Branch, Privy  
Council Office

“Of the many takeaways, two merit particular attention: the opportunity to build an instant network between the Public Services of Canada and Ontario at the Assistant Deputy Minister level, and the learning and reflection on leadership. My week at Ivey gave me the most substantial conversation on leadership that I have had in my career. It went far beyond the usual soft-skills discourse and was taught with analytics, rigour, and depth of exploration. I suspect I will draw on that thinking for years to come.”



**Tony LaMantia,**  
Assistant Deputy  
Minister, Investment  
and Industry  
Division, Ontario  
Ministry of Economic  
Development,

**Employment and Infrastructure,  
Ontario Ministry of Research  
and Innovation**

“I was pleasantly surprised by both how well-structured and content-rich the class was. Professor Boothe and the supporting Ivey faculty have knocked it out of the park. I would recommend the *Senior Public Sector Leader Program* to my public-sector colleagues without hesitation.”



**Diane McArthur,**  
Executive Lead,  
Advisory Council on  
Government Assets

“I developed new relationships that I can rely upon when I am faced with challenges that need a trusted outside opinion. I came away from the program with a renewed passion for leadership and a greater appreciation of common challenges faced across the different levels of government. The case-based learning approach was practical, tangible, and relevant. The faculty were experienced, engaging, and knowledgeable. Every public-sector leader would be fortunate to participate in the *Senior Public Sector Leader Program*.”

## HBA students get real-world exposure to the public-policy environment

*Whether through meeting policy-makers or getting a behind-the-scenes look at how business and government worked together on initiatives, Ivey’s Business and Public Policy elective course offers a real-life look at the public-policy environment.*

Launched in 2013, the HBA2 elective, *Business 4582: Business and Public Policy*, combines guest lecturers, field trips, and case-based learning to give students an appreciation of the depth and complexity of public policy issues affecting firms. It is taught by Professor Paul Boothe, Director of the Lawrence Centre, and a former deputy minister. Two graduates of the inaugural class share how the course prepared them for their future careers.



Guest Lecturer Coleen Volk shared her experiences from when she was Assistant Deputy Minister, Environmental Stewardship Branch, Environment Canada, in 2011, with students in *Business 4582: Business and Public Policy*.



For more on Business 4582, watch the video:  
[go.ivey.ca/businessandpublicpolicy](http://go.ivey.ca/businessandpublicpolicy)

Continued next page →



### André Wilkie, HBA '14, Associate, The Boston Consulting Group

André Wilkie's summer jobs had already exposed him to issues involving stakeholder engagement, such as government relations and aboriginal relations, so he was eager to take a course focused on private- and public-sector interactions.

"For me, it really filled a void in the course offerings in providing the opportunity to learn more about how business and government can work together," he said. "Paul Boothe's background also drew me to the course. His breadth of experience, both at the federal and provincial levels, gave him a lot of good perspectives."

Wilkie said the overarching theme of the course was the need for business and government to not treat each other as adversaries, but rather to think of novel ways they can work together to get mutually-desired outcomes.

That message resonated with him and he saw how it worked firsthand during a field trip to Backus Woods and the Big Creek National Wildlife Area in September 2013.

He learned how the Nature Conservancy of Canada and Canadian Wildlife Service are working together to protect the ecology in this area.

"The reality is that business and government operate with different objectives and at different speeds. With business, you tend to move faster to be profitable, but government has to weigh the costs of the service with the benefits and the risks. Once you implement something, it's hard to undo it," he said. "It's important that each party be cognizant of that. Government needs to realize that businesses need answers in a timely fashion to be able to make decisions. Businesses need to realize that the federal government has to have policy that responds to the needs of 30 or 35 million people, not a particular industry or company. It's a series of tradeoffs."

Wilkie said that learning is applicable in his current role as a consultant. He has to keep in mind that different stakeholders have different priorities.

"People move at different speeds and have different interests and sometimes those won't align so you have to think of creative ways to get them to align," he said.

### Alysha Li, HBA '14, Specialist in the Graduate Leadership Program at BCE Bell Canada Enterprises

Having studied political science and with experience in post-secondary education advocacy with Western University's Students' Council and the Ontario Undergraduate Student Alliance, Alysha Li was interested in public policy and government relations. But she said there are broad learnings from the course that can also be applied in the private sector.

