



The Tri-Athlete: THE IMPORTANCE OF PRIVATE, PUBLIC, AND NOT-FOR-PROFIT SECTOR INVOLVEMENT

AN ADDRESS BY
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IVEY

Richard Ivey School of Business
The University of Western Ontario

Lawrence
National Centre

The Sixth Annual Thomas d'Aquino Lecture On Leadership

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The Tri-Athlete: The Importance of Private, Public and Not-for-Profit Sector Involvement, An Address by Hon. Michael H. Wilson.
Report prepared by the Lawrence National Centre for Policy and Management
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■ ■ Thomas d'Aquino

At a tribute dinner in Toronto, in 2006, attended by a thousand well-wishers honouring Tom d'Aquino, one prominent Canadian leader said “no Canadian has done more over the past thirty years to shepherd Canadians in the way of wiser public policy.”

The achievements of Tom as a lawyer, entrepreneur, author, educator and strategist are well known. He is perhaps best known for his leadership of the Canadian Council of Chief Executives, our country's premier business association composed of 150 chief executives and entrepreneurs. Member companies administer \$4.5 trillion in assets, have a yearly turnover in excess of \$850 billion and are responsible for the vast majority of Canada's exports, investment, research and development, and training. Under Tom's leadership, the Council has played a highly influential role in the shaping of fiscal, taxation, trade, energy, environmental, competitiveness and corporate governance policies in Canada. He is acknowledged as one of the private sector architects of the Canada-United States free trade initiative and of the North American Free Trade Agreement. He is active in policy circles throughout the world and has been referred to as “Canada's most effective global business ambassador.”

Tom is very proud of his roots in Western Canada. A native of Nelson, British Columbia, he was educated at the universities of British Columbia, Queen's and London (University College and the London School of Economics). He holds B.A., LL.B. and LL.M. degrees and an Honorary Degree of Doctor of Laws from Queen's University and from Wilfrid Laurier University.

Described as “a master of multidisciplinary skills,” Tom honed his experience in government, business and law. He has served as a Special Assistant to the Prime Minister of Canada and as a founder and chief executive of Intercounsel Limited, a firm specializing in the execution of domestic and international business transactions and the mentoring of chief executives on public policy strategies. He also served as an international trade lawyer and as an Adjunct Professor of Law lecturing on the law of international business transactions, trade and the regulation of multinational enterprise. Tom currently serves on numerous boards including Manulife Financial Corporation, CGI Group Inc. and Coril Holdings Ltd. He chairs the National Gallery of Canada Foundation and the Advisory Council of the Lawrence National Centre at the Richard Ivey School of Business. He is a Distinguished Lifetime Member of the Canadian Council of Chief Executives.

A prolific writer and speaker, Tom is the co-author of *Northern Edge: How Canadians Can Triumph in the Global Economy* and he has addressed audiences in forty countries and in over one hundred cities worldwide. For thirty years, Tom has practiced leadership. For thirty years, he has been a close observer of leadership in others. Few Canadians are as well positioned as Tom to speak on the meaning of leadership.



Thomas d'Aquino
CHAIRMAN & CHIEF EXECUTIVE
Intercounsel Ltd.
CHAIR
*Lawrence National Centre
Advisory Council*

Photo by Jean-Marc Carisse

Richard Ivey School of Business



Carol Stephenson

DEAN
Richard Ivey School of Business

In 2006 I announced the establishment of the Annual Thomas d'Aquino Lecture on Leadership. Tom was invited to deliver the inaugural lecture, which was presented on November 9, 2006, at both the Richard Ivey School of Business and the Toronto Club. In 2007, the lecture was presented by Kevin Lynch, Clerk of the Privy Council and Secretary to the Cabinet of the Government of Canada, in 2008 by David Dodge, Chancellor of Queen's University and former Governor of the Bank of Canada, in 2009 by the Honourable John Manley, President and Chief Executive Officer of the Canadian Council of Chief Executives and former Deputy Prime Minister of Canada, and in 2010 by Annette Verschuren, President of The Home Depot Canada and Asia.

