Passion and Purpose

KATHERINE TWEEDIE, BCOM ’99

GIVING IS GOOD
Peter Thomas leads students to the path of profit with heart

WORKING TODAY
Three generations discuss career perspectives

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Test your etiquette mettle
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COVER PHOTO Clare Tweedie
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Message from the Dean

As I was thinking about a message for this issue of Business Class, I was also reflecting on recent world events and the need for managers to have a global mind-set. Our world is increasingly connected, as the events of the last few months have dramatically illustrated. The ripple effect of the financial crisis is washing through the global economy and increasing the potential for a worldwide economic slowdown. Leaders everywhere are meeting and strategizing about next steps.

Business schools must look at their programs to determine if they are preparing future managers and leaders to deal with the impact of decisions made in parts of the world over which they have no control. I’m proud to say that we at UVic Business work to instil a global outlook in our students. Today, more than 80 per cent of our students gain international experience, some through the exchange program and others through an international integrative management field exercise—not to mention exposure to our international faculty and student body. As a result, I feel our students are well equipped to learn from, and manage the consequences of, events occurring outside their business borders.

Other issues challenging managers today are multi-generational and multi-cultural workplaces. Managing individuals in such diverse environments requires an understanding of what motivates them to perform—applying a one-size-fits-all model does not work. Readers of this issue benefit from the insights of Dr. Craig Pinder, gleaned from the second edition of his textbook Work Motivation in Organizational Behavior. This issue of Business Class also attempts to enlighten managers about the career expectations of the millennial, generation X and baby boomer generations.

The issue also profiles two of our award-winning faculty members, and a number of our new female faculty and staff. I’m proud to say we are approaching a gender balance among our faculty—of 43 faculty members, 17 are women.

As always, I look forward to hearing your comments. Please email me at dastmal@uvic.ca to share your feedback and let us know about the issues affecting your lives.

Most sincerely,
Ali Dastmalchian
Professor and Dean
Katherine Tweedie, one of the youngest female directors at the World Economic Forum (WEF), relaxes in her native South Africa. Opposite page: Siblings Clare, Katherine and David Tweedie.
For as long as she can remember, Katherine Tweedie (BCom '99) has wanted to make a difference. “I’ve always known, somewhere deep down inside, that I was supposed to do something big, and besides, I have always loved a challenge,” she says. Now she has her chance, as one of the youngest female directors at the World Economic Forum (WEF).

The not-for-profit WEF has operated for close to 40 years and is committed to improving the state of the world through its global network of business, political and social leaders. Its annual summit held in Davos, Switzerland is attended by global heads of state, CEOs of major corporations and leaders from around the world. Tweedie is responsible for the Africa agenda at Davos and for overseeing the Africa Summit held in Cape Town each year in June. As WEF head of Africa, her role is to work with African heads of state and business leaders, and others interested in Africa, to find ways to improve the continent’s infrastructure, business environment and educational and leadership systems.

“It’s a very big role, but the learning experience that I am going through and the leadership opportunity that I have, coming in at the director level at my age and as a woman, is pretty phenomenal and I feel it is a road that will lead me to the next stage,” says Tweedie. “I’ve always had a drive to be different, and a drive to take on big things, because ultimately I really want to do something that improves the world.”

Tweedie credits her parents and two pioneering grandmothers with fuelling her passion to dream big, and giving her the confidence and determination to make it happen. Her parents’ decision to leave multi-generational ties in Africa, and careers in education and law, to start anew in Canada was a defining influence in her life. “The environment in South Africa in the late ‘80s was very unstable and the future of the country was unknown. Nelson Mandela was still in prison and the end of apartheid was not yet a reality. My parents, Robert and Joan, decided that despite their love and commitment to Africa, it was more important to find a safe, stable place in which to bring up children,” Tweedie says.

“As the oldest I felt a huge responsibility. Watching my father go back to school and restart his career gave me a real sense of responsibility and I wanted to live up to what they had sacrificed for us. I learned at a pretty young age how to balance a lot of things, and somehow felt the strong inner desire to succeed. While there wasn’t always a lot of free time for fun between school, sports, music and work, we enjoyed it, and my brother David and sister Clare have the same sentiment. We all work hard and it keeps coming back to what we saw our parents go through.”