"Public policy has a huge effect on the private sector. It's always an advantage to gain an understanding of the factors at play," she said. "I gained an appreciation for the complexity of public policy issues. Many of the issues we debated in class had multiple dimensions that affected a large list of stakeholders. There was never a definitive right decision to make."

Li said she enjoyed having the protagonists from the cases she learned in class share their insights on their decision-making processes. She also cited a field trip to Meteorological Service of Canada and Pelmorex Media in November 2013 for teaching her how public-private partnerships operate and how that relationship affects people's daily lives.



The knowledge gained from the course has come in handy for her work with BCE Bell Canada Enterprises.

"Government decisions and policies have a huge impact in the telecommunications industry," she said. "Some of the projects I'm working on are a result of having to manage these policies. The course helped me to put the work that I'm doing now into a greater context."



# Taking students out of the classroom and into the field for real-life insights

One of the highlights of *Business 4582: Business and Public Policy* is the chance to go out in the field and learn about the interaction between government and business on real-life projects. The field trip component of the course was funded by Mitch Baran, HBA '59. Whether learning about remediation plans for one of the worst coal tar-contaminated sites in Canada; meeting industry representatives from one of Canada's top automobile manufacturers; or visiting the largest research centre in Canada dedicated to the fabrication, processing, and evaluation of metals and materials, there were many takeaways from getting a behind-the-scenes view.



Professor Paul Boothe and students in *Business 4582: Business and Public Policy* tour Randle Reef by boat.

## Here's a sampling from participants:

**WHERE:** Randle Reef, Hamilton Harbour

**WHEN:** October 10, 2014

**OVERVIEW:** Randle Reef, just west of Stelco (U.S. Steel) property on Hamilton Harbour, has an underwater mass of coal tar contamination. A cleanup project will see the highest concentration of coal tar placed into a steel box called an engineered containment facility.

**PARTICIPANT:**

**Jie Wu, HBA '15**

"The Randle Reef trip was fascinating because I didn't expect there would be a place that was so polluted in Canada and because all the different parties, the public, and the private sector, are struggling to solve this problem together. I listened to the lectures from Environment Canada as well as some of the private enterprises working there to find out how to solve this problem. I was also moved by the practitioners who are trying to solve the pollution problem. They are dedicating their time and energy to solving the problem in a financially feasible way."

**WHERE:** Toyota Motor Manufacturing Canada Inc., Cambridge, Ontario

**WHEN:** November 7, 2014

**OVERVIEW:** In 2003, Toyota Motor Manufacturing Canada Inc. became the first Toyota manufacturing plant outside of Japan to produce Lexus vehicles.

**PARTICIPANT:**

**Todd Blythe, HBA '15**

"I enjoyed hearing from the executives on how they interacted inside their organization to keep the plant in Canada, but also how they interacted with the Canadian government and the Ontario government to get the funding necessary to make sure the whole project went off without a hitch."

**WHERE:** CANMET Materials Technology Laboratory, Hamilton, Ontario

**WHEN:** November 14, 2014

**OVERVIEW:** CANMET Materials Technology Laboratory is a state-of-the-art federal laboratory at McMaster Innovation Park providing key technology and innovation support to industries that manufacture mineral and metal products in southwestern Ontario and across Canada.

**PARTICIPANT:**

**Parker Cumming, HBA '15**

"I was shocked that a place like that even existed. They were doing research that the private sector wasn't able to take on. But through the government support there, you saw local industries being able to put more into research and development and seeing very practical ends to all the research and development. It was fascinating."

# Thought Leadership

## New study addresses the state of Canadian manufacturing

*Canadian manufacturers have had a dark decade, but there may be a bright spot on the horizon, according to the Lawrence Centre's new study, "The Future of Manufacturing: Learning from Leading Firms."*



The Lawrence Centre's study, "The Future of Manufacturing: Learning from Leading Firms," identified winning strategies from successful Canadian manufacturers.

The final case studies, released on October 15, 2014, identified winning strategies from nine successful Canadian manufacturers and made three recommendations for revitalizing the sector: mentoring programs, partnerships with educational institutions, and improving government collaboration to attract foreign investment.

It followed the release of a summary report in March 2014, and a conference in November 2013 where the researchers presented their initial findings and gained feedback on their recommendations. On the heels of the summary report, the Ontario government agreed to fund the

Trillium Advanced Manufacturing Network, a coalition of business, labour, and government leaders who will look at research from around the world and share best practices in manufacturing to support implementation of the recommendations.

The study found successful manufacturing firms have many features in common, including:

- A de-centralized management structure;
- An emphasis on best-in-class quality;
- Investment in technologies in facilities and distribution centres around the world; and
- Customer focus.

The Lawrence Centre researchers have also been active in disseminating the research to the business community and government through public events.

Watch for Phase II of the project, "Future of Canadian Manufacturing: Attracting Global Mandates," in the next year.

# Reports on Canadian Manufacturing

As part of its study, “Future of Canadian Manufacturing: Learning from Leading Firms,” the Lawrence Centre released the following reports.

## Summary Report



When the Lawrence Centre began its study, “The Future of Manufacturing: Learning from Leading Firms,” it sought to know why some Canadian manufacturers thrived despite the hardships of the rising Canadian dollar and a deep and prolonged recession in the U.S. The project began with two questions:

- What strategies underlie their success as manufacturers?; and
- Looking across the jurisdictions in which these successful firms operate, what best-practice government policies and programs support manufacturing?

This summary report identifies the characteristics shared by nine successful Canadian manufacturers: Maple Leaf Foods Inc., Richardson International, Saputo Inc., Linamar Corporation, Magna International, Martinrea International Inc., MegaBrands Inc., Canada Goose Inc., and ShawCor Ltd.

It also presents three recommendations for revitalizing the sector: mentoring programs, partnerships with educational institutions, and improving government collaboration to attract foreign investment.

*“We should be aiming to build successful firms. The larger number of successful firms we have, the greater the benefits for Canada and for Canadian workers.”*

– **Professor Paul Boothe**, Director of the Lawrence Centre



Read the report:  
[go.ivey.ca/summaryreport](http://go.ivey.ca/summaryreport)

## Canadian Food Manufacturing



Food manufacturing is a big business in Canada. While the 2008/2009 recession and increased competition among food retailers have had an impact on the sector, food manufacturers weren't as hard hit as other manufacturing industries.

Professor David Sparling, along with Erin Cheney, and Sydney LeGrow, both researchers with Agri-food@Ivey, examine

how food companies have refocused and, in some cases, restructured their operations. They look at the factors behind the success of Maple Leaf Foods Inc., Richardson International, and Saputo Inc.

*“Leading food manufacturing companies are investing — in new products, new systems and technologies, and in reorganizing their manufacturing footprint and supply chains.”*

– **David Sparling**, Professor of Operations Management and Chair of Agri-Food Innovation and Regulation



Read the report:  
[go.ivey.ca/canadianfoodmanufacturers](http://go.ivey.ca/canadianfoodmanufacturers)

## Canadian Manufacturing: In a Global Context



In order to prosper in the future, manufacturers need to understand past and current trends. Lawrence Centre Fellow Andrew Dooner, Director, KPMG's Strategy & Operations, looks at the role that manufacturing plays in both developed and developing economies and the global forces shaping manufacturing. He also provides an international comparison of manufacturers.

The report gives insights on the challenges Canadian manufacturers face.

*“Canadian manufacturers face a number of challenges. Demand for their products is moving overseas. They have increasing competition from supply chains aggregating around the world and our competitors, globally, in manufacturing are not standing still and are making significant investments.”*

– **Andrew Dooner**, Director, KPMG's Strategy & Operations



Read the report:  
[go.ivey.ca/globalcontext](http://go.ivey.ca/globalcontext)

## Diversified Manufacturing



Auto parts and food production may be the big players, but there are plenty of underappreciated industries that make up a significant part of the manufacturing economy in Canada. Ivey researchers Jean-Louis Schaan and David Wood look at three companies that represent the diversity of Canadian manufacturing: ShawCor Ltd., MegaBrands Inc., and Canada Goose Inc.

Despite the lack of attention, these firms collectively employ more people than all other manufacturing sectors combined. Schaan and Wood reveal the secrets behind their success.