In the past, a welcome would have been extended to you by Jack Lawrence, a distinguished alumnus of the Richard Ivey School of Business and founder of the Lawrence National Centre for Policy and Management. Those of us who knew Jack and valued his friendship continue to mourn his passing in August 2009. Jack believed firmly in corporate Canada's ability to affect the direction of public policy and in the importance of sound policy in ensuring a powerful voice for Canada on the global stage -- themes that are very much reflected in the career of this year's speaker.

It gives me great pleasure to welcome the presenter of the Sixth Annual Thomas d'Aquino Lecture on Leadership, the Honourable Michael Wilson, Chairman of Barclays Capital Canada Inc.

Mr. Wilson is an exemplary leader and proud Canadian. In addition to a distinguished career of more than 20 years in the private sector, he has provided sound economic advice to the Canadian government as Minister of Finance, Minister of Industry, Science and Technology, Minister for International Trade, and as Canada's 22nd Ambassador to the United States. Mr. Wilson has been deeply active in a number of professional and community organizations, and is a Companion of the Order of Canada.

Lawrence National Centre for Policy and Management

The Lawrence National Centre for Policy and Management at the Richard Ivey School of Business is honoured to present the Sixth Annual Thomas d'Aquino Lecture on Leadership delivered by the Honourable Michael Wilson. Our students are appreciative of this inspirational message about the importance to take on positions in each of the private, public service and not-for-profit sectors.

Mr. Wilson addresses the important role of the individual, in all three sectors,

- *to be deeply engaged*
- *to aspire to leadership positions, and*
- *to seek to influence change for the good*

While the sectors are distinct, Mr. Wilson notes that one critical theme which reaches across and through each of them is integrity – in decision-making, in leadership, in communications, in transparency and in relationships. The world financial crisis revealed where and how some major institutions lost track of this value.

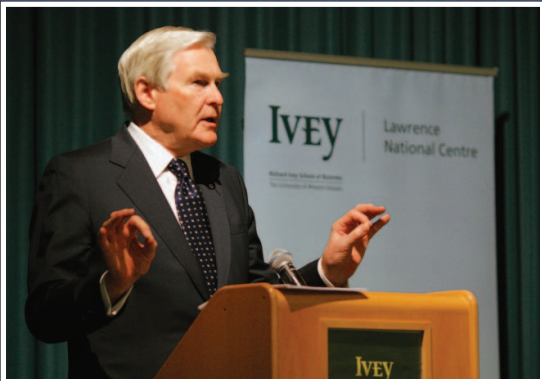
In this most thoughtful and stimulating presentation and discussion, Mr. Wilson emphasizes that there is no more important 'bottom-line' in business today than the strict adherence to policies and practices rooted in integrity on an institutional and individual basis. Decision-making today is more challenging than ever. There are pressures to act precipitously and cut corners, to promote self-interest over the public interest and leaders must manage these pressures and remain conscious of their duties and obligations to the greater good.

Mr. Wilson emphasizes that the world will function better when our leaders act with a better sense of how the three main spokes of the societal wheel work and think. Real leadership involves being well rounded, not inward looking, and drawing upon learning experiences from other aspects of how our country works. His message compliments that of the Lawrence National Centre in our goal to encourage the next generation of leaders to achieve greater cooperation between government and business for a more competitive Canada.



Dianne Cunningham

DIRECTOR
Lawrence National Centre



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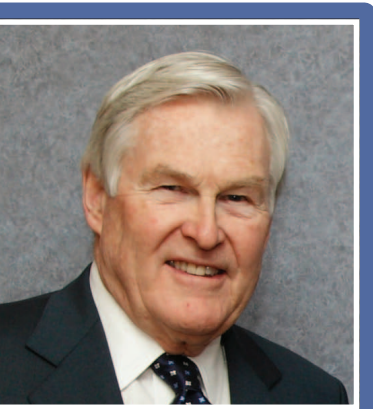
*The Sixth Annual
Thomas d'Aquino Lecture
on Leadership*



***The Honourable
Michael H. Wilson***
CHAIRMAN
Barclays Capital Canada Inc.



■ ■ The Honourable Michael H. Wilson Chairman, Barclays Capital Canada Inc.



*The Honourable
Michael H. Wilson*
CHAIRMAN
Barclays Capital Canada Inc.

Michael Wilson is the Chairman of Barclays Capital Canada Inc. Based in Toronto. Mr. Wilson joined the firm on June 14, 2010 and is currently responsible for managing Barclays Capital's client relationships in Canada.

Previously, Mr. Wilson was Ambassador of Canada to the United States of America from March 13, 2006 to October 9, 2009. Prior to taking up his position as Canada's 22nd Ambassador to the United States, Mr. Wilson was Chairman of UBS Canada, an operating division of UBS AG.

Before joining UBS in July 2001, Mr. Wilson was responsible for RBC Financial Group's Institutional Asset Management business. He also served as a Vice Chairman of RBC Dominion Securities, responsible for senior client relationships and advice to both Canadian and international companies and governments. Following his service in government, Mr. Wilson launched Michael Wilson International in 1993 to offer corporate clients advice on international trade and related issues.

Mr. Wilson was elected to the House of Commons in 1979. In September 1984, he was appointed Minister of Finance and remained in that position until May 1991. He then became Minister of Industry, Science and Technology and Minister for International Trade. In this latter position he had responsibility for the NAFTA negotiations. During his tenure as a member of the Cabinet, Mr. Wilson represented Canada at the G-7, IMF, World Bank, OECD, GATT and other international Ministers meetings.

Prior to his career in public life, Mr. Wilson's career was in investment banking with various responsibilities in corporate, government and international finance. He was also Director of a number of companies including BP plc and Manulife Financial.

Mr. Wilson has been active in a number of professional and community organizations, including NeuroScience Canada Partnership, The Centre for Addiction and Mental Health, the Canadian Cancer Society, the Canadian Council for Public-Private Partnerships and the Canadian Coalition for Good Governance. He has received a number of awards for his work in these fields, as well as from The Conference Board of Canada, The Public Policy Forum and The Rotman School of Business. Mr. Wilson is a Companion of the Order of Canada and has honorary degrees from the University of Toronto, York University and Trinity College at the University of Toronto.

Mr. Wilson is married to Margie. They have two children and five grandchildren. He also finds time for golf and powder skiing.

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The Tri-Athlete:

THE IMPORTANCE OF PRIVATE, PUBLIC, AND NOT-FOR-PROFIT SECTOR INVOLVEMENT

Thank you honoured guests. I am delighted to be asked to share some views on leadership with you. While I was reflecting on what I might say to you I saw a reference to the expression “tri-athlete,” a concept introduced by Joseph Nye, former Dean of the Kennedy School at Harvard. He uses this concept to encourage his students to take on leadership positions in each of the private, public service and not-for-profit sectors.

I realized that I have been a tri-athlete, so this morning I felt it might be of interest to you if I elaborated on this concept based on my own experience. Hopefully, I can encourage you to pursue this course in your own career. Let me hasten to add that I did not leave university with the objective of being a tri-athlete. I simply went in that direction inadvertently, by following instincts, which were imbedded in me as I grew up. Let me elaborate.

Entering the financial business was a slam-dunk. My father was a senior executive in the business so I was exposed to it as I was growing up. Then I had two summer jobs where I learned a lot – one with a broker and then with a life insurance company. And the university courses that really turned me on were money and banking and corporate finance. So it was an easy decision.

The public sector was not so direct. Cutting through the twists and turns that led me into elected life was my great interest in public policy and a strong belief that the country needed a change in direction. I wanted to be a part of it. You should understand that it was my policy interest that drove me into politics, not any passionate interest in the rough and tumble of political struggles and intrigue. That came later and I loved that too.

My not-for-profit involvement was more evolutionary as well. I lost two high school friends to cancer. One of them was the son of a British soldier who was killed in World War II. His mother brought him to Canada, worked hard to give him good schooling and shortly after graduation he died. That was such a sad outcome and had a lasting impact on me. So when I was asked to do some volunteer work for the Cancer Society, I immediately accepted. That lead quickly to increasing responsibilities, some public speaking and soon I was heading to be Ontario President when the 1979 election intervened. My involvement in volunteer work was also heavily influenced by activities of both my parents and

grandfather, each of whom always had some volunteer work on the go. That continues to be the case for me.

Perhaps, I was pre-ordained to become a tri-athlete and if so, I was really fortunate. But why? So why do I think it is important to be a tri-athlete?

First, I should give you my definition of what that means. It does not mean that you have to become a chief executive officer, elected politician or a seven-figure philanthropist. Very few achieve all of that. My definition would be that a tri-athlete is someone who is deeply engaged in all three, aspires to leadership positions in all three and seeks to influence change for the good in all three. Again, let me elaborate.

Not everyone can be number one in his or her company or organization. But my experience has been that around the leader is a small group of three or five people who form the leadership of the organization. This applies in both private and public sector. Being in the leadership group, I believe qualifies for tri-athlete status.

The public sector component of being a tri-athlete is more complex. Certainly a Minister qualifies. But elected politics is definitely not for everyone and besides, how does a business leader qualify for the public service component? Today successful private sector leaders must be deeply engaged in the public policy elements of their business. And in the globalized world we live in, that should not be limited to domestic policy alone. International policy influences in some businesses can be even more important. So this deep engagement will likely immerse business executives in the public policy process. In addition, there are always opportunities to serve on advisory boards or commissions.

Networks are an essential element for both private and public sector leaders. Within the private sector world they are critically important to developing business. And in some sectors, it is very important that those networks interact with public sector people, both elected and non-elected. Networking by public sector leaders into the private sector is also very important to understand the significance of a particular policy or the general business environment. Networking must flow naturally in a tri-athlete world.

Now having private sector experience can be very important to success for a government Minister or senior

bureaucrat. Let me draw on my personal experience on this point to illustrate what I mean. The examples that I will give you might not apply to your particular interests or circumstances. I provide them to help make my point.

The investment business, where I was employed for twenty years prior to politics, exposed me to many sectors of the economy. I became increasingly aware of the public policy influence on a number of these sectors. As an investment person, I had to understand the business models of a range of companies and the impact of extraneous influences, including public policy, on them. This knowledge that I developed in a broad range of industries became very helpful to me when I entered public life. It was particularly the case with the financial and energy sectors, as well as in the negotiations of the US/Canada Free Trade Agreement and NAFTA.

In the course of my private sector responsibilities, I met a number of public sector leaders. This growing network helped me with my job but also became an important information base for me when I entered public life. I also had the advantage of being exposed to international influences. I worked outside of Canada for two years and travelled extensively as part of my job. This was not a common experience back then and it helped me considerably both in my job and later in public life. Today, I would say that it is practically a requirement for success in a leadership position to have had international experience. It is certainly advice that I would give each of you here, regardless of your aspirations.

Let me pause for a moment and reflect on how much of a tri-athlete I was when I entered politics. I do this to make the point that I was well along the way while never being a CEO, not being a Minister in government or even being elected. By then, I was 41. I was a part of the leadership group in my firm, I was deeply engaged in many public policy considerations as they applied to my job responsibilities and I had been in three leadership positions in the Canadian Cancer Society.

Now how did this prior experience affect my responsibilities in Parliament? Following my election in 1979, I became a junior Minister in the short-lived Clark government, then had 4½ years in Opposition, followed by 9 years as a Minister in the Mulroney government.

The most important observation that I can make is that on becoming a Member of Parliament and Minister in the government, I had a good understanding of the two key sectors of the non-government world, as my focus shifted to one where I was dealing with issues where

my primary responsibility was to represent the public interest. I brought to my new position an understanding of the responsibilities and interests of private business and a deep experience of the activities of a major not-for-profit organization, which had to interact with both government and government agencies on the one hand and the general public and the private sector on the other. But, very importantly, arising out of this understanding of this broad interaction was the network that I was able to draw upon and expand in my responsibilities in public life. Let me illustrate that with a few examples of specific issues I faced while I was in opposition and later as Minister of Finance and then Trade and Industry.

I was opposition critic for each of Industry, Energy and Finance. Many times I went back to people that I knew in the private sector when I needed to develop a better understanding of the impact of certain government policies. This was particularly important in the changing political environment during that period relating to foreign investment, energy and taxation. Did I simply adopt the views of my private sector contacts to formulate my position? No. But their views helped me build a more balanced position that reflected both their private sector perspective and the public policy drivers.

One of my responsibilities as Minister of Finance was to meet regularly with the Governor of the Bank of Canada. We would discuss the outlook for the economy, any developing issues and the role that monetary policy might play. My early experience as a bond trader was very helpful. I had worked in this world and understood instinctively the issues we were discussing. And my need as an investment banker to interpret markets to my clients prepared me well to have an active dialogue in these discussions. I was surprised when Governor Bouey said at his retirement dinner that he was able to do some things in the conduct of monetary policy that with other Ministers would have been much more difficult. Clearly my experience in the private sector was the differentiating factor. My investment background also helped me in preparing budgets, fiscal policy, privatization decisions and initiatives in changing regulations of the energy, banking and transportation sectors.

My involvement with the Cancer Society exposed me to health care and social policy issues that would never have been part of my life as an investment banker. I could assess these issues from my not-for-profit perspective and not simply as a financial issue. I am sure I was more sensitive and understanding of the many issues that my colleagues brought to me in the health and social policy field. And finally, the extensive travel and work

experience with my investment activities were helpful to me in a world that was becoming increasingly global and interconnected.

Throughout this period, I developed a better understanding of how the private sector and government must work together. We were living then in a period of very constrained resources as government. We had to reduce the deficit and produce a sustainable debt position. This required economic growth to generate the revenues, which would be the primary contributor to that objective.

Companies and their leaders have a primary objective of producing returns for their shareholders. Innovation, productivity, dynamic leadership and a strong work ethic are essential ingredients to their success. Their success was critical to our success as a government. Governments must generate and manage policies, which do most of the things that the private sector does not do, such as provide health care, education, policies for the disadvantaged, defense policy and national security.

The primary interest of the private sector leadership is the viability and growth of their company. The primary responsibility for government is the protection of the public interest. But there is increasing overlap in some areas such as research, training and health care. Increasingly, the work of government and the private sector is merging in the collective interest of the country.

A case in point. There is a concept discussed in the Harvard Business Review called 'Shared Value' wherein business decisions serve the public and shareholder interest alike. One major global company in India reduced its demands on the public water supply. This forced itself to be creative in its production process which saved the company money, sustained output and lessened demand on limited natural resources of the country. The result, shared value for the country, the community and the company.

Governments must conduct policies in a way, which takes into account the interests of the private sector. Tax policy must not be overbearing and must provide incentives where possible. Private sector delivery of government services should be used if this does not conflict with the public interest. Regulations must find the right balance between protecting the public interest while not interfering excessively with the operations and natural strengths of the private sector.

It is in this world that tri-athletes become very important. People with knowledge, sensitivity and a broader sense of values that comes from deep engagement on both

sides of the private/public divide and experience in the not-for-profit world can make a more substantial contribution to the broad public good.

Now, have I forgotten about the part that the not-for-profit sector would play in this world? Not at all. In many ways, not-for-profit leaders are the conduit or even the glue between the private and public sectors. This is particularly the case in healthcare, social issues, research activities, education and the delivery of services that are typically a government responsibility. The public/private partnership model is a primary example of this as it relates to hospitals, highways, correction centres, and others.

But I think the most important outcome of the broad concept of the tri-athlete is the softening of the edges among the three sectors. With broader and deeper engagement comes greater understanding. That greater understanding leads to a more sensitive and broader set of values in all three sectors that breeds a stronger sense of community within the country.

Now it would not surprise me if some of you are thinking, how will this affect me financially? The direct answer to that is, it depends! It depends on how heavily you get involved in the public sector. If that is simply becoming heavily engaged as part of doing your private sector job, it might well enhance your earning capability. The other extreme is to run for public office. That undoubtedly will cost you financially in the short run. But it might well enhance your value to a company when you leave public life.

But one thing is certain. The opportunity and sense of accomplishment of participating in public life and contributing to decisions, which make a difference to your country or your community do not have a financial value. For some, it is the sense of obligation to serve, something that is particularly the case with our military. For others, it is the desire to change things to improve the immediate world around us. And as for giving of your time for a not-for-profit organization that you believe in, that to me is part of your responsibility as a good citizen. But above all, you will be exposed to the views and, in many cases, the friendship of some very interesting people.

So let me conclude with a few comments on how being a tri-athlete helped me with my responsibilities as Ambassador to the United States. The bi-lateral relationship between Canada and the United States is probably the broadest, deepest and most complex of any

in the world today. Our economies and business sectors are highly integrated as a result of the US/Canada Free Trade Agreement and NAFTA. Our national security interests are closely intertwined. We share a long border; we participate in many international organizations; we share many values; our histories have many common features even though there are marked differences. And we share a common language. We travel extensively to each other's country although more one way than the other. And I would say that the concept of the tri-athlete is well developed in each country with the many benefits that comes from that. So how as Ambassador did I benefit from being a tri-athlete? I did in many ways.

Prior to this I had extensive dealings with the U.S. both in the private and public sector. I also was well plugged into the Canadian private sector and political machinery. As a government Minister, I participated in the activities of many international organizations such as the IMF, G-7 and GATT. Many of the issues that I had dealt with then were still on the table. My active involvement in the two trade negotiations with the U.S. gave me a good understanding of the U.S. economy and the workings of their political system. The contentious issues between our two countries over the years have been largely economic or financial and in many cases highly political – two of the three pegs of my tri-athlete stool. So my experience as a tri-athlete was directly applicable to my Ambassador responsibilities. And now, having left my position as Ambassador, my clients are benefitting from the greater understanding I have of that country, which is so important to us in Canada.

Let me make another point. One result of being a tri-athlete, for better or worse, is that I have developed a fairly high profile in the community. Among other things, this has helped me generate greater impact for a cause, which I feel very strongly about – reducing the stigma surrounding mental illness and developing greater awareness and understanding of an illness, which is more prevalent in our communities, than is generally known. Being a tri-athlete made this activity possible.

Now, let me pull all of this together and contrast how decision-makers think in each sector. This in itself could be the content of a full speech so this will be very cursory. The private sector thinking might go as follows:

Does this fit in our core business?

Is it consistent with our strategy?

What is the Rol?

Do we have the resources to carry this through?

What is the financial impact?

Will this improve our competitive position?

Our productivity?

Are there any public policy considerations?

Do we need a public announcement?

The government decision maker has a broader set of considerations.

What is the policy reason for doing this?

Is this consistent with government policy?

Does it break any election promises?

Is it compatible with PM or Ministerial public statements?

What are the politics?

Are there any national security issues?

Is this provided for in the fiscal framework?

Have there been public or informal consultations?

Any reactions?

Do we have to do this? Can we defer the decision?

What is the communications plan?