Tweedie developed the foundation for her current career while completing a BCom degree at the University of Victoria. “I chose the business program for really practical reasons. It had an international business component, a co-op program and the opportunity to go on exchange. I also felt it was the most practical way of sorting out a career. At the end of the day it was really helpful to go through the program.”

During her four years in the program, Tweedie not only maintained top grades, but also served as president of the Commerce Students’ Society (CSS), where she established a student voice on educational committees within the faculty, and helped organize discussion forums with then faculty dean Dr. Roger Wolff. She also connected students with the business community by helping launch an annual Awards of Excellence banquet, and established a legacy of social responsibility through a CSS partnership with the United Way. She credits the experience with helping land her first big job: following graduation...
BMO Nesbitt Burns hired her as an analyst in its Toronto-based investment banking group.

“It was quite a challenging few years where I predominantly worked in mergers and acquisitions in the financial services sector. These were probably two of the toughest years of my entire life. The life of an analyst in an investment bank is exceptionally difficult on all levels—the technicality of the work, the environment, the people—a typical work day begins at 8 a.m. and goes to 11 p.m. or midnight every single day. Often you work weekends, perhaps with Saturday morning off. It is an intensive environment all the time. I went through two years of that, which was also an incredibly challenging time given the crash of the tech sector.”

In her third year, CIBC World Markets recruited her into its Private Equity Group (CIBC Capital Partners) and she spent the next several years investing in and building companies requiring venture capital. In 2005, Tweedie took what was supposed to be a three-month hiatus from the finance world.

“I wanted to take on a challenge that I couldn’t do when I was working. That’s when I struck on the idea of Ironman. In a way, I did it because it was the one thing you couldn’t do really well when working the kind of hours that I did. I raced my first ultradistance Ironman triathlon in South Africa, which comprised a 3.8-kilometre ocean swim, 180-kilometre cycle and 42.2-kilometre marathon.”

Most people would be satisfied with one race or perhaps two, but not Tweedie, who went on to complete four. She placed among the top 10 in her age group at the 2005 Ironman World Championship in Kona, Hawaii and later won two more Ironman races in her age group in South Africa before resuming her professional career a year later.

“It was an incredible time, difficult too, but with a lot of freedom and happiness. I learned a huge amount about myself in the process.”

She remembers being terrified before her first Ironman race.

“The lesson that I have learned is that when you are really scared of something, you have to trust in yourself and your ability to get it done. The other thing I’ve learned is that you have to do the legwork to have success. I couldn’t win three age-group titles in Ironman if I didn’t have the discipline.”

Tweedie spent a lot of time in South Africa while she was training. Her love of Africa and her sense of destiny led her to turn down some very appealing job offers in Canada.

“I decided to take a less conventional route and went to work for the private equity fund of UK financier Roddie Fleming. His company is based in Geneva, London and Johannesburg. Our mandate was to invest in and build companies in emerging markets, and I concentrated primarily on companies in the resources sector in Africa. It allowed me to travel and work all over the continent, which presented a variety of interesting opportunities in addition to a fair share of challenges. Overall, I loved the work and would have continued along this vein for quite some time to come.

“However, my private equity experience in Africa, in addition to my Canadian background, led to this latest opportunity,” she says. “I'm on planes a lot, so I have a very challenging role in managing the team in the office, and then being on the ground in Africa.”

A lot can be accomplished from the WEF boardroom. For example, in early October the forum brought together the world’s most influential energy CEOs to help find ways to supply Africa’s rural communities with electricity.

“Now, there may never be a good economic reason to build the infrastructure to supply rural Africa with electricity, but it is one of the most basic things that empower an economy. With electricity you can have a clinic, a school and basic shops, and have lights to read at night. We bring together the people with the technical skills and the money, and work on projects such as HIV-AIDS, education or hunger that will deliver practical solutions on the ground in Africa.”

She does admit the distance from her family is a challenge. She’s extremely proud of her brother and sister, who are also UVic Business alumni. David works for RBC Capital Markets in Toronto and Clare, a recent graduate, has just moved to London to look for work, despite the challenging job market. Tweedie says one of the main reasons they attended UVic in the first place was their father.