*“All firms agree that being Canadian has advantages, including political and economic stability, favourable tax environment, income taxes and repatriation of profits, access to higher education, and access to immigrant workers.”*

– **Jean-Louis Schaan**, Professor of General Management Education



Read the report:  
[go.ivey.ca/diversifiedmanufacturing](http://go.ivey.ca/diversifiedmanufacturing)

## Canadian Auto-Parts Manufacturing



The auto sector is a key contributor to Canadian manufacturing, but the 2008/2009 financial crisis and recession sent its sales into a tailspin. Canadian parts manufacturers have also been challenged by the migration of assembly to the southern U.S. and Mexico. To top it off, their competitiveness was impacted by the rise of the Canadian dollar.

Professor Paul Boothe, Director of the Lawrence Centre, investigates why three Canadian auto parts manufacturers, Magna International, Linamar Corporation, and Martinrea International Inc., emerged strongly from the recession and continued to expand as auto sales recovered.

*“Despite their differences, the three firms share some striking similarities. All companies emphasize teamwork, as well as technology and knowledge transfer within plants and across the organization, to drive quality and keep costs as low as possible.”*

– **Professor Paul Boothe**, Director of the Lawrence Centre



Read the report:  
[go.ivey.ca/canadianautoparts](http://go.ivey.ca/canadianautoparts)

## Public Policies to Support Advanced Manufacturing



Do government policies and programs support or hinder advanced manufacturing?

Professor Paul Boothe, Director of the Lawrence Centre, and Adjunct Research Professor Richard Dicerni ask firms which government policies and programs were most noteworthy.

*“Looking across sectors we see a substantial degree of consensus among leading firms, both on where Canada stands relative to its competitors and on areas of strength and concern.”*

– **Professor Paul Boothe**, Director of the Lawrence Centre



Read the report:  
[go.ivey.ca/publicpolicies](http://go.ivey.ca/publicpolicies)

# Trillium Network funded to implement Lawrence Centre research



*The Lawrence Centre's report, "Future of Canadian Manufacturing: Learning from Leading Firms," will move from ideas to action thanks to a coalition of business, labour, and government leaders who will put the report to work.*

Following the release of the first phase summary report in March 2014, the provincial government allocated \$5 million over 10 years to establish the Trillium Advanced Manufacturing Network to implement three recommendations in the report:

- Mentorship of the next generation of high-potential firms from successful Canadian manufacturers;
- Partnerships with educational institutions to help manufacturing companies gain the skills and research and development they need to compete; and
- Improved collaboration between all levels of government so they can successfully attract and implement foreign investment in manufacturing.

"We proposed Trillium to the provincial government with the idea to build a coalition of people in manufacturing and the government who would work with the Lawrence Centre to take our research and translate it into practical action," said Professor Paul Boothe, Director of the Lawrence Centre. "It's a step away from our traditional teaching and research role in order to try and implement the results of our research."

Although the work is in the preliminary stages, some progress to date includes:

- A successful mentoring initiative in Quebec, QG100 Network, is being established;
- Students are doing geographic information system (GIS) mapping of firms on a pilot basis to determine which firms need partnerships; and
- Trillium is looking at what other jurisdictions do to attract investment, particularly Mexico's success with ProMéxico, a trust fund of the Mexican Government that promotes international trade and investment.

Boothe said Canadian manufacturing is still recovering from the 2008/2009 financial crisis and recession, but is firmly on the comeback trail.

"Over the course of my career people have said Canadian manufacturing is not going to be able to compete – it's just a resource economy. But several times they have been proven wrong and Canadian manufacturing has come back and been very strong. We want to make sure that happens again," he said. "We're facing competition from emerging economies, such as China, Brazil, and India, and if we want to continue to be competitive on high-value-added manufacturing, we have to make sure that our firms have all the tools they need, all the capabilities they can use, and all the advantages we can give them, in order to be successful."

Lawrence Centre Fellows David Moloney and Dave Hudson, along with Boothe, are leading the Trillium initiative.

# New Lawrence Centre research fellows



**WHO:** David Moloney, Adjunct Research Professor and Fellow

**BACKGROUND:** Economist

**EXPERIENCE:** Moloney was previously Senior Advisor to the Privy Council Office and led a team that coordinated the Government of Canada's implementation of the Perimeter Security and Economic Competitiveness Border Action Plan and the joint Action Plan for the Canada-United States Regulatory Cooperative Council. Prior to that, he was Executive Vice-President of the Canadian International Development Agency (CIDA), and Assistant Deputy Minister, Industry Sector at Industry Canada. His career with the federal government spans more than 30 years. He joined the Lawrence Centre on June 17, 2014.



**WHO:** Dennis McConaghy, Visiting Fellow

**BACKGROUND:** Chemical Engineering

**EXPERIENCE:** McConaghy is the former Executive Vice-President, Corporate Development at TransCanada and was previously Executive Vice-President, Pipeline Strategy and Development. He joined TransCanada in 1998, and has held senior positions in Corporate Strategy & Development, Midstream/Divestments, and Business Development. He has more than 25 years' experience in oil and gas, beginning his career as a Research Associate with the Alberta Research Council and also working for the Alberta Gas Trunkline and the Alberta Gas Ethylene Company. He joined the Lawrence Centre on October 1, 2014.



**WHO:** Dave Hudson, Visiting Fellow

**BACKGROUND:** Commerce/Business

**EXPERIENCE:** Hudson has more than 40 years' experience in strategic planning, project management, and customer relationships in both the private and public sectors. He had a 15-year career with the Government of Alberta, rising to the deputy minister level, and was responsible for Consumer and Corporate Affairs, and Alberta Registries (now Service Alberta). His private-sector experience includes leading CGI's Business Engineering group in Western Canada. While at CGI, he was seconded to the federal government in 2008 and became the government's lead negotiator for the Mackenzie gas pipeline project. From 2009 to 2011, he was Managing Director of CGI Australia, and in 2012/2013 was CGI's Asia-Pacific integration lead for the company's acquisition of Logica plc. He joined the Lawrence Centre on October 1, 2014.

# Policy briefs

## The Role of Stable Government

Professor Guy Holburn examines how the relationships between energy firms, government agencies, and politicians can affect the level of regulatory risk that firms contend with.



▶ Read the policy brief:  
[go.ivey.ca/stablegovernment](http://go.ivey.ca/stablegovernment)

## Profiting from Regulatory Uncertainty

Assistant Professor Adam Fremeth, along with Brian Richter, Assistant Professor, McCombs School of Business, explore how managers can relieve operational pressure from regulatory uncertainty and approach new environmental standards as an opportunity.



▶ Read the policy brief:  
[go.ivey.ca/regulatoryuncertainty](http://go.ivey.ca/regulatoryuncertainty)

## The 'No Choice' Option

Michael Wood, PhD '08, Assistant Professor, University of Waterloo; Theodore Noseworthy, PhD '12, Associate Professor, Schulich School of Business; and Scott Colwell, Associate Professor, University of Guelph, investigate the context in which managers make decisions with social or environmental tradeoffs.



▶ Read the policy brief:  
[go.ivey.ca/nochoiceoption](http://go.ivey.ca/nochoiceoption)

## Planes, Trains and Economic Development

Professor Paul Beamish and Kevin Boeh, PhD '08, Associate Professor of Finance, Pacific Lutheran University, take a look at international firms' subsidiary location decisions and find that successful firms consider travel time, over distance travelled, as a decisive factor.



▶ Read the policy brief:  
[go.ivey.ca/traveltime](http://go.ivey.ca/traveltime)

# Global Community

## Learning from leaders who are making a difference

*Whether revealing the core values behind a successful Canadian manufacturing firm or how the power of influence led to a novel compromise between opposing parties, leaders hosted by the Lawrence Centre in 2013/2014 had valuable lessons to share.*

---

**WHO:** Linda Hasenfratz, EMBA '97, CEO, Linamar Corporation, delivering the 2014 Thomas d'Aquino Lecture on Leadership

---

**WHERE:** Ivey Business School, London

---

**WHEN:** February 18, 2014

---

**MESSAGE: Consider different perspectives**

Linda Hasenfratz learned about her father's auto parts company, Linamar Corporation, by doing just about every job at the company, including running machinery.

---

By doing so, she gained an understanding of the challenges facing the employees and what's realistic for them to achieve. That knowledge proved invaluable when she later led the company and is one of the factors in the company's success. [Continued next page →](#)





Hasenfratz also recommended that leaders stay true to their core values, and revealed the five core values that have made her company successful:

- A devotion to balanced decision-making;
- Being entrepreneurial and opportunistic;
- Being respectful of people;
- Being responsive and swift-moving; and
- Having a culture grounded in hard work and innovation.

The annual Thomas d'Aquino Lecture on Leadership is a salute to the contributions of Thomas d'Aquino, Chairman and Chief Executive of Intercounsel Ltd., to business, government, and non-profit sectors. It offers students the opportunity to engage with some of Canada's greatest leaders.

Past presenters have included Clerk of the Privy Council, Kevin Lynch; Bank of Canada Governor, David Dodge; Deputy Prime

Minister, John Manley; Home Depot Canada President, Annette Verschuren; Canadian Ambassador to the United States, Michael Wilson; and Bank of Canada Governor, Mark Carney. The inaugural Lecture was given by Thomas d'Aquino in 2006.

*“I recommend that you always try to see your company from a different perspective. Entrepreneurs are often thought of as people who started a business. In fact, entrepreneurs are people who have the ability to see a business from a lot of different perspectives. They wear many hats and that makes them exceptional business leaders.”*

–Linda Hasenfratz, EMBA '97, CEO, Linamar Corporation



Read the address by Linda Hasenfratz:  
[go.ivey.ca/daquinolecture](http://go.ivey.ca/daquinolecture)



**WHO:** Coleen Volk, Deputy Secretary to the Cabinet (Senior Personnel), Business Transformation and Renewal, Privy Council Office (former Assistant Deputy Minister, Environmental Stewardship Branch, Environment Canada)

**WHERE:** Ivey Business School, London

**WHEN:** November 26, 2014

**MESSAGE: Influence trumps authority**

Coleen Volk learned about the power of influence when she was Assistant Deputy Minister of Environment Canada's Environmental Stewardship Branch in 2011.

Tasked with recommending whether or not the Joslyn North Mine Project, a proposed oilsands mine north of Fort McMurray, should go ahead, Volk found herself at a crossroads. When an environmental assessment on the project revealed wildlife could be impacted by development in that area, Volk said her first instinct was to recommend the project not proceed. But given its potential to boost the economy, she instead tried to persuade the energy company to take action that would alleviate the environmental concerns.

She convinced the company, TOTAL, to enter into a conservation agreement with Environment Canada that would allocate use of some other lands TOTAL leased to protect wildlife.

Volk had no authority to compel TOTAL to sign a conservation agreement, so instead used influence. An important factor in her success was her ability to view the problem from the company's perspective.

*“It is important for the government to see a problem from a private-sector perspective and then try to find solutions that might be palatable to the business.”*

– Coleen Volk, Deputy Secretary to the Cabinet (Senior Personnel), Business Transformation and Renewal, Privy Council Office (former Assistant Deputy Minister, Environmental Stewardship Branch, Environment Canada)



Watch the video interview with  
Coleen Volk: [go.ivey.ca/coleenvolk](http://go.ivey.ca/coleenvolk)

# In the Media

*There were more than 40 unique articles mentioning The Lawrence Centre and/or Professor Paul Boothe in 2013/2014 in national and regional publications including The Globe and Mail, The Toronto Star, Financial Post, Ottawa Citizen, Montreal Gazette, Maclean's Magazine, and Canadian Business. There were also 13 op/ed articles by Boothe in publications including iPolitics, The Globe and Mail, Maclean's Magazine, and The Toronto Star. He also had an article in the peer-reviewed journal Canadian Public Policy. Here are some of the highlights.*

## ■ **The Globe and Mail, November 12, 2014**

Although Canada's manufacturing sector has been hard hit by the recession, the Lawrence Centre shared how nine companies avoided the slump. Professor Paul Boothe, Director of the Lawrence Centre, also discussed the findings from the Centre's study, "The Future of Manufacturing: Learning from Leading Firms."



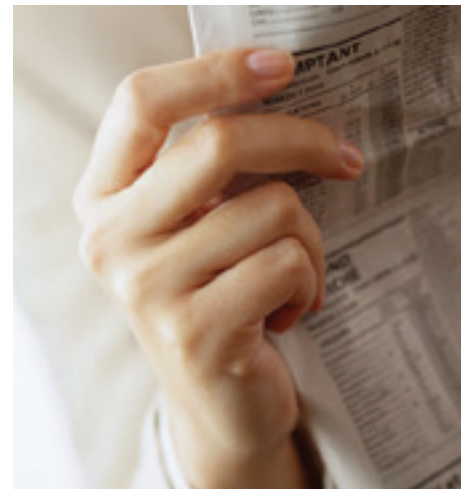
Read the article: [go.ivey.ca/lessonsfromninecompanies](http://go.ivey.ca/lessonsfromninecompanies)

## ■ **Maclean's Magazine, July 29, 2014**

The Lawrence Centre team of Professor Paul Boothe, Director of the Lawrence Centre, and Research Assistant Mikayla Johnson examine how labour productivity statistics are calculated and the productivity gaps between Canada, Germany, Korea, and the U.S. in their article, "The case of the shrinking productivity gap."



Read the article: [go.ivey.ca/productivitygap](http://go.ivey.ca/productivitygap)



## ■ **Institute of Public Administration of Canada, Spring 2014**

Adjunct Research Professor Richard Dicherni gives advice on managing people, the organization, your time, and an external network in, "A Letter to a New Deputy Minister."



Read the article: [go.ivey.ca/newdeputyminister](http://go.ivey.ca/newdeputyminister)

## ■ **The Globe and Mail, November 19, 2013**

Should taxpayers be looking for tax cuts while provincial debts are rising? Professor Paul Boothe, Director of the Lawrence Centre, weighs the pros and cons of tax cuts and the role of government in his article, "Could Ottawa's balanced budget help provinces reduce deficits?"



Read the article: [go.ivey.ca/balancedbudgets](http://go.ivey.ca/balancedbudgets)

## ■ **Canadian Public Policy, University of Toronto Press, Volume 39, No. 3 / September 2013, pp. 359-370**

Professor Paul Boothe, Director of the Lawrence Centre, looks at the changing nature of regulation-making and the role that economists should play in his article, "Making Good Regulations."



Read the article: [go.ivey.ca/utpjournals](http://go.ivey.ca/utpjournals)

# Lawrence Centre Team 2013/2014

## Director

<b>Paul Boothe</b>	Professor, Business, Economics and Public Policy
--------------------	--

## Staff

<b>Leslie Coates</b>	Research & Program Manager
----------------------	----------------------------

<b>Brook Coatsworth</b>	Research Associate (until August 2014)
-------------------------	--

<b>Omar Fayoumi, HBA '14</b>	Research Associate
------------------------------	--------------------

<b>Bing Feng, Honours BA Economics '14</b>	Research Associate
--	--------------------

<b>Sandra Octaviani, Honours BA Economics '14</b>	Research Associate
---	--------------------

<b>Penni Pring</b>	Program Coordinator
--------------------	---------------------

## Summer Research Assistants

<b>Mikayla Johnson, HBA '15</b>
---------------------------------

<b>Caroline Nahn, HBA '14</b>
-------------------------------

## Fellows

<b>Richard Dicerni</b>	Adjunct Research Professor
------------------------	----------------------------

<b>Andrew Dooner</b>	Director, KPMG's Strategy & Operations
----------------------	--

<b>Dave Hudson</b>	Visiting Fellow
--------------------	-----------------

<b>Dennis McConaghy</b>	Visiting Fellow
-------------------------	-----------------

<b>David Moloney</b>	Adjunct Research Professor
----------------------	----------------------------

<b>Jean-Louis Schaan</b>	Professor, General Management
--------------------------	-------------------------------

<b>David Sparling</b>	Professor, Operations Management
-----------------------	----------------------------------

<b>David Wood</b>	Lecturer, Operations Management
-------------------	---------------------------------

**Lawrence National Centre for Policy and Management**

[www.lawrencecentre.ca](http://www.lawrencecentre.ca)

**Ivey Business School at Western University**

1255 Western Road,  
London, Ontario N6G 0N1  
519-661-4253

Follow the Lawrence Centre:



@lawrencecentre



Lawrence National Centre  
for Policy and Management

WESTERN UNIVERSITY · CANADA