


Intouch



The Leadership Issue

Michael McCain, HBA '79, and other outstanding Ivey alumni reflect on what it takes to lead with vision and values.



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Many Ivey graduates have gone on to lead major organizations in Canada and beyond. We speak to a few of them about the meaning and impact of their personal leadership styles. Each one has his or her own take on the central challenge of business today.

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Through Ivey's degree programs, high-potential women and men hone their leadership skills and prepare to take on the world. We talk to some representatives of the graduating class about what they have learned at Ivey that will shape them in their future leadership roles.

“At Ivey we learned to lead within a group—not necessarily to tell the group, but to participate, sell your ideas and delegate. No-one has the whole truth: the truth is the product of a team effort.”

Rafael Hospina, MBA '10



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Left Turn

When Marc Reid, MBA '07, was a boy, his mother suggested he try riding as something to fill the long days of summer. It took. Years later, Reid leaves consulting to develop his own riding school and boarding farm.

“It’s a seven-day-a-week job, anywhere from eight to 20 hours a day. But I’m doing it all for me and my family.”



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Intouch on the Web
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Intouch

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Intouch is published by the Department of Advancement at the Richard Ivey School of Business, The University of Western Ontario, London, Ontario, Canada, N6A 3K7

Intouch welcomes input from all alumni for letters to the editor, articles or ideas on themes. Please send all address changes to Advancement, Richard Ivey School of Business, The University of Western Ontario, London, ON, Canada N6A 3K7, via e-mail to alumni@ivey.uwo.ca or over the web at www.ivey.uwo.ca/alumni.

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Cover Photo: Nation Wong

Dean's Message

As you prepare for leadership, be open to new opportunities that aren't necessarily the ones you might have envisioned for yourself. Some of the best jobs I've ever had were the ones that nobody expected me to succeed at!

Leadership—we all know it matters enormously, but it's a mysterious concept, defined different ways by different people. In the context of this special Leadership Issue of Intouch, I want to share with you a few of my ideas.

In my view, the CEO is the keeper of the company's values and culture. She is a strategist with a talent for seeing what's coming around the next corner. A great leader is someone who attracts and develops great leaders and watches with pleasure as they pursue success. Personally, I prefer to lead through influence, rather than power. I'm a collaborative, open-minded leader, but I'm rigorous when it comes to execution.

I believe that people respond well when they are empowered to act—when leaders set goals and remove roadblocks and then stand aside and let them do their jobs. And being collaborative simply leads to better ideas—nobody has all the good ones.

How are leaders made? I don't believe they come out of the womb ready for the corner office. They are shaped by their environment—family, community, education, and experience. Shaping leaders is the business we're in at Ivey, and no school does it better.

Last spring we began an intensive study of the leadership issues at the heart of the financial crisis. We asked ourselves and many others tough questions. This fall, we'll release the findings in a no-holds-barred report that I am confident will have a profound and enduring impact on leadership practice and leadership development for years to come.

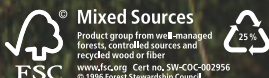
If I had one word of advice to our graduating students, it would be to approach life with quiet confidence. As they take on their first management roles, I hope they are confident in their capabilities, yet humble enough to know their limits.

Leadership is an achievement, not a right. As the careers of the top leaders in this issue reflect, it comes with experience, proven value, and character. Ivey is an important stop along the way to leadership, but it is a long road and there is always more to learn.

*Carol Stephenson, O.C., Dean
Lawrence G. Tapp Chair in Leadership*



PHOTOGRAPHER: BRIAN HILLIER





Coffee With Professor Kathleen Slaughter

Is there an Ivey prof, current or retired, who you'd like to have coffee with? Send your suggestions to intouch@ivey.uwo.ca

“Ivey has a great future in Hong Kong, but we need more people over here, writing cases, doing research, connecting with the business community.”

Kathleen Slaughter worked at IBM for eight years after graduating from Western, and then spent seven years at home while her sons Jason and John were both in school. She joined Ivey to teach management communications in 1983, and quickly became a popular and well-respected teacher. After stints as Director of the HBA program and the executive program Accelerating Management Talent, she moved to Hong Kong in 2003 as Associate Dean, Ivey Asia.

How did you end up teaching at Ivey? When I graduated, I said there were two things I would never do—live in London and teach. The lesson is, never say never! In 1983 Peter Newson, MBA '68 and Jim Erskine, MBA '67 were putting together a

program in communications to replace a report writing program that had been taught for many years. When I was in sales with IBM, I had the opportunity to be a guest instructor in sales training and I really enjoyed the experience. Joe DiStefano was associate dean and when he called, I said I would take the job, but only for one year. That year, my teaching ratings weren't great and the program was only fair. I was so upset I stayed another year—and 27 years later I'm still here.

What have you enjoyed about Ivey? Everyone is supportive and positive, and I made good friends at the School. I love the environment and can't imagine finding a better place to work. I get along well with the students and love to watch them change over the course of two years.

Was it hard to establish communications as an important business skill? When I first arrived, communications was the lowest rated course in the School. It was an uphill battle, but the key was changing the focus from restrictive clauses



PHOTOGRAPHER: MA TAI LEONG

and copula verbs, to presenting ideas logically and connecting with people through writing and presenting.

Why did you decide to take up the assignment in Hong Kong? It was a big step for me—I had a good reputation at the School, the kids were grown up and my husband was retired. We had a beautiful house that we loved and a great life in London. But I didn't want to look back and wonder what would have happened if...

And why have you stayed in Hong Kong? I like the energy. The whole city has a buzz about it. The business activity is amazing—there's just so much going on. Being here, I've had all kinds of opportunities I'd never have in Canada. As president of the Canadian Chamber of Commerce here, I had the opportunity to introduce Stephen Harper in November. I've had dinner with Jean Chrétien and Brian Mulroney. I meet regularly with all kinds of influential people. And I learn something new about the culture every day. It's very exciting.

What do Canadians need to learn about China? That it's a really important place. We're so focused on the U.S.-Canada relationship we're not preparing young people for a world where China is a superpower. People still think that China is a developing country. There's nothing 'developing' about it.

What do you do when you're not working? Ron and I love to hike here. There are lots of beautiful, well-kept trails in lovely countryside a few minutes outside the city. We travel a lot too. Our eldest son is living in the U.K., and our youngest is at Ivey finishing his MBA. They come here every year for Christmas and on Boxing Day, we all travel somewhere in Asia together.

What's next for you? The only thing I'm sure about is that when I leave Hong Kong I'm going to rest for a while. It's really a daunting pace here. You go seven days a week, and sometimes you realize that you've worked 20 days in a row. Beyond that, we'll see.

www.ivey.uwo.ca/Faculty/Kathleen_Slaughter.html

A Note From The Editor

Welcome to the Intouch Leadership Issue.

In a sense, every issue of Intouch is about leadership—it's what we think about and teach at Ivey, and it's certainly what our alumni do. But this issue has a special focus, timed to coincide with some exciting events at the School.

Our main feature explores the leadership styles of a sample of Ivey's most prominent graduates—women and men who have gone on to assume senior roles in some of the world's top organizations. I think you'll be impressed by the depth of their reflections on leadership, and inspired by their insightful comments.

Our second feature focuses, as is customary at this time of year, on Ivey's graduating class. In keeping with our theme, we asked graduating students to reflect on how they will lead in the future. Again, I think you'll find their perspectives thought-provoking.

Dean Carol Stephenson also takes on the question of leadership in her column. As a woman who has embraced and succeeded in non-traditional roles, she advises us to be open to the diverse possibilities of leadership and prepared to lead through influence.

All this provides a prologue to the launch of our capital campaign, the Campaign for Leadership, and the release of a new book by Ivey professors in September. The book, *Leadership on Trial*, is a challenging and provocative look at leadership in the run-up to the economic collapse of 2008, and a thoughtful prescription for the road ahead.

The message of all this is clear. Ivey is Canada's leadership school. We know what leadership is and should be. We have more than 85 years of experience in helping high-potential individuals become principled and highly effective leaders. Our global reputation as thought leaders is growing. The Campaign for Leadership will give us the resources we need to expand and enhance everything we do.



Kelly Cole
Intouch Editor in Chief
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PHOTOGRAPHER: NATION WONG

Ivey Buzz



PAUL MAYNE (WESTERN NEWS)

"May you stay curious in life; passionate about the opportunities; never stop dreaming about the impossible; forget not what lessons you have learned from these great faculty members; and, I trust you will meet tomorrow's sunrise with a lot of confidence."

Arkadi Kuhlmann, HBA '71, MBA '72, giving advice to the Class of 2010 during his Convocation address.

Ivey Board chair honored

Arkadi Kuhlmann, HBA '71, MBA '72, Chairman and CEO of ING DIRECT, received an honorary degree from The University of Western Ontario on June 18 during HBA Convocation. A Renaissance man who paints, writes poetry and rides a motorcycle, Kuhlmann is considered one of the world's most innovative business thinkers. When ING DIRECT's online banking concept was introduced to the United States in 2000, analysts predicted it would be a failure. Today, it has grown to become the country's largest savings bank with more than \$90 billion in assets.

Kuhlmann serves as chair of the Ivey Advisory Board and co-chair of the Ivey Campaign for Leadership. Also receiving honorary degrees in June: former Prime Minister Paul Martin, and former head of the Assembly of First Nations Phil Fontaine.



Four Ivey PhD graduates— Julian Birkinshaw, MBA '91, PhD '95, Andrew Delios, PhD '98, Shige Makino, PhD '95, and Professor Paul Beamish, HBA '76, PhD '85—were named among the 20 most productive scholars in international business, having contributed to 29 journals between 1996 and 2008. Beamish was second on the list.

June Cotte and Gerard Seijts were among those named as Faculty Scholars at The University of Western Ontario, in recognition of their "significant recent scholarly achievements in teaching or research."

Intouch Wants to Hear from You.

Send us your thoughts on the articles in this issue of Intouch, or any other ideas you'd like to share with fellow Ivey alumni. Tell us how we can improve the magazine. Let us know what's on your mind. Please send your letters and e-mails to: kellycole@ivey.uwo.ca

"This is a wonderful opportunity for Ivey students to showcase their strategic consulting skills and make a positive impact outside the School. We hope that some of their recommendations will rub off and have a positive impact five years from now."

Professor Oana Branzei

Students help Sarnia plan for future

Sarnia, Ontario was once the heart of the Canadian chemical industry. Today it is in the process of re-inventing itself. That process got a boost in April, when 500 HBAs descended on the city to research a project for their "Learning through Action" course, funded by RBC Financial Group. After a day of interviewing business and community leaders, the 40-plus learning teams prepared reports and presented them to a panel of experts. Among their recommendations: Sarnia should rebrand its image, cultivate its relationships with First Nations and establish a university campus.

SHORT CUT

Ivey professor Guy Holburn organized "Governance and Regulation in the Electricity Sector," a conference held in Toronto on June 4. Presenters included Glenna Carr, Chair of Atomic Energy Canada Ltd, Don Lowry, CEO of EPCOR, and Don McKinnon, President of the Power Workers' Union.

In May, Ivey strengthened its presence in India by signing a partnership for research PhD training and case writing with the Indian Institute of Management Bangalore.

"Businesses are increasingly seeing the value of strong sustainability initiatives not only to contribute to their societies, but also to drive their bottom line. In short we can do good and do well."

Allison Johnson, administrator for the Sustainability in Business Awards and Ivey professor

Celebrating business sustainability

SAP Canada Inc, in partnership with Ivey, announced the winners of the inaugural Sustainability in Business Awards. Suncor Energy and RBC were recognized as exemplars of sustainability, while Celestica Inc, Diproinduca, and Stewardship Ontario were honored for their role as enablers of both business and personal sustainability. The awards were announced at the Sustainability in Business Summit in early June, which also included a keynote address by David Suzuki.

For more buzz, visit www.ivey.uwo.ca/inside

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"The G20 group of countries has emerged as a potent new force in a world beset by economic distress, financial disarray, growing trade protectionism, discord on global environmental goals, and tensions over energy security. At the top of the G20 agenda are issues that concern us all."

Tom d'Aquino, Ivey Honorary Professor

G20, the prequel

Bank of Canada Governor Mark Carney, Deputy Minister of Foreign Affairs Len Edwards, TD Chief Economist Don Drummond, Chief Executive of the C.D. Howe Institute William Robson, and Ivey's own Dean Carol Stephenson were among the featured speakers at a Leaders' Symposium on March 25. The event was co-sponsored by Ivey and the Norman Paterson School of International Affairs at Carleton University, and chaired by Tom d'Aquino, an Honorary Professor at Ivey. The goal of the invitation-only event was to contribute to a better understanding of the issues facing world leaders and to develop a list of key priorities to address at the G20 meeting in Canada in June.

Ivey in the News

"The culture at Tim Hortons is unique, it's thick and it goes back to Ron Joyce. You think about a company that is 46 years old and has had three CEOs. The values of those individuals are so entrenched in the connection to store owners, to customers, to the brand."

Cynthia Devine, HBA '87, CFO of Tim Hortons Inc and this year's CFO of the Year, in *The Globe and Mail*

"Accounting fixes to prevent corporate governance leakages are like adding an extra layer of concrete to a crumbling dam."

Professor Mitch Stein, *The Bottom Line*, March

"As a country we have been changed. We're prouder, stronger and more united. We have demonstrated that the spirit of competition can be at one with the spirit of cooperation. It was a great moment in history for all Canadians... and we had a great time making it happen!"

Dean Carol Stephenson on the impact of the 2010 Olympics

"You have to work hard to un-bias yourself and to stick to a strategy"

Professor Steve Foerster, HBA '81, on the traits of the rational investor, *The Globe and Mail* video, March



"I've certainly grown as a person and as a businessman from my involvement with the United Way. I've met and worked with people I wouldn't have otherwise. It's also taught me how to collaborate. It made me a better person, a better negotiator."

Brian Boulanger, HBA '97

Ivey in Top 40 Under 40

Brian Boulanger, HBA '97, senior vice-president of ARC Financial Corp. in Calgary, was named to The Globe and Mail Top 40 Under 40 list. He was joined by Ted Hastings, President and CEO, Moxy Media, who is currently in Ivey's Executive MBA program. Boulanger was honoured for his business acumen and strong commitment to philanthropy. He was chair of the United Way of Calgary and Area in 2008 and continues to be very involved with the organization. Hastings runs one of Canada's leading online publishing companies, which now owns and operates more than 300 consumer information websites. He is also an avid weightlifter.

"Not only has winning provided us with seed capital, but it has also helped improve on our concept and given us confidence that we are on the right path."

Simon Choy, HBA '10

Innovation blooms

Ivey students made an excellent showing in three recent competitions featuring innovation and entrepreneurship.

Simon Choy and Charles Dieu, both HBA '10, won the \$8,000 first prize in the regional National Nicol Award competition for entrepreneurship in March. Their winning concept, ConnectAd, helps non-profits improve their ability to connect with potential donors. Choy and Dieu went on to the national competition in Ottawa on March 30.

In the RBC Next Great Innovator competition, Team Jelly Beans from Ivey placed second, and the three runners-up were also from Ivey.

Greig Perantinos, a first-year HBA student, competed in the Advancing Canadian Entrepreneurship Student Entrepreneur competition in May, after winning the regional title for his Cool Moose Creamery ice cream shops.

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"I believe that the resilience of our School in these tumultuous times can be attributed to a strong strategy, a disciplined but flexible planning process, and a culture of collaboration that extends to a very active and spirited alumni network."

Carol Stephenson, O.C.

The Anatomy of Leadership

The School's annual report is now available online or in print form, at www.ivey.uwo.ca/annualreport



Ivey's MBA program recently became one of the first to launch a smartphone application for iPhone and Blackberry. The free download will allow students and applicants to receive instant updates from Ivey's social media channels.



Among illustrious guests at Ivey recently:

- Eric Gales, President of Microsoft Canada
- Prime Minister Stephen Harper and Industry Minister Tony Clement
- Anton Rabie, HBA '94, CEO and President of Spin Master Ltd.
- David Winters, CEO of Wintergreen Advisers
- Robert Tattersall, Executive Vice-President, Senior Portfolio Manager of Howson Tattersall
- Sukhinder Singh Cassidy, HBA '92, CEO of Polyvore

Ivey in the News

"It reduces the complexity of gathering taxes, which means cost savings. Additionally, since businesses won't have to pay the PST, it should reduce their costs of producing goods so they can increase productivity and lower their retail prices."

Professor Rick Robertson, HBA '75, MBA '84, PhD '87, on the benefits of the Harmonized Sales Tax for business, Rogers Television's Newsmakers Live

"That's a pretty big step out. That's like Chevrolet making bicycles."

Professor Matt Thomson on Cirque de Soleil's new vaudeville-inspired show, Canadian Business, May

"If you are going to be a spokesperson for an entity you really should be purer than Caesar's wife."

Professor Ken Hardy on why GEICO fired an actor for being outspoken, Toronto Star, April

"Cherish false alarms. Rigorous debriefs and investigations are opportunities to learn and improve procedures and behaviours. A lack of experimentation and debriefing leads to complacency and indifference."

Professor Gerard Seijts on avoiding major mistakes, Financial Post, June

Left Turn



Marc Reid, MBA '07, started out to be a vet but somewhere along the way became a web developer instead. After Ivey he worked in Deloitte's technology consulting practice. A year ago, he bought a horse farm and started Cornerstone Equestrian Centre near Guelph, Ontario.

Made an interesting career "left turn?" Tell us about it! intouch@ivey.uwo.ca

When I was 12, my Mum told me that I couldn't sit around all summer and suggested riding. At first I turned up my nose, but then I tried it and didn't want to stop. In my late teens I was competing in A-circuit shows. But the time commitment and cost didn't work out, so I quit for six years.

While I was working at Deloitte, my dad (also an Ivey MBA) sort of poked me—he asked me if I thought you could make money in the horse business. I started looking into it and developed a business plan. We spent six months

looking for the right property and a couple more months doing the deal.

Our core business at the moment is boarding but we want to build up the riding school to be the main focus. When people start taking lessons they get to like the place and the particular horse they ride. We also offer part-ownership, so people can own a horse without all the expense.

These days my commute is a couple of seconds to my office, or a few more seconds to walk out to the barn. I do everything—I'm a

plumber, electrician, builder, fencer, I muck out the stalls and I feed and care for the horses.

It's a seven-day-a-week job, anywhere from eight to 20 hours a day. But that's buffered by the fact that I'm doing it all for me and my family.

Our biggest differentiator in the horse business is my business training. I know how to manage cash flow, track expenditures, analyze where we're making money and where we're not. Our plan is to build CEC up to become one of the premier riding schools.

Passions



Under the Sea: Maurice Chang, MBA '01, stays in touch with the natural environment by growing corals.

Tell us about your passions! Email intouch@ivey.uwo.ca

Ever since I was a child, I've kept aquariums. Once I was settled in my career, I decided I wanted a salt water aquarium. The hobby has really advanced over the years, so keeping corals and reef creatures is not as difficult as it once was.

When I started I was a bit intimidated so I found myself a network of other hobbyists who have years and years of experience. In any big city there's usually a healthy population of "reefers." They're often willing to frag a little piece of coral and give it to you. You take the piece home, glue

it to a piece of rock and grow it. Some of the easy corals grow like weeds!

Corals are amazing creatures, probably the most beautiful, colourful and surprising of all. Coral reefs are second only to the Amazon jungle in terms of biodiversity—one cubic foot of coral rock is home to hundreds of different critters.

An aquarium is a living observatory of the wild. My four-year-old is very curious and the tank has all kinds of science lessons for him. One thing you have to watch carefully when you're growing coral is the pH

balance. When we have a party in the winter, the pH in my tank goes down—simply because there are a lot of people in a small space, all breathing out carbon dioxide that dissolves in the water. When you read in the newspaper about carbon dioxide emissions affecting the pH of the world's oceans and killing off corals, it's the same problem.

This is a little escape for me to divert my attention from the stresses of everyday life. When I'm looking after my corals, I really don't think about anything else.

Ivey Buzz



"We've spent some time learning about the corporate side of a business—about how to make a business financially sound. It's also important for us to see the other side of business—that business is not just for profit."

Kenleigh Wiedeman, HBA '11 Candidate

Building the future in Kenya and Tanzania

Four HBA students—Jesse Hume, Jackel Yip, Kenleigh Wiedeman and Kathleen Prendiville—participated in the Student Development summer internship program, sponsored by the Canadian International Development Agency. They spent the summer in Kenya and Tanzania helping social entrepreneurs build sustainable businesses. Two other students, Emily Royer and Amanda Armstrong, also spent the summer in Tanzania, volunteering with Western Heads East, a program that supports women's groups that make and sell a disease-fighting probiotic yogurt product.

Ivey's new MSc in Management degree program was officially launched April 8.

Professor Chris Higgins has been named coach of the Western varsity women's hockey team.

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SHORT CUT

A team from Zhejiang University won the Ivey Coca-Cola China Case Competition, held at the Canadian Pavilion of World Expo Shanghai on May 24. The event is in its fifth year and is organized by the Ivey Shanghai and Beijing alumni chapters, with support from Ivey's Shanghai office.

Ivey has formed a case-writing partnership with the China National MBA Education Supervisory Committee (CNMESC) in Beijing and the China Management Case-sharing Center (CMCC) in Dalian. Ivey will contribute its knowledge and expertise, and Ivey Publishing will be granted exclusive worldwide distribution rights of cases developed by CMCC members.



"These two days in May were very significant for the graduating class, but also for Ivey, as it further cemented the School's position as one of the leading educational institutions in Asia."

Sam Yu, EMBA '09

Hong Kong convocation celebrated

May 17 marked the end of a two-year journey for the 35 members of the Hong Kong Executive MBA class of 2010. The class included students from Australia, Bangladesh, Canada, China, Germany, Hong Kong, Iceland, Taiwan and the U.S. Valedictorian Alexander Jaeschke, EMBA '10, reflected on the challenge of juggling studies with family and work during the worst economic recession in decades. A celebration dinner was held the night before the Convocation ceremony, marking significant anniversaries for the Classes of 2000 and 2005.

Ivey in the News

"To establish goodwill, bribery, under the table money, gifts and entertainment become an important part of business."

Shih-Fen Chen on cultural expectations in China, March

"Transformational leaders inspire greatness, focus on coaching and intellectually stimulate their employees."

Derrick Neufeld, PhD '97, ComputerWorld Canada, March

"My research is leading me to believe that the only time growth beats value is as the economy heats up and people start to believe that 'this time things will be different.' This causes them to overestimate growth and they end up paying too much for it. But it's never different. When growth beats value, it's time to worry about a correction."

George Athanassakos, The Globe and Mail, April

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Building the Future

What the new building will mean to the Ivey community.

The new Ivey building is well under way!
Check it out at www.ivey.uwo.ca/newbuilding



PHOTOGRAPHER: NATION WONG

Siamak Hariri is a founding partner of Hariri Pontarini Architects. He has established an international reputation for his work, which includes the innovative Baha'i Temple for South America, the Maclaren Art Centre in Barrie, the Faculty of Law at the University of Toronto, the McKinsey & Company Toronto headquarters, and the Art Collectors' Residence, selected in 2006 by ArtInfo as the best residential house in the world. His design for the new Ivey Business School has been an instant success with faculty, staff, students, alumni and others.

"Ivey needs a building that will attract the very best talent in students and faculty. It needs a building that people walk into and say, 'I want to be here.' It's that simple.

"The real essence of a great business

school is how it builds community. With the new Ivey building, you can't go anywhere without first walking through the Grand Hall. The three-storey space is bathed in natural light, open to the central courtyard, and framed by a monolithic fireplace, giving it a warm, open ambience. You could imagine first-year welcoming ceremonies, major announcements, graduating class events all happening around the Grand Hall. Every institution needs a heart, and this is Ivey's heart.

"I'm very fond of the glass pavilions that extend out into the landscape. I think the cafeteria especially will be an extraordinary space of great conviviality. The courtyard is also an exciting concept. From it you can see into the breakout rooms. You see the intellectual energy of Ivey all in one shot, and you understand it immediately.

Creating Knowledge

Ivey has always focused on rigorous research rooted in real-world problems with important implications for managers. Here's a sampler of some of the new knowledge created at Ivey in recent months. To learn more, visit www.ivey.uwo.ca/alumni/intouch/research

Avoiding “oops”

So why do good companies like Toyota find themselves in bad places? Professor Claus Rerup says it's all about organizational attention. The right organizational attention system detects the tell-tale signs of trouble before it's too late. Find out how “attentional triangulation” might just save your company from a big mistake.

Food for thought

How do you eat healthy if your grocery store doesn't provide healthy, affordable, sustainably produced foods? That's a question that was explored at “Food and Health: Advancing the Policy Agenda,” a conference organized by David Sparling, Chair of Agri-Food Innovation and Regulation at Ivey. Sparling argues that we have to integrate food and health policies so that we can all live long and prosper.

Long-distance leadership

Can you lead effectively when some or most of your workforce is hundreds or even thousands of miles away? Yes, if you're a true transformational leader, says Professor Derrick Neufeld, PhD '97. The secret is to keep communicating.

Healthy numbers

It looks easy on Grey's Anatomy, but scheduling surgery is actually a pretty complex business. Overtime costs can be high if surgeries go over, but an empty OR means longer wait lists. Professor Mehmet A. Begen is using management science to develop a model for scheduling surgeries. And if it works for surgery, why not other appointments...?

Good listener

So you think you're a pretty good communicator because you can tell a joke or spin a tale? Professor Michael Sider says the most common pitfall people make in communicating is not listening enough. Listen to some of Sider's other tips for powerful communication!

Popular girls don't rule

In a group, everyone wants the purse the popular girls are carrying, right? Not quite. A study at Ivey looked at two networks, one students and one seniors, and found that influence flows in both directions. In other words, the group influences the central individuals as well as the other way around. What implications does this have for your next marketing campaign?

Banks will be banks

President Obama has been talking tough to banks recently, telling them to ease up on credit restrictions and support entrepreneurship. Will it work? Not according to Professor Adam Fremeth, HBA '00. Fremeth studied an earlier attempt to loosen credit through public policy and found that banks continued to lend to mid-sized firms with whom they had established relationships. Big surprise.

Marriage made in heaven

Like a successful marriage, winning partnerships between for-profit and non-profit organizations require give and take and consideration for the needs of your partner. New research from Oana Branzei and others explores the factors that make these cross-sectoral marriages work.

Social value = Economic value (or not)

For years TD Canada Trust has been supporting Toronto's Pride Week, a celebration of the gay, lesbian, bi-sexual and transgender communities. A controversial move, but one that has ultimately paid off. Walmart, on the other hand, ditched the GLBT community unceremoniously when it encountered opposition. So how do you create economic value through social action? Cara Maurer, HBA '96, MBA '00, PhD '09, has some ideas.

“The building is designed to earn gold LEED certification. It will be surrounded by more than 6,000 square metres of green space and use white roof and green roof technologies. It will use 62% less indoor water and 50% less energy than a conventional building. At the construction site the goal is to achieve 75% or greater landfill diversion.

“This project has been one of the most rewarding experiences of my life. It's on time and tracking slightly under budget. It's an extraordinary team effort, everyone is great to work with, and decisions are made very effectively. It's a blessed project. It better be—my daughter is going there!”



How do you lead?

Ian Ihnatowycz, MBA '82, President, CEO and Founder,
Acuity Investment Management Inc



On the eve of the publication of a major new book on leadership, Intouch speaks to Ivey alumni who lead with wisdom, integrity and skill.



The leader is the voice of an organization, defining who it is and where it's going.
The leader is the brand. —Linda Hasenfratz, EMBA '97, CEO, Linamar Corporation

We all know that leadership is a critical lever of business success. But what exactly is leadership? How do you do it well? And how do you develop strong leaders for the future?

Researchers at Ivey have always explored issues of leadership. After the financial debacle of 2008, a group of faculty members, including Mary Crossan, MBA '85, PhD '91, Gerard Seijts and Jeffrey Gandz, decided to take another look at the concept in its broadest dimensions. Their goal was to draw lessons from the ashes—lessons about the costs of poor leadership and the qualities of good leadership. As Gandz puts it, “A crisis is too good an opportunity to miss.”

The group developed a position paper, provocatively titled “Leadership on Trial,” and used it as the starting point for invitation-only forums with leaders in Toronto, London, England, New York, Hong Kong, Vancouver, Calgary and Montreal. The collaborators also met with senior HR professionals and heads of crown corporations.

The discussions and further research have been incorporated into a new book, set to launch in September. In addition to dissecting the leadership pitfalls of the past, the book articulates clear principles for the practice of leadership going forward. The role of a business leader, Gandz says, is to “perform now and build for the future.” He believes there are seven things a leader should do: envision, engage, encourage, enable, empower, exhibit the values of the organization, and energize. “Leadership is a contact sport,” he adds. “It’s very personal and you definitely can’t do it by e-mail.”

In addition to discussing leadership competencies—the knowledge, understanding, skills and judgement required by a leader—the new book explores the importance of character. It reaffirms old-fashioned virtues like humility, integrity, courage and compassion, qualities that many believe were missing when the bottom fell out of the market. “When the crisis came some banks failed and some emerged stronger,” says Gandz. “We believe the difference was leadership.”



Leaders must model actions that demonstrate the critical role of constructive dissent and establish organization cultures where people feel empowered to speak up and speak out.

Excerpt from Ivey’s *Leadership on Trial*



The best advice I can offer a future leader is to have the ‘can do’ mindset and never accept obstacles that are in your way. It’s also important to have access to mentors—experienced business people who you can bounce ideas off.

Pierre Morrissette, MBA '72
Founder, President and CEO, Pelmorex Media Inc

Ivey has been turning out effective and principled leaders for more than 85 years. Two in five Ivey alumni hold senior management positions within their companies, and 700 graduates are leaders at the vice-president level and above in Financial Post 500 Canadian corporations. In advance of the new book, Intouch talked to a few of the most prominent members of the Ivey community, asking them to reflect on their leadership style and principles, to give their best advice to future leaders.

Ian Ihnatowycz, MBA '82

President, CEO and Founder, Acuity Investment Management Inc

Business leaders must provide a vision for their organization and a clear strategy to achieve growth and profitability. They must know their business and competitive environment well, and be able to assemble and manage a winning team and inspire the best from it. Leaders must lead by example, exhibit a high degree of professionalism and character, and set the tone for their entire organization.

Undoubtedly, leadership qualities are shaped by experiences with family, teachers, coaches, peers and many others. In business, I believe that effective leaders are further nurtured by the role models they select, their mentorship experiences, and their interactions with superiors and colleagues.

My own leadership style tends to be participatory and democratic. From the day I founded my company, I have made it a priority to create a senior management team with complementary backgrounds and skill sets—smart, creative, entrepreneurial self-starters with a similar philosophical approach to our business, and a passion for building and growth. I encourage frank and uninhibited discussion with an emphasis on consensus building and a team approach.

Members of my management team understand that they have real influence—this keeps them engaged and motivated. It encourages creative thought and good ideas.

We create a learning and mentoring environment for those

individuals who exhibit leadership qualities and the desire to lead. We involve them in decision-making processes, provide constructive feedback, encourage them to share their ideas, and give them increasing levels of responsibility as warranted.

I tell young people: listen, learn, work hard, and contribute. Leadership positions must be earned. Seek out a mentor. Be an enthusiastic team player. Learn everything there is to know about the business your company is in and bring new ideas to the table. As you gain knowledge, confidence and the trust of your superiors you will soon progress to positions of leadership.

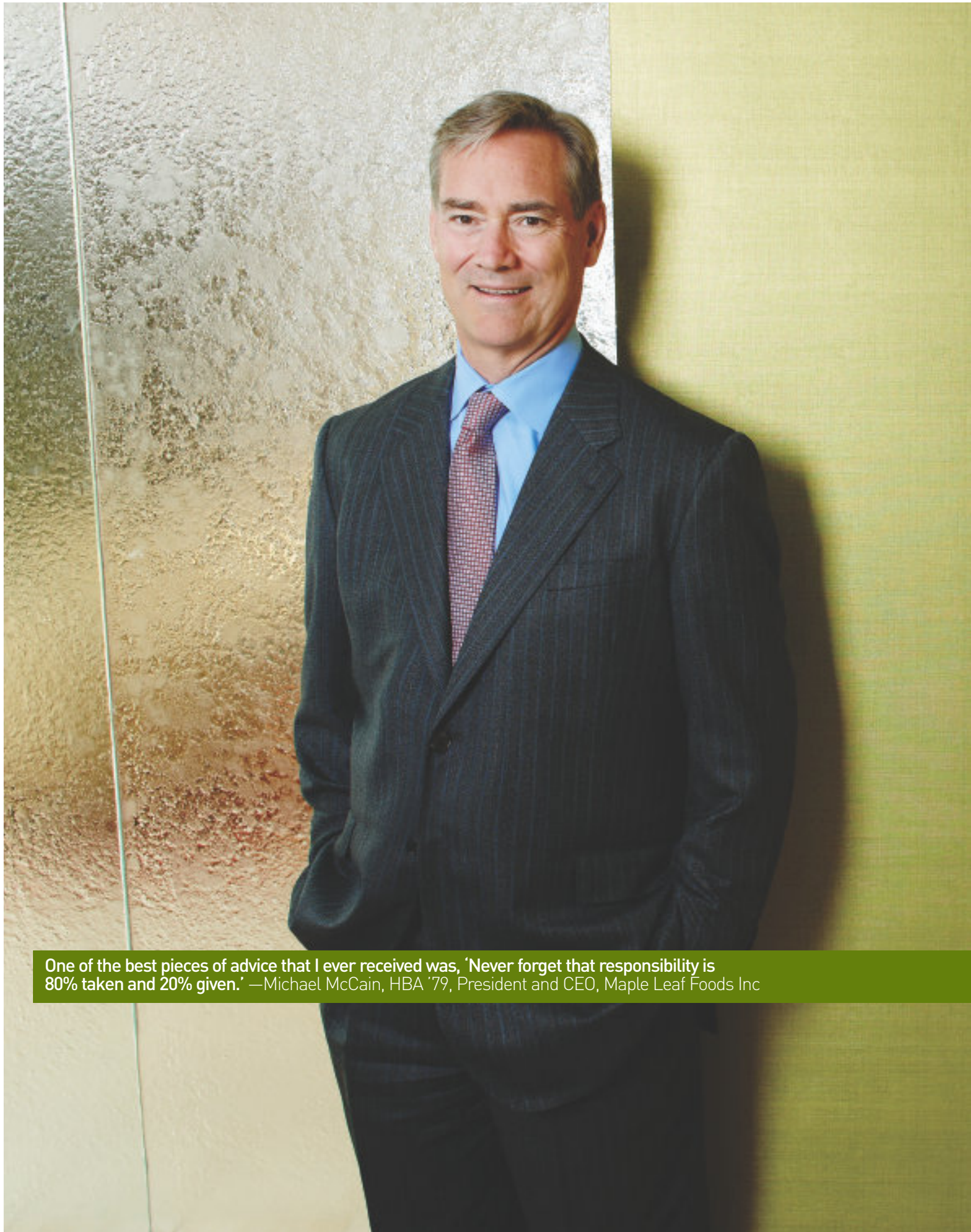
Linda Hasenfratz, EMBA '97

CEO, Linamar Corporation

My job is to lead my team to develop a vision and strategy for the company—what we are trying to achieve as an organization, what we are going to make for whom, and how we are going to compete—and track progress against strategy on a day-to-day basis. I am also the internal and external spokesperson for the company. I carry the message of what we stand for to our own people, and I take the same message externally to our shareholders, customers and communities. The leader is the voice of an organization, defining who it is and where it’s going. The leader is the brand.

My style is team-oriented, rather than lone horse. I communicate with my team about everything and share all the information I can. I’m a big believer that if my people have all the information possible, they’re more likely to make the same decision I would.

You need to have good leadership throughout the company, not just at the top, to achieve your goals. I don’t think we’re a success at Linamar because of me. I think we’re a success because we have a culture focused on being entrepreneurial and innovative, finding opportunities, caring about people, working hard, and balancing the interests of our customers, employees and shareholders.



One of the best pieces of advice that I ever received was, 'Never forget that responsibility is 80% taken and 20% given.' —Michael McCain, HBA '79, President and CEO, Maple Leaf Foods Inc

To be a leader, it's invaluable to have company-wide experience. If you come up through one silo, it's much more difficult to make it to the top. If you're just starting out on your career, it's the perfect time to ask for that type of experience. If it's a lateral move, take it. And don't jump companies every two or three years. When I look at a resume and see somebody who shifts companies every two years, I'm not interested. Choose a company that offers lots of opportunity and move around within the company to get the experience you need.

Michael McCain, HBA '79

President and CEO,
Maple Leaf Foods Inc

The leader's role is to deliver a winning result in a responsible way, and to do so by building winning teams, inspiring those teams, collaborating in setting vision, direction and strategies, and actively participating in and monitoring the execution of those strategies. The ultimate objective is to deliver results, whether the organization is for profit or not for profit. The definition of results may vary, but the expectation of the leader is the same.

At Maple Leaf, our leadership is values-based. We have a very clear view of our leadership model and values, and we spend an inordinate amount of time focused on teaching, learning and practicing the application of the model. It's really an attitude that's reflected in everyday behaviors throughout the organization—behaviors like serving our teams, fostering collaboration, having energy and the ability to energize others, freely admitting mistakes, having the courage to be candid, and communicating openly.

We believe that leadership style is situational. There is no single style that is appropriate to all situations. We also believe that leaders are mostly built, not born. Seventy percent of the building process is experiential, so we actively manage the experiences of each potential leader in our organization and assess their performance. Coaching and mentoring accounts for another 20% of the shaping of a leader, and we manage that too. The final 10% is formal learning.

We expect that all of our



Above all else, good leaders know that all the words, policies and processes mean nothing unless they are reflected in their behaviors.

Excerpt from Ivey's Leadership on Trial



I encourage frank and uninhibited discussion with an emphasis on consensus building and a team approach.

Ian Ihnatowycz,
MBA '82
President, CEO
and Founder,
Acuity Investment
Management Inc



I explain "why," rather than "how," and get people to buy into what I'm trying to accomplish.

Isadore Sharp
2006 Ivey Business
Leader Award honoree
Chairman, CEO and
Founder, Four Seasons
Hotels Limited

leaders at all levels will have an impact. I ask no more or less of myself than I do of them—simply to have a positive impact and to deliver results in a way that is consistent with our values.

One of the best pieces of advice that I ever received was, 'Never forget that responsibility is 80% taken and 20% given.' It's an important insight—you are responsible for all aspects of your success as a leader, from delivering business results to managing your own career and personal development.

Pierre Morrisette, MBA '72

Founder, President and CEO,
Pelmorex Media Inc

A business leader's job is to create sustainable value over the long term. To accomplish that you must define the vision for the business, develop the strategy to achieve it, and organize the business to be a market leader and consistently achieve superior results to the competition. And to do that, you must assemble and organize a team capable of implementing the strategy in the short, medium and long term.

My philosophy has always been to put the team in place, agree on what has to be achieved and empower them to do it, with periodic reviews on progress against plan. My approach is also one of "no surprises." Things don't always work out as planned, and it's important to surface those issues as they arise and discuss them.

When I'm making an important decision, I tend to consult with all the key players who might have input. My view is, surround yourself with great people and listen to them—the rest will take care of itself!

I think we have a great culture in our company. It's collegial; people enjoy what they do and they get satisfaction from it. People feel empowered. It is also a results-oriented environment. And that's why we achieve excellent results.

The best advice I can offer a future leader is to have the 'can do' mindset and never accept obstacles that are in your way. It's also important to have access to mentors—experienced business

people who you can bounce ideas off. Never feel that you are totally on your own in making decisions. Ask lots of questions, and listen to the answers. Be totally open. If you have direct reports on your team, make sure you have really good people and give them the chance to make you look good.

Isadore Sharp

2006 Ivey Business
Leader Award honoree
Chairman, CEO and Founder,
Four Seasons Hotels Limited

As a leader, you must set an example. In view of the problems we've been through recently, we need to recognize that a moral responsibility goes with positions of leadership. Unfortunately Wall Street has created a culture of greed. In my view, you should think about leadership the way you think about what you want for your children—you should behave as you want them to behave, and uphold the values you want them to live by.

Leaders have to be confident and self-assured so that others will listen to them. Not everyone can do that. You must earn the trust and respect of the people around you, so that you have influence and they will do what you ask.

I tend to lead as a coach. I explain "why," rather than "how," and get people to buy into what I'm trying to accomplish. My style is very informal and relaxed—leading with a string, rather than a stick. I show the people who work with me that I'm trustworthy and live my principles, not only when times are good but also when times are tough. Ultimately, a leader has to have the ability to unite, direct and motivate.

Leadership is situational. For example, Winston Churchill was a great wartime leader but his visionary style didn't work after the war.

As a leader you have to be comfortable in your own skin, willing to put positions forward that might not be obvious to everybody. You have to be clear and certain in your own convictions.

You should never risk that which you can't afford to lose. If you aspire to excellence in leadership there's one thing you must never risk—your integrity.



My style is very direct, even confrontational, but I confront the ideas, not the people.
—Mac Van Wielingen, HBA '75, Founder, Director and Co-Chairman, ARC Financial Corp.

Once trust is broken, it is very difficult to get back.

Always have a skill that you know you do very well, and hone that skill to be the best you can be. That gives you self-esteem and confidence.

Mac Van Wielingen, HBA '75

Founder, Director and Co-Chairman, ARC Financial Corp.

The leader is the individual who ensures that all the necessary conditions for success for the organization are in place. Those necessary conditions are taught in every business school—vision, strategy, long-range planning, budgeting, implementation and so on. A leader doesn't have to do all of them, but she must ensure that all of them are being done well. At the core of that responsibility is what I would describe as culture—the organization's shared values and beliefs.

There's lots of room in leadership for different personalities. The strongest influence on developing leaders is environment, which is created primarily through family of origin experiences. From my own family experience, I developed an orientation toward adversity and challenge. A positive, constructive attitude in the face of challenges is critical for leadership. The quality of education, work experiences and mentoring are all important shaping influences too.

As a leader, I look at all the key processes with a high level of openness, curiosity and deep questioning. I always keep an open mind about how we could do things differently, and what different perspectives might exist with respect to decision-making. My style is very direct, even confrontational, but I confront the ideas, not the people. I create a place of safety for people, so they know that what is being discussed isn't going to diminish them in a personal way.

It's important, of course, for a future leader to develop technical skills and knowledge. But that's a necessary condition, not a sufficient one, for effective leadership. You must also have a deep understanding of the dynamics of interpersonal relationships and know how to develop a strong organizational team culture.



Leaders require not just the competencies but the strength of character.

Excerpt from Ivey's Leadership on Trial



One of the most important aspects of leadership is communication—not just the ability to articulate and direct but also to listen, to process, and to apply that new knowledge.

Christine Magee, HBA '82
President and Co-Founder, Sleep Country Canada



In the early part of your career, get involved in as much as you can within the scope of your role. If there are additional projects you can take on, do it.

Janet De Silva, EMBA '94
Managing Director, Piment Investments

Don't be afraid to embrace the personal growth side. The relationship between emotional and social intelligence and career success is not really debateable any more.

Janet De Silva, EMBA '94

Managing Director, Piment Investments

I've been described as an inspirational leader with an ability to get people to work together. I've always found that a team is more effective than an individual. That's very much about spending a lot of time with people in the organization, making sure they feel part of the process, listening to what they need, but at the same time being prepared to say, 'Okay, here's the way forward, this is what we'll do.' Once the action plan is in place, it's a matter of staying close to everyone to make sure that things are progressing as they need to.

The best way to develop leaders is to give them stretch assignments, let them make mistakes, but provide a safety net so that they can't make the type of mistakes that will sink the organization. It's also important to hold them accountable for being part of the team. I've encountered people who want to be the lone rock star, and that simply doesn't work.

A good leader is also somebody who can have fun with his or her management team. With any of the teams I've worked with in Asia, I've always insisted that we do a Chinese performance at our annual staff event. We have a professional train us, and there are costumes and make-up. It's great management team building because it takes us out of our comfort zone and it reduces the formality that exists between management and the organization in many Asian corporations so, the employees just love it.

In the early part of your career, get involved in as much as you can within the scope of your role. If there are additional projects you can take on, do it. Don't be afraid to make lateral moves to learn more about different aspects of the organization. And look at the people you'll be reporting to—are they people you can learn from, will they be good role models?

Christine Magee, HBA '82

President and Co-Founder, Sleep Country Canada

A business leader must be able to articulate a vision, inspire confidence and facilitate consensus to reach the best possible solution. You have to be able to make the decision and move it forward. Reflection is also important—taking stock of the decision, assessing the actions, challenging, re-defining and then re-processing. Honesty and integrity must be infused into each of these aspects. One of the most important aspects of leadership is communication—not just the ability to articulate and direct but also to listen, to process, and to apply that new knowledge.

My style is very inclusive. I recognize that everyone comes with a unique set of skills and abilities. My role is to identify those attributes and help optimize them. I have a very open door policy and I strive to maintain a high degree of dialogue with my team.

I don't like the word "employees" and instead prefer colleagues or associates. I believe in the importance of "team." We minimize hierarchy at Sleep Country Canada to the extent that we can. I want to create an environment that elicits the ideas and expertise of our team.

There is no single path to leadership. I was in banking for 13 years before starting Sleep Country. Steve Gunn, my partner and co-founder, was an engineer who did an MBA at Ivey and then worked in consulting and M&A. Together with our senior management team we run the company, but our paths to get here were very different.

When you're stepping out into your career, you need to understand what you enjoy doing, what your passions are, and what you're good at. You must continually strive to improve your skills. It's also important to understand what you're not good at and be prepared to team up with individuals who possess those talents.

Integrity is essential. It builds long-lasting relationships and ultimately defines your character and your success.

A young man with dark hair, wearing a dark suit jacket over a light blue button-down shirt and dark trousers, stands in a high-rise office window. He has his hands in his pockets and is looking directly at the camera. The window frames are dark, and the background shows a dense urban skyline with various skyscrapers under a bright sky. A yellow banner is overlaid at the bottom of the image.

Class of 2010 / How will you lead?

Matthew Ball, HBA '10



Ivey's most recent crop of graduates have some clear ideas about how they will enact leadership in the real world.



PHOTOGRAPHER: KA YAU LUNG

A leader should be humble yet have self-confidence. I try to be open-minded and remember that it's not only me but the whole team. —Ivy Cheung, EMBA '10 (Hong Kong)

Ivy Cheung grew up in Hong Kong. She wanted to go to university, but with four other children to educate, her family couldn't afford it. Instead, at the age of 17 she started working with a small clothing company as a secretary.

More than 35 years later, Cheung had built a successful company and raised four children. But she still dreamed of completing a university degree. Finally she enrolled in the Ivey Executive MBA in Hong Kong. She graduates in 2010.

Lauren Passmore grew up in a house that backs onto The University of Western Ontario campus. Her father and brother attended Ivey. She graduated in business from the University of Toronto, and then worked in marketing at Elizabeth Arden in

New York. When it came time for an MBA, Ivey was her number one choice. She too graduates in 2010.

Cheung is not a typical Ivey graduate, and neither is Passmore. Across the School's undergraduate, MBA, Executive MBA and PhD programs, students range in age, skills, experience and cultural background. Only two things are consistent: they have leadership potential coming into Ivey and they emerge stronger, more experienced, and more confident.

Leadership doesn't mean the same thing to every Ivey graduate. Based on their experiences before and at Ivey, each one develops a unique perspective on how they will lead. At the core, though, is a set of shared values and the character

to live by them.

"A leader should be humble yet have self-confidence," says Cheung. "I try to be open-minded, and remember that it's not only me but the whole team. When you work as a team, you learn from one another and strengthen yourself."

For Cheung, leadership is all about human relationships. She works hard to create a family environment in her company and trusts her team members to do their best. "It's important to get people to work for you by creating a positive environment, building a strong team and showing that you care for them."

Passmore, who served as co-President of the Consulting Club and taught in the LEADER program in Moldova, sees herself

as a participative leader.

"I encourage everyone around me to do the best they can. I try to get everyone involved and challenge them to come up with creative ideas and then take ownership of them. The best ideas happen when everybody steps away from the status quo." Communication, trust and respect are key components in any leader, she adds. Passmore plans to build a career in strategy consulting.

Passmore's classmate, Andy Baines, took his CA exams and earned his designation a week after starting the MBA program. It wasn't easy—in fact, it's likely never been done before at Ivey—but for Baines it underlines the importance of persistence and a strong work ethic in any leader. At Ivey he served as



Successful leaders build and motivate other leaders around them. —Jacqueline Miller, EMBA '10 (Toronto)

treasurer of the MBA Association, and helped launch Movember, a moustache-growing fundraiser for prostate cancer.

“You can’t allow yourself to be overwhelmed by your successes,” Baines says. “Understanding your failures forces you to learn and become a better leader.” Among the most important qualities of a leader, he says, are strength, humility and empathy. These principles are captured in one of his favorite quotes from management guru Peter Drucker, who once said, “Follow effective action with quiet reflection. From quiet reflection will come even more effective action.” When he graduates in September, Baines wants to pursue a career in finance.

Rafael Hospina, a native

of Peru, arrived in Canada little more than a year ago. An industrial engineer by training, he spent seven years in commercial banking in Lima, where he also played basketball professionally. Like Baines, Hospina served as treasurer of the MBA Association. He says the Ivey experience teaches leadership by challenging students to make decisions in real-world situations. “Ivey helped me understand the process of making a good decision,” he says. “I also learned that it’s impossible to predict the future, so even the best decision doesn’t ensure results—it only reduces the risk of failure.”

Hospina sees himself as someone who leads by example and values the power of teamwork.

“At Ivey we learned to lead within a group—not necessarily to tell the group, but to participate, sell your ideas and delegate. No-one has the whole truth: the truth is the product of a team effort.” He is taking his unique perspectives on leadership to a job in finance at TD Bank Financial Group.

Laurel Garven shares Hospina’s commitment to leading by example. A Regina native, Garven joined the HBA program for the final two years of her undergraduate degree as a result of a special scholarship program established by Ivey grad Paul Hill, MBA ’69. “Coming to Ivey was the best decision I could have made,” she says. “No matter what I do, I know that Ivey has given me the fundamentals and the ability to go out and pursue my dreams.”

Garven says the Ivey experience, both inside and beyond the classroom, prepared her to make tough decisions. “That’s a true leader—someone who can face ambiguity and adverse situations, and stand and deliver results.” Leaders must also be passionate about what they do and share that passion with their teams, she says. “It’s not a question of telling, but rather showing them, so they can perform at their best.” Garven is enrolling in Ivey’s new MSc program in September.

Garven’s classmate Mohammed Elrafih grew up in London, Ontario and studied visual arts at Western for three years before attending Ivey. He put himself through university working part-time at a grocery store and hopes to pursue a



career in the grocery industry. Elrafih says one of the most important things for a leader to understand is that “everyone is different and no two people can be treated the same.” Working on group projects, he learned the importance of understanding the needs of each member of the team and how they work best. “I also learned that when things get really heated, yelling never works,” he says. “It’s better to solve problems without raising your voice.”

Matthew Ball certainly experienced leadership as a student. In his second year at Western, he and a friend revived the moribund Economics

Students Association, increasing the membership from 20 to 600 to make it the largest economics club in the country. As an HBA student, he helped launch the Ivey Business Review, a student journal that published two issues in 2009-2010. “The program puts you in circumstances where you have to work with a group of people to achieve a common goal,” he says. “You have to manage your weaknesses while not overdoing your strengths. These experiences teach you how to function within a team and what a team needs to do to be successful.” Ivey supports students to create their own leadership opportunities, as

HBA Class
of 2010*
Number of HBA
students 387
Percentage of
female students 38%
Incoming class
average 82.04%
Percentage of out of
province students 18.5%
International 9.5%
Number of
academic disciplines
represented 25


he did with the Review. “When I first talked to Darren (Meister, Director of the HBA Program) he wanted to know if I could and would do it. Once he was satisfied, he was hands-off but still strongly supportive.”

Ball, who is now working as a consultant with Accenture in Toronto, sees himself as a builder—a leader who creates a vision that others can rally behind. “My top priority as a leader is to realize the vision we created together, so that everyone is proud of what they have achieved and eager to do it again.”

Like Ball, Emily Du had plenty of practice leading at Ivey. Du, who was born in China and

grew up in Canada, founded an environment committee for the HBA Association. “I knew that whatever we did in the first year would set the stage for this committee going forward, and that was a challenge. The most important thing I learned was to use the resources around me—the people.” She also served as Vice-President in charge of Country Hosts for the Scotiabank International Case Competition.

Her leadership, she says, will be grounded in the concept of respect. “As a leader, you need to be respected by the people who are following you. And they won’t respect you if you don’t respect them. I think you can learn a lot from the



No-one has the whole truth: the truth is the product of a team effort.—Rafael Hospina, MBA '10

people you are working with, and that sharing is facilitated by mutual respect.” Du will also carry the importance of teamwork, a lesson emphasized at Ivey, into her future roles. In September Du is starting work with consulting firm Oliver Wyman in Singapore.

While Du is just launching her consulting career, Jacqueline Miller brought 20 years of consulting experience to her Executive MBA program. Yet she too will take important lessons in leadership back to work with her. “For me the program reinforced that successful leaders build and motivate other leaders around them,” she says. “At Ivey you’re

surrounded by other leaders, and you realize how efficient and effective you can be in that environment.”

The program also emphasized the role of wisdom and judgement, Miller says, and reminded her that successful leaders help to build the next generation of leadership. “Success is not measured by retaining the people who report to you, but by how many great leaders you develop and send out into the world.”

Tom Lepine, also an Executive MBA graduate of 2010, spent 21 years as a frontline paramedic before becoming a leader with Ornge, a not-for-



MBA Class of 2010*

Number of MBA students 164

Number of countries represented 25

Years of experience 4-4

Number of languages spoken 31

Percentage with more than one degree 30%

profit charitable organization that provides transport medicine services and programs. Lepine’s boss, Dr. Chris Mazza, EMBA ’04, encouraged Lepine, now Chief Operating Officer, to get a strong foundation in business management. “One of the most important things I learned,” says Lepine, “is that there is no one leadership style that is necessarily better than others. There are many different types of leaders, and sometimes you have to be able to flex your style to meet the needs of the people you are leading.”

Lepine says his Ivey experience has also reinforced the importance of communication. “My job

is to make sure my team is aligned with the organization’s vision and strategy and then let them execute,” he says. “As a leader you have to have a clear vision that you believe in. If you don’t believe in where you’re going, you won’t get anyone else to follow.”

So how will the Class of 2010 lead? With vision, confidence, humility, integrity, respect, teamwork, fairness, open communication, and a commitment to excellence. And what do they hope to achieve as leaders? Lauren Passmore says it simply: “I want to leave my mark. I want to make a difference.”

Giving to Ivey



The Calgary Connection

Ivey grads in Western Canada's capital support Ivey generously.

Calgary, Alberta lies 3,000 kilometres west of Ivey's headquarters in London, Ontario. Far enough away, you might think, to put the School out of mind for Ivey graduates who are part of its dynamic business community. But you'd be wrong. Calgary alumni value their Ivey connection and honour it with contributions of time and money. Although there are only about 1,000 alumni in Alberta, they have contributed nearly \$7 million to Ivey since 2000. Albertan support for Ivey's Annual Fund has increased by 250% during the same period.

David Cornhill, MBA '80, is one of the most generous of Alberta's Ivey supporters. A Chatham, Ontario native, he left for the West the year he graduated. "The jobs looked far better in Alberta than Ontario in 1980,"

he says. "I thought it was time for a small adventure."

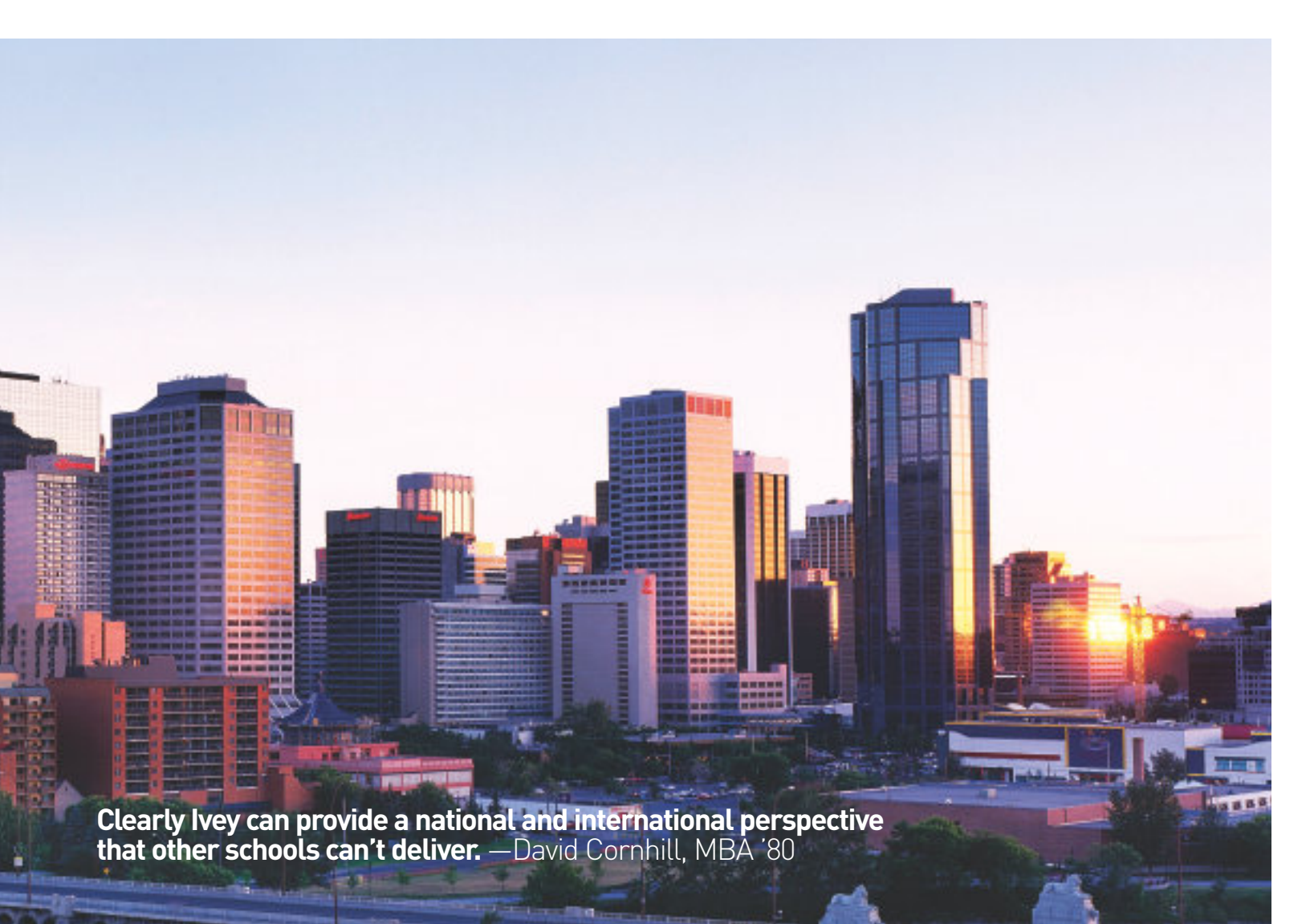
Not so small, as it turned out. Today, Cornhill is Chairman and CEO of AltaGas Income Trust in Calgary. AltaGas operates and develops gas and power infrastructure, has more than 900 employees and an asset base of \$2.6 billion. In addition to more traditional energy sources, the company invests in clean sources of power, such as wind, run-of-river hydro, geothermal and gas-fired generation.

Cornhill has warm memories of his time at Ivey. "The Ivey experience is all about the people and the lively interchange between students and faculty," he says. "Even after 30 years, the friends and the sense of family are still there." He also believes the School provided a strong foundation for his

business success. "Ivey gave me confidence in my capability to make decisions in the face of uncertainty and the ability to re-evaluate and fine-tune those decisions as more information becomes available."

A former member of the Calgary Alumni Steering Committee, Cornhill joined the Ivey Advisory Board in April 2006. Earlier this year, he pledged \$1 million to the Ivey Campaign for Leadership. "The School is going through a very positive time, strengthening its position with the new building, expanding programs and developing the cross-enterprise approach. Clearly Ivey can provide a national and international perspective that other schools can't deliver."

Adam Waterous, HBA '84, couldn't agree more. Waterous is



Clearly Ivey can provide a national and international perspective that other schools can't deliver. —David Cornhill, MBA '80

Vice-Chairman and Head of Global Investment Banking for Scotia Capital, a global wholesale bank, and Head of Scotia Waterous, a major advisor in mergers and acquisitions that he helped build. He also credits Ivey with increasing his confidence and providing a well-rounded background, ideal for his subsequent career as an entrepreneur. He went on to do an MBA at Harvard. “My professors at Ivey were comparable to the ones I had at Harvard,” he says. “That made me realize that we can and do have a world-class business school in Canada.”

Like Cornhill, Waterous appreciates the role Ivey played in preparing him for success. In his current job, he looks to Ivey to produce promising future leaders. But it's Ivey's role as a world leader that motivated

him to support the School and sign on as a member of the cabinet for the Campaign for Leadership. “There are only a handful of academic institutions in Canada that can truly aspire to being world-class in their fields,” he says. “As a country, we have to focus on supporting those institutions, so that we can keep our best and our brightest here.”

Randy Royer, HBA '77, and his brothers, Greg and Terry, MBA '72, grew up in Alberta and founded a hotel empire together. Royer says Ivey taught him one important lesson. “I learned how to learn,” he says. “I learned how to think things through for myself, not only in business but in personal life too. In that respect, the Ivey experience never stops.”

Royer agrees that Canada needs a

strong national business school, adding, “Ivey is just so far ahead of everyone else.” Based on that belief, he led the charge in creating a special Alberta fund in 2003 that supported the development of several business cases based in Western Canada. He himself made a significant gift to support Ivey research and case writing. “Every business community has its own patterns and culture,” he says. “Calgary, with its base in oil and gas, has a different way of doing things than Toronto. It's important for Ivey to represent that diversity, in terms of geography, business culture and industry.” Cornhill agrees. “Calgary has the second largest number of head offices in Canada. We tend to be fairly outward-looking because of the number of energy companies in South America,

Asia and elsewhere. Ivey's foothold in Alberta makes the educational experience stronger.”

Cornhill and Royer have both shown their belief in Ivey as Canada's national business school in another way, too. Cornhill's son Andrew is in the joint Engineering-HBA program, and Royer's daughter Emily will be completing her HBA in 2011. “She wasn't sure what she wanted to do, so I told her that she couldn't go wrong at Ivey,” says Royer. “It's been a very positive experience for her.”

David Cornhill speaks for many Alberta graduates when he reflects on Ivey's gathering momentum. “The School is building on its legacy and moving forward very strongly now. This is something we want to be part of.”

Alumni Association

04.NOV.2010

What are you doing on Global Ivey Day?

Global Ivey Day on November 4 is about (re)connecting with alumni in the Network. It's a worldwide celebration of everything Ivey. Galas, award dinners, corporate receptions and networking events at novel venues in 20-plus cities around the world are part of the program.

Many alumni in non-Chapter cities are already planning their own mini-reunions. And every Ivey graduate worldwide will have access to a special webinar on leadership. (See the ad on the outside back cover or visit www.iveyday.com for more info.)


Global Ivey Day is another Ivey first. No other business school has organized an event on this scale. We are creating a legacy for the School and for Ivey alums—a day each year to come together, reconnect and celebrate one of the best business schools in the world.

Don't miss it.

Mark Healy, MBA '05
Chair, Ivey Alumni Association
Board of Directors

Look who's in your network.

In this issue of Intouch, we begin a series of alumni profiles under the title "Look Who's in Your Network." Our goal is to showcase the power of the Ivey network in a fresh, compelling and human way. Each profile will feature the story of an interesting and engaging alum, rekindling the sense of shared experience, pride and connection that is Ivey.



Susan Abbott, MBA '83,
Customer Experience Strategist,
Abbott Research & Consulting

"Ivey is a very intense experience, and it can be very stressful. I remember feeling that I just couldn't keep up. I don't know if I'd call it fun, but you make some great friends and do some incredible learning. It changes you.

I graduated into a recession. I ended up working for a bank, which I thought was the last thing I wanted to do. Banking is a very addictive business because you really learn about how business works. It held my attention for 16 years, then a merger came along and I had a chance to leave with money in my jeans.

I'm no longer fit for corporate life! I love my work, I love the flexibility, I love the people I work with. I have more creative outlets than I would in corporate life.

I got a Vespa a couple of years ago.

With clients who know me well enough, I take it downtown to meetings and arrive wearing my Vespa clothing. You get to park for free. I've always thought of it as an expensive indulgence but a friend pointed out it's probably a pretty good investment if you think about how much you save on parking!

My secret life is as an artist. One of the

things I like about painting is that it completely engages your brain. You can't really think about other things while you're thinking about painting. It's completely absorbing and very relaxing.

I admire leaders who build organizations that bring out the best in other people, leaders who look beyond metrics to a richer set of goals for the organization and for the society it's a part of. Some people are very successful at extracting value and that's one way to lead. But the leaders I admire create real value, adding to everything they touch."



Ebrahim El Kalza, HBA '04
Senior Brand Strategist,
in-sync Consumer Insight Corporation

Choosing Ivey after three years at another business school was a decision on principle—I wanted to be at the best school, based on the idea that steel sharpens steel.

I tend to do my best thinking out loud, and my best learning through debate, so going to a school with an emphasis on class participation was a dream. Our section was a mixed bag, myself included. We had party animal athletes, eccentric entrepreneurs, highbrow hippies and silent geniuses.

Being surrounded by the bright, ambitious, capable over-achievers at Ivey pushed me to reach

higher. It taught me to ensure that my often-lofty rhetoric is grounded in sound analysis and always followed by results. It taught me how to work effectively with different people. It also taught me about my own needs and limitations.

I used to define success very narrowly—grades, titles, salaries, comparisons with others. Yet it was when I honed in on what really mattered to me, and followed my heart toward it that I was able to unlock and unleash my talent. That philosophical shift was huge for me. I used to think that leadership was about me: I've learned that it's actually about us. How do we deliver a product

of remarkable quality to our clients, with style and panache, while maintaining our values and ensuring the journey is gratifying for all on board?

I lead by example. I push my own limits so that I can ask the same of my team. I set audacious goals and provide talented people the room to surprise even themselves with what they can accomplish. I'm as honest in praise as I am in penance.

No one loves to win more than I do, and to move the mountains I know we can move, we need to always be digging deeper in search of a better way.

Megan Mitchell, HBA '92
Program Director, Centre of Excellence in Innovation, Schulich Executive Education Centre, York University; Leadership and Innovation Consultant

“My favourite professor at Ivey was Dave Burgoyne—he was a wonderful teacher with a great business sense and his class was always so enjoyable. You could learn the geography of Canada through his story-telling. I really loved the field trip experiences too—the opportunity to do stuff that was real. My best memories, though, are around some of the core friendships I formed.

At Ivey I learned that everything is connected, from a business perspective and from a human perspective. No matter how you look at a problem, there are a hundred other ways to see it. Every decision affects something else. I also

learned that real life is a little more complicated than it seems in business cases.

My proudest achievement is my ability to be authentic in all facets of my life. I've spent time reflecting on my values and defining what's important to me. I'm an avid learner about myself and others. There is really no distinction between my professional life and my personal life. I'm the same person regardless of where I am and what I'm doing, and that congruency is important to me.

I am happy with who I am, and I also recognize that I will continue to evolve. That for me is what success is all about. In my work I try

to help other people realize that for themselves.

I try to be an authentic leader who brings out the best in people. I'm a conversational and consultative leader who tries to inspire people to think differently. I encourage people to discover what they are passionate about and then find ways to do that in their lives.

The world needs different kinds of leaders. Every graduating student brings a unique gift—my advice is, pay attention to what it is, nurture it and be true to yourself.”

Ivey Class Notes

Catch up on all the news from your classmates, and share your successes – these are your pages.

Looking for Class Notes online? To protect the privacy of our alumni, Class Notes are available securely via the Alumni Portal: www.ivey.uwo.ca/alumniportal
Thanks for visiting! Please submit Class Notes for the next edition at:
www.ivey.uwo.ca/alumni/classnotes



Class Agents are alumni who are committed to the development of the Business School through annual fund support and personally reach out to their classmates to encourage financial support and participation. To become a Class Agent, please contact Cathy Vitkauskas at cvitkauskas@ivey.uwo.ca

Class Liaisons are alumni volunteers who act as the central point of contact between the School and their classmates with the goal of keeping their class connected, especially in preparation for class reunions. To become a Class Liaison, please contact Deanna Bond at dbond@ivey.uwo.ca



WEBSITE
www.ivey.uwo.ca/alumni/classnotes



E-MAIL IT
alumni@ivey.uwo.ca



MAIL IT
1151 Richmond St N
London ON N6A 3K7



FAX IT
(519) 661-4171



CLICK IT
Remember to send
in photos too!

Ivey Mardi Gras Homecoming

October 1-3, 2010



Homecoming Weekend 2010

FRIDAY

Golf Anyone?

11:00 a.m. – 6:00 p.m. The Ivey Alumni Association London Chapter invites you and your guests for a round of golf at Forest City National Golf Club.

Friday Night Class Parties

7:00 p.m. Join your classmates for a casual class get-together.

SATURDAY

Welcome Back Open House

9:30 a.m. – 11:30 a.m. Complimentary continental breakfast, tours of Ivey and Spencer Leadership Centre, and an Ivey trade-show. Come register and receive your welcome back gift!

Ivey Tailgate Party!

11:30 a.m. – 1:00 p.m. The biggest event of the weekend! Share an unforgettable afternoon with friends while enjoying a complimentary hot lunch, cash bar, entertainment and a brief update from the Dean.

Go Mustangs!

1:00 p.m. Cheer on the Western Mustangs vs. the Queen's Golden Gaels at TD Waterhouse Stadium.

Ivey Ring Tradition Ceremony

2:00 p.m. Join fellow alumni and receive your Ivey ring in a special ceremony.

Back to the Classroom Session!

2:00 p.m. Come back and re-live Ivey's unique classroom experience.

Private Class Celebrations

6:00 p.m. Cap off your "Mardi Gras Weekend" by attending a personalized evening with your classmates and guests.

SUNDAY

Golden Alumni Lunch

10:30 a.m. – 1:00 p.m. For classes celebrating their 50+ year reunion, you're invited to join the Dean at a special lunch in honour of this remarkable milestone at Sunningdale Golf and Country Club.

IVEYalumni
RELATIONS

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The University of Western Ontario



“THERE IS NO DOUBT THE ‘IVEY EXPERIENCE’ FORMED THE BASIS FOR AN EXCELLENT CAREER; IT HELPED OUR SMALL ENTREPRENEURIAL BUSINESSES SURVIVE AND PROSPER. IVEY WAS A CRITICAL PART OF OUR FINANCIAL AND COMMUNITY SUCCESS.

OUR FAMILY IS PROUD TO SUPPORT THE LEGACIES FOR TOMORROW PROGRAM.”

Sharon & Rob Staffen HBA '80, MBA '02
Julia HBA '06, Matt HBA '08, and Candra 2014 HBA candidate

Legacies for Tomorrow

Planned giving options at Ivey include bequests, gifts of life insurance, charitable gift annuities, gifts of retirement benefits, charitable remainder trusts, gifts of residual interest, gifts of property and gifts of securities. To determine which type of planned gift may be best for you, contact Ivey's gift planning staff at 519.661.3874 or e-mail at tahrens@ivey.uwo.ca or visit our web site at: www.ivey.uwo.ca/development.

Thank you for your support.

IVEY

Richard Ivey School of Business
The University of Western Ontario

Participation Counts

Remember how important it was to contribute in class?

The new Ivey building is essential to the growth of the School and will be an inspiring building, standing among the best in the world.

Please join your fellow alumni by supporting this extraordinary milestone in Ivey's proud history. It will be a place that students past, present and future will be proud to call their home. Your participation counts!

During construction all donors will be recognized in Ivey's virtual classroom at www.ivey.uwo.ca/participationcounts. Upon completion every donor will be recognized in the Building on Excellence book which will be prominently displayed within the new building.



www.ivey.uwo.ca/participationcounts

Richard Ivey School of Business
The University of Western Ontario

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To learn more about naming opportunities in the new building or for more information, please call +1 519.661.3399

Ivey Lives Remembered



Alexandra (Sandy) Hurst, 1941-2010

Recently the worldwide Ivey community was saddened by the passing of a much-loved former professor, Sandy Hurst. Professor Kathleen Slaughter spoke at her funeral. Here is an excerpt from what she said:

Sandy Hurst March 31, 1941 dash April 6, 2010. That's how we describe a life, in a dash. I want to talk to you today about Sandy's dash. I could talk about personal times with Sandy, travelling, golfing, laughing, crying, but I want to talk about the professional part of the dash that represents Sandy's life.

In 1992 I had a call from Sandy when she was teaching technical writing at Western's Engineering School. She had heard that I was teaching Communications at the Business school and she wanted to expand the content of her program. My first memory was of an immaculately groomed, perfectly coiffed professional woman with the most amazing fingernails I have ever seen. I can call up that image to this day—black skirt, pink jacket, big, snow-white hair. I then observed one of Sandy's classes... As I watched Sandy with the student engineers, it was clear that she truly cared about

them, their learning, their life and their success. She was firm, intelligent and uncompromising. I wanted her to be on Ivey's faculty...

About a year after Sandy joined us, one of our most beloved faculty members, Dave Burgoyne, passed away. He was such an institution, no faculty member wanted to move into his office. It was a shrine. Although Sandy had not known Dave long, she was equally inspired by him and believed, as he did, that students didn't care what you knew until they knew that you cared. The refined, sophisticated Sandy was the only faculty member brave enough to move into that space which, like Dave, was no frills. Sandy used her decorating flare to add a homey touch to—pictures, plants, and blue floral window dressing. The only sign that she had that same edge, same wit and same candour as her predecessor was a lovely clay pot on the corner of her desk that had

these words etched on it: "Ashes of students who pissed me off."

Sandy had a remarkable capacity to combine care with toughness. Some might simply call this "tough love," but in Sandy it was her unique blend of self-confidence, her willingness to take a stand for what she believed when challenged, her dogged determination to enrich people's lives, and her big heart.

Sandy made an indelible mark on the lives of not only a generation of undergraduates but also a generation of Ivey faculty. Sandy had the respect, admiration and love of all her students but she was certainly no push-over. She managed that delicate balance between being very close to her students and maintaining their respect and admiration with her directness, high standards and humour...

Sandy not only filled her dash but she enhanced the dash of many of us in this room today and hundreds of

people around the world. We each know how much Sandy cared. We each have a stronger dash for knowing Sandy. Whether she was inspiring students, taking on the city council about student parking on the Parkway, challenging the University on the location of residences, or engaging her book club friends in a heated debate, she was a force to be reckoned with. We will all miss her.

An HBA award is being established in Sandy Hurst's name. The award will support HBA students who "have grown throughout their first year at Ivey and exhibit the enthusiasm and energy for which Sandy was known and will be remembered." To find out more, please call 519-661-3399 or give online at www.ivey.uwo.ca/pledge by directing your gift to "other" and designating it as a gift in memory of Sandy Hurst.

Case Study

Take a moment to read through the case and develop some ideas. Then compare your conclusions to those of other Ivey alumni and experts at www.ivey.uwo.ca/alumni/intouch/casestudy

Richard Ivey School of Business
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What rules... value or values? A MANAGER WONDERS WHAT TO DO ABOUT A "PADDED" EXPENSE ACCOUNT

Glenn Yonemitsu wrote this case solely to provide material for class discussion. The author does not intend to illustrate either effective or ineffective handling of a managerial situation. The author may have disguised certain names and other identifying information to protect confidentiality.

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"I need this like I need a hole in the head," murmured Jeff Blenko, Regional Vice President of Sales for Big Iron Equipment Inc., a Toronto-based heavy equipment dealership, as he sat in his office late in the evening. It was two days before the end of the second quarter and Blenko had just uncovered an irregularity in an expense claim submitted by Phillip Bart.

Jeff Blenko

Blenko, 49, had worked for Big Iron Equipment for the past 20 years since earning his MBA from the Richard Ivey School of Business. For the past five years, he had served as the leader of the sales team for the firm's biggest region. He was happy and comfortable in his role.

As the country's economy was slowly recovering from the recession, his region had led the recovery for Big Iron. Fiscal 2011 was shaping up to be a good year, and Blenko was looking forward to a substantial bonus. He was working late to approve his department's quarterly expenses, so that he could demonstrate strong growth and profitability. That's when he happened upon the file for Phillip Bart.

Phillip Bart

Bart, 29, had only been with Big Iron for three years but had achieved great success. He was a rising performer who had been recognized for winning a number of big deals from customers who normally bought from Big Iron's competition. Bart earned stable commissions and a good income, even during the economic slowdown.

The Approval Process

Blenko's process for approving claims was simple. He quickly scanned the claim to ensure the expenses were related to customers and not excessive. Then he signed off and the accounting department took over. Blenko put a lot of trust in his team, but last month the accounting department reminded him that some claims had not been accompanied by full receipts.

The Wireless Invoice

Blenko decided to check if all of the receipts were in place for Bart's claim. He noticed Bart had expensed the full amount of his wireless phone invoice, including two extra phones—probably for family members or his personal use. It was an extra \$120 for that month, and it wasn't for Big Iron business.

"It's no big deal," Blenko thought. "Bart brings in millions of dollars in revenue each year. I don't want to nickel and dime him and lose a great performer. Our region has a great year going."

Blenko was just about to sign the claim when he noticed the Ivey Ring on his pinky finger. He had received the Ring and taken the Ivey Pledge at his 20th reunion the previous fall.

Blenko found it hard to believe Bart would take advantage of the company for such a small amount relative to his earning potential. How long had it been going on? Did other members of the team do the same? Was "padding" expense claims part of the company culture? Or was Bart just being lazy?

It was late and Blenko was tired. Should he sign Bart's current claim and tell him the company wouldn't cover the extra phones in the future. Or should he go back and check Bart's past claims, and the other claims he had signed?

Go to www.ivey.uwo.ca/alumni/intouch/casestudy to read the expert's opinion and share your thoughts.

This exclusive Intouch case was written by Glenn Yonemitsu, MBA '89, CMC, Chief Executive Officer Canadian Association of Management Consultants and President, NEXT Strategic Advisors. ☎ glenn@glennym.com
All characters and locations in this case are fictitious.





HBA '10 graduates
Stas Dimitropoulos and Amanda Armstrong

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November

Galas. Glittering balls. Intimate dinners. Networking events in unique venues around the world. A global webinar. Whatever opportunity you grab, Global Ivey Day is the occasion to re-connect—to re-discover the place that launched your career and the people who shaped your life. On November 4th, celebrate one of the world's leading business schools and the best years of your life. iveyday.com



Global Ivey Day

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