In the political world most significant decisions require a public announcement. There will be an immediate reaction to this from the Opposition parties, the media and, in many cases, private sector interests. The communication plan must anticipate all of these and address them in the announcement? This is different from the private sector where in most cases; the announcement may be unnecessary or very low key.

Should the PM or a Minister make the announcement or is a press release sufficient?

And the not-for-profit process:

Does it meet our mandate?

· is this building on our policies to date?

· is it breaking new ground?

What is the impact on our target client base?

Do we have the human resources to execute this?

Can we afford it? Is there government funding available? Do we need a special fund-raising program?

Do we need to support this with a public relations program?

Will our financial supporters react positively?

· Is it compatible with current government policy?

To sum up, the private sector perspective is very much oriented to the corporate interests. The public sector must combine the policy imperatives, the management of the politics generated by the decision and the ensuing public debate. The not-for-profit sector falls somewhere in between but must be very sensitive to the financial considerations.

One final qualification. The experiences that I have enjoyed over the years are meant to be a guide or an illustration of how I interpret Joe Nye's concept of a tri-athlete. They are not a roadmap. Each one of you will follow different paths in your career. Your interests vary. You each have different skills on which to build. Most of these can be used as you seek ways to expand your activities beyond one sector.

All that said, there is one critical theme, which reaches across and through each of the sectors that the tri-athlete works in, and learns from. That theme is integrity - integrity in decision-making, in leadership, in communications, in transparency and in relationships. The world financial crisis revealed where and how some major institutions, particularly in the US, lost track of this value. There is no more important 'bottom-line' in business today than the strict adherence to policies and practices rooted in integrity on an institutional and individual basis.

Decision-making today, in many respects, is more challenging, more difficult than ever. The world moves at a startling pace, information flows instantly from one

place to another, the 24-hour media generates news and controversy and uncertainty at a real clip. There are pressures to act precipitously and cut corners - pressures that promote self-interest over the public interest and leaders must manage these pressures and remain conscious of their duties and obligations to the greater good.

I hope that you will develop your interpretation of being a tri-athlete and apply it to yourself as your career evolves. You will each go your own way, some quite different from others. But the broad themes of the tri-athlete model are quite consistent. And regardless of whether you become an active tri-athlete, it is essential that you understand the other sectors. Being a tri-athlete helps you to understand better the world around you. This world will function better when our leaders act with a better sense of how these three main spokes of the societal wheel work and think. Real leadership is being well rounded, not inward looking, and drawing upon learning experiences from other aspects of how our country works.

I hope that my experience will help you anticipate and plan how you can be a tri-athlete. My closing thought to you is that my life as a tri-athlete has taken me in many different places, down many interesting paths and introduced me to some very interesting people. It has kept my learning curve rising steadily and, I believe, made me a better person.

I can only wish the same for you.

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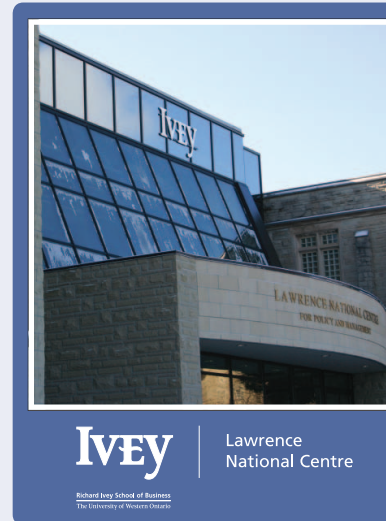
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Lawrence National Centre for Policy and Management

The Lawrence National Centre is committed to the development of sound public policy by providing a national forum for business, academia and government to think globally, act strategically and contribute to the societies in which they operate. The Centre creates dynamic networks that bridge business, academia and government.

■ ■ *“If we could really achieve more cooperation between government and business, we would see a quantam leap in economic performance and productivity.”* ■ ■

JACK LAWRENCE, Founder
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