“He was among only a few mature students to be accepted to UVic’s law school when we immigrated to Canada from South Africa. He was an incredible inspiration for all three of us when, after close to 20 years of practice in South Africa, he went back to law school in his forties for the full four-year program plus articles in order to re-qualify as a lawyer to be able to practise in this country.

“We are all spread out, and with very busy lives it takes some coordinating to get together. Our parents make the effort to visit us, often in South Africa. I’d love to be able to just stop by and visit my mom for coffee, or my dad at his office. I really miss them both. But for now, all of us are on a path that is a product of our parents. Had they not been such strong and adventurous people things might be different. The strength of the family goes across the miles.”

“I’ve learned that you have to do the legwork to have success. I couldn’t win three age-group titles in Ironman if I didn’t have the discipline.”
Giving is Good

Peter Thomas marshals entrepreneurs toward the path of profit with heart

Watching businessman Peter Thomas work a room is a lot like watching the planets align around the sun, says UVic graduate Chris Smith of his mentor. “The guy just crackles with energy. When he walks in the room he’s the guy everyone wants to talk with. And, he’s got lots of great stories to tell, but he’s also a really good listener.”

Smith (BCom ’04) first met Thomas, a serial entrepreneur, business leader and bestselling author who is perhaps best known for founding mega real estate network Century 21 Real Estate Canada Ltd., in 2003. Smith and his team had just won the Innovation Project challenge, a University of Victoria contest where students have 10 days to create as much profit or socio-environmental value as possible through an entrepreneurial activity of their choice. The catch? They only have $5 to start. The prize that year was a sit-down dinner with Thomas, who helps fund the contest, and his wife, Rita. Two years later, after graduating and getting his feet wet in a tech startup, Smith wound up working for Thomas as operations manager for LifePilot, a non-profit self-help program.

“It was like being a contestant on The Apprentice,” Smith, 31, says laughing. “There were always these nearly impossible tasks you had to do... but Peter is a very encouraging guy; he doesn’t blow up if you do something wrong.”

These days Smith is involved in Snap, a photograph-based monthly newspaper published in Victoria. He says his university education may have given him skills, but it was Thomas who taught him how to use them in the real world. Smith also learned what he values most—like having fun and making sure he can deliver on what he promises—through the LifePilot program, which teaches people to live and work in alignment with their values. To this day, Smith says “little Peter memos,” like the importance of remembering someone’s name, still haunt him as he goes about his work.

In the last few months, we’ve been inundated with examples of how far businessmen and bankers took the mantra of Wall Street’s Gordon Gecko—greed is good—to heart. With financial markets in freefall, some have seen the demise of laissez-faire capitalism and its ruthless approach to the global village written in the resulting red ink. But for philosophical entrepreneurs like Thomas, a new approach to business is needed, based on what he calls the “triple bottom line.”

“You only have to pick up any paper and the business war is recorded as either won or lost based on the earnings of the respective companies. You very seldom see businesses characterized as being socially and environmentally responsible,” says Thomas. “I want to encourage a system of rating businesses on the concept of the triple bottom line and letting them know that they are being counted on not only for their economic results but also their social and environmental results.”

According to Thomas, businesses should be: a) economically sound, with consistent improvements in revenue and profit; b) responsible to each community they serve and willing to give back; and c) environmentally conscious, always consider-
ing how to improve their daily operations to make the world a better place.

Thomas, who now spends much of his time in Switzerland when he isn’t travelling, is at the forefront of a movement that promotes values-based leadership. It fits nicely with his decades of charitable endeavours for children and mental health, as well as the development of LifePilot in 2002.

Although he’s made millions in real estate and other sectors, Thomas says it’s essential for business leaders to contribute to their communities in a meaningful way, because “when you are blessed with the skills needed to become successful, there also comes the responsibility to give back,” he says. “It is not an obligation—I consider it an honour.

“Giving back changes your satisfaction level with yourself. In a sense, it has taken me from success to significance in my life. Buying things for yourself may definitely be a way to provide a certain level of satisfaction. However, it does not compare with knowing that you have made a difference in someone else’s life.”

In November, Thomas espoused these values to some 1,500 aspiring student entrepreneurs at the National CEO Conference in Chicago for university and college students. He also served as chairman for the 2008 Global Student Entrepreneur Awards (GSEA)—the premier competition for undergrads who own and operate businesses while attending school. The GSEA is an Entrepreneurs’ Organization program, held in partnership with Mercedes-Benz Financial.

“I believe that this generation has an opportunity to be more influential than any other in creating a future of entrepreneurial leadership that is driven by passion and guided by values,” says Thomas.

To that end, he has donated to the University of Victoria and other institutions to encourage innovation, entrepreneurship and values-based leadership.

Dr. Brock Smith, UVic Business marketing and entrepreneurship professor, and champion of the entrepreneurship specialization, says, “Our values align with Peter Thomas’s through a strong social entrepreneurship and sustainable entrepreneurship emphasis in our course content and practical elements. While his financial contribution to our program is greatly appreciated, we equally value his coming to class each summer to share his values message and ‘triple bottom line’ message.”

Thomas has this advice for aspiring entrepreneurs: “Be individuals of integrity first and foremost and be balanced in your life. It is critical to never ever forget to write down your personal values, and before saying yes to anything, be sure that it will align with those values. Further, be passionate, and be and do your best every single day without exception. Don’t settle for mediocrity from yourself or others. Irrespective of inevitable challenges in life, never give up and be positive always. Remember, it’s easy, it’s a piece of cake.”

BC editor’s note: In February 2008 UVic Business committed to the United Nations Global Compact for Principles of Responsible Management Education, making it one of the first business schools in the world to demonstrate its support for sustainable and responsible business practices.
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Doing the right thing

Two UVic MBAs are helping manage the global carbon economy

In the early 1990s Michael Meehan (MBA ’05) was taking a course in environmental studies at the University of Victoria when the subject of logging led to a discussion of carbon offsets. (Integral to the “cap and trade” initiative, carbon offsets allow low-emissions companies to treat anything below the pollution cap level as a financial asset, at the same time as the worst polluters are fiscally penalized.) “Although everyone else in the class saw this as a ‘right to pollute,’ I saw it as an opportunity to create a commodity where everybody wins,” explains Meehan. “I believed that if you monetized environmental assets and established stiff financial penalties, then even ‘bad’ companies would find it cheaper and easier to do the right thing.”

Meehan’s vision turned out to be startlingly prescient and 15 years later he is president and CEO of Carbonetworks, a Victoria-based software business that optimizes a company’s ability to manage its carbon inventories while streamlining various pollution mitigation strategies. Carbonetworks has become a world leader in this emerging field, with hundreds of corporate and government clients in 30 countries.

By 1996 Meehan, an experienced software designer, began building a computer platform designed to give companies an efficient tool to manage and minimize the consequences of pollution in an era that would soon produce the Kyoto Accord. Six years later he began attending the UVic MBA program where his breakthrough business eventually was born. “At the beginning of my MBA I wrote a business plan for Carbonetworks,” he notes. “I guess you could say that I started an MBA as a way to help me create this company.”

While at UVic Business Meehan had the good fortune to meet Stephen Mooney (MBA ’05), a gifted salesman and the person destined to become the co-founder of Carbonetworks. “An MBA program gives you tools to build on the skills that you already have... and the confidence to tackle the business community,” says Mooney. “I got a huge amount out of UVic Business, but the best thing was connecting with Michael in 2003—we hit it off because we were both looking for an innovative approach to do business.”

What started as a provocative idea became reality three years ago when Meehan and Mooney “went to market” in January of 2005, acquiring $5 million in Series A investment funds. Mooney, now Carbonetworks’ vice-president of corporate development, lost no time in getting on top of emerging carbon markets by calling environmental leaders in various industrial sectors and getting their input. Later, by giving selected companies such as BC Hydro access to its web-based software, Carbonetworks was able to fine-tune the product to give companies the necessary software to work effectively in an era of ever-more-stringent pollution controls.

At first they hired only a few key representatives in California, Texas and New York to cultivate a client base while expanding the company. Although initially ahead of the curve and hence short of customers, business is now booming. They expect to grow from 15 to 20 employees by the end of the year, increasing to 50 by mid-2009.

One of the services Carbonetworks offers is a way for organizations to measure their carbon footprint as a prelude to creating effective greenhouse gas emission strategies. Large corporations need to consolidate their carbon inventory and then devise an efficient, ongoing strategy that will flexibly respond to changing circumstances. “The cap for allowable emissions will be coming down over time, so a company has to keep being more efficient,” says Meehan. “One of our services is to help clients anticipate future problems and create a portfolio of initiatives that can range from carbon trading and offsets to investments in greener infrastructure.”

The “carbon shift” that Meehan intuited more than a decade ago has received incredible momentum due to current concerns...
Family Ties

It’s all in the family for this business grad

You wouldn’t play a round of golf with just a nine iron. You need to pack more in your golf bag. And the same is true of life, says BCom grad David Tweedie, who believes the keys to getting ahead are mental ability, personality, a varied skill set and a lot of hard work.

Tweedie, who graduated in 2002, is the second of three siblings to take part in the UVic Business BCom program. His father’s experience with the UVic faculty of law, and the positive experiences and success achieved by his sister Katherine (featured on page 6-8 of this issue), were major factors in his decision to enter the commerce program. And with younger sister Clare a member of the BCom graduating class of 2008, it has truly been a family affair.

Tweedie spent time travelling after graduation before accepting a position at Investec Private Bank in his home country of South Africa. Thus began his career in client relationship banking—advising and investing for high net worth individuals. After two years, he moved back to Canada and began working for Avison Young, a commercial real estate company. This was new territory for him, but his previous position prepared him to negotiate for companies regarding their real estate requirements.

Tweedie says that the skills he gained while completing group projects during his BCom degree help him greatly in working with clients. “The practice of presenting projects to fellow students gave me the training and confidence to speak in front of clients, and to convey my message clearly. Obtaining client trust and respect is vital and you usually only have one shot at it,” says Tweedie.

In 2007, he began working for investment bank RBC Capital Markets, joining their real estate group. His group sells large commercial real estate assets and portfolios, and also advises owners of real estate options and strategies.

What’s Tweedie’s advice to current students? “Don’t focus solely on one career path because you never know what job you’ll end up in. Be a well-rounded person, not one-dimensional, so that you have different things to bring to the table for a prospective employer.” A well-stocked golf bag indeed.

For more from this interview visit www.business.uvic.ca
New Media Gets a New Player

UVic Business grad Rian Bowden is bringing podcasters together

Although he’s not yet chumming around with Bill Gates or the boys from Google, 28-year-old Rian Bowden seems well on his way to becoming a baron of the social media. Bowden, CEO of local high-tech company DailySplice, specializes in podcasting—essentially, the digital distribution of audio or video files delivered over the Internet via computers and portable media players such as the iPod. (“Podcast” is a combination of the words “iPod” and “broadcast.”)

“A year ago, it was estimated that 21 per cent of the Internet population had downloaded at least one podcast, while now that has more than doubled to 49 per cent,” says Bowden, a podcasting expert who often gives presentations on the subject. “It’s an exploding market right now, with the fastest growth of any broadcast medium.”

Bowden co-founded DailySplice with partner Lewis Sobotkeiwicz, also a UVic grad, barely a year ago. “Ironically, a lot of the large podcasters know who we are because we do a weekly interview with a podcaster and we’re getting a lot of attention for that,” explains Bowden.

Although it takes a while to build an audience, Bowden says that one of his company’s advantages is that it offers unique innovations. “Our podcast player [technically, it’s a special application endearingly referred to as a ‘widget’] can process multiple podcasts, meaning we allow users to create a customizable podcast network.” Think of that network as, say, a 50-disc CD changer, with each “CD” being a different podcast. Then add in the flexibility and instant access of digital technology, and you get what Bowden calls a “smart” playlist—and one that can remain forever timely thanks to regular automatic updates.

DailySplice’s system makes it easy for organizations to find, manage and broadcast multimedia through their website. And there are literally hundreds of thousands of free podcasts already floating around on the Internet, on every topic imaginable. Bowden points to AbeBooks, one of DailySplice’s big clients. “Instead of AbeBooks producing its own podcast—which would be just one of zillions—it can collect all the best podcasts related to books and make them available from its own site,” he says. “That way, book lovers can dial up AbeBooks and choose from the latest New York Times book review, or a hundred other specialized literary commentaries.”

Another advantage is that the network is open to input from individual users, notes Bowden. “A lot of people primarily use podcasting as a way to access music, just like listening to a conventional radio station,” he says. “And if a user gives feedback on what he likes—let’s say, particular indie bands—the system will recommend similar songs that are popular with other listeners who also liked the original tune that that user responded to.”

UVic itself is a DailySplice customer, with two stations offering a mix of self-generated podcasts and related content collected from elsewhere. Another interesting client is the Saanich Police Department, which began podcasting via DailySplice in late September. “About six months ago, Sgt. John Price saw an article on us and phoned up because he had been actively searching for new ways to reach the public,” says Bowden. “With the old model of submitting press releases, they were only getting about a 30 per cent success rate,” he adds. “Podcasting means they can reach people directly, without any media intermediaries.” There are already over 50 media clips available on saanichpolice.ca—believed to be the first police podcast in Canada—covering such topics as safety tips and appeals to the public to help with unsolved crimes.

“We’re a typical web-based startup,” admits Bowden with a wry smile. “Which means that Lewis and I are living on Kraft Dinner while we build this thing and look for investors.” Bowden estimates the current worth of his innovative, award-winning company at $1.2 million, with a very real expectation that it could grow in value into the tens of millions. “Then someone will buy us out and we’ll get rewarded for all this hard work,” says Bowden. “That should be pretty exciting.”
In this family-themed issue of Business Class, we hear from a few alumni who had more going on than just studies during their time at UVic Business. Here’s what they had to say.

JASON THORNE, (BCOM ’03) (a graduate of the entrepreneurship specialization), and his wife Jasalyn, run a successful wedding photography company in Vancouver (www.jasthorne.com). Thorne and Jasalyn met at church while he was on his co-op work term, but the wedding helped him determine his next career move. “I noticed our photographer and how she provided her services, and quickly realized that my wife had a similar talent. From that point on we began taking steps to build a wedding photography business,” says Thorne.

He admits it’s tough to separate work and home life. “We live and breathe our business. That’s the difficulty when you love what you do,” he says. “We just implemented a rule where we turn off all the computers after 8 p.m. so we can have some time for ourselves. It’s funny that my wife and I work together in the same home, yet rarely spent time together because we were working so much.”

EMMA COOMBE AND DAVID MCWALTER (BOTH MBA ’08) announced their engagement shortly after completing UVic’s part-time MBA program (concentration in service management). They married on September 6, 2008 in beautiful Whistler, B.C. Coombe and McWalter both work in management at BC Ferries’ head office in Victoria.

BARB BUNDON AND TERRY PETTIGREW (BOTH MBA ’96) met in the early days of the UVic MBA program. They had the chance to travel together to Malaysia during an international business specialization, and became engaged at the base of Mount Kinabalu. After graduating, they moved to Calgary and were married in 1997. Bundon worked in various roles at CIBC and TD Canada Trust, earning the Canadian Securities Course (CSC) and personal financial planner (PFP) designations. She eventually left TD and joined telecom startup Group Telecom in Calgary. Pettigrew joined Telus Advanced Communications in Strategic Planning as one of the initial group of employees launching Telco’s Internet and high-speed data service offerings. He eventually joined Newbridge Networks (later purchased by Alcatel) in Calgary in a sales director position, where he spent the better part of 10 years. Late in 2006 they returned to Victoria, where Pettigrew joined Cisco Systems as a major account manager, running its public sector practice in BC. Bundon has decided to stay at home to raise their two daughters, Rachel (6) and Rebecca (4).

SEAN O’REILLY AND MISCHELLE VAN THIEL (BOTH MBA ’98) met in September 1996 while attending the UVic MBA program. At the time, van Thiel was raising her two young sons while she worked and attended classes, which left her very little time to socialize. O’Reilly was also busy with his classes, athletic pursuits and friends. So, while they shared many classes, the two didn’t get to know each other well during the two years of the program. After graduation, van Thiel settled in Calgary and O’Reilly returned home to Dawson Creek. Four years went by before O’Reilly contacted van Thiel to help him with a project. Frequent correspondence and occasional visits over the next several years developed into a strong friendship, and eventually a romance. Today, van Thiel and O’Reilly live in Calgary with their two sons, Adam (19) and Jordan (15). O’Reilly works as the education manager for Worldskills Calgary 2009 and Van Thiel owns a management consulting company. “Life couldn’t be better,” she says happily. The couple can be reached at brainpower@shaw.ca.

LINDSAY FORLAND (BCOM ’99) AND DEREK MACNEIL (BCOM ’98) met while working in the marketing department of AbeBooks.com in Victoria. “We started dating in 2002, and our relationship saw us through many moves and new careers,” says Forland. She moved to Calgary to pursue a marketing career with Enmax Energy, and then returned to UVic to complete an MSc in health informatics in 2004. In the meantime, Derek had moved to Ontario to complete an MBA from the Ivey School of Business before returning to Vancouver and joining Electronic Arts (EA) in 2005. The two are finally in the same city, living in Vancouver where Forland is a health IT consultant and MacNeil is a development director with EA. They married this past summer in Metchosin, BC.
Working Today
Three generations speak up

As baby boomers continue to exit the workplace, employers have increasingly focused on the youngest members of the working population, generation Y. What motivates them? What do they look for in an employer? Most importantly, how can employers attract and retain this new generation of workers?

A number of studies* have examined the multi-generational workplace and provide a rich source of information about the needs and wants of each cohort: generation Y (born after 1980), generation X (born between 1961 and 1979) and baby boomers (born between 1943 and 1960).

But when it comes to careers, are these three generations really looking for something that different? To find out, I spoke to three University of Victoria Business alumni—baby boomer Cathy Whitehead McIntyre, gen X’er Mia Maki and gen Y’er Courtney Massicotte—to get their perspectives on what’s most important in their careers, their thoughts on achieving work/life balance and emerging trends they see in the workplace.

CATHY WHITEHEAD MCINTYRE (MBA ’98, Entrepreneurship) is the principal of Strategic Initiatives Inc., a Victoria, BC-based marketing consulting firm that specializes in research, strategy and planning. She has more than 25 years of experience in marketing consulting, and holds a Certified Marketing Research Professional (CMRP) designation awarded by the Marketing Research and Intelligence Association. McIntyre sits on a number of boards, including the Certified Management Accountants Society of British Columbia. She is also a past president of the University of Victoria Alumni Association.

MIA MAKI CMA, FCMA (MBA ’99, Entrepreneurship) currently teaches entrepreneurship and finance courses part-time at UVic Business. She is also a principal of Quimper Inc., a management and IT consulting company, and does contract CFO work for technology companies, as well as risk assessment consulting for BC Ferries. In addition, Maki chairs the Certified Management Accountants Society of British Columbia’s Board of Directors.

COURTNEY MASSICOTTE (BCom ’08) is the GMBA student coordinator for the International Programs Office at UVic Business. She is currently working on various marketing projects and is responsible for coordinating the international aspects of the faculty’s student exchange program.
“For me, work/life balance means that I love my job but don’t let it overwhelm my relationships.”

COURTNEY MASSICOTTE

T M - WHAT DO YOU THINK EMPLOYEES IN THE SAME PROFESSIONAL AND LIFE STAGES AS YOU ARE LOOKING FOR IN A CAREER TODAY?

M CINTYRE: I think many baby boomers are at a stage in life where we’re less concerned about “moving up the ladder.” Right now I’m more motivated by doing challenging work, continuing to learn new skills and building and growing my business.

M AKI: Freedom and flexibility in the workplace to allow us to care for young families or elderly family members. As well, respect for the value we bring to our jobs because of our experience.

M ASSICOTTE: Challenge, opportunity, training and advancement, coupled with good benefits, such as number of vacation days, health benefits or travel opportunities.

T M - HOW HAS WHAT YOU’RE LOOKING FOR IN A CAREER CHANGED IN THE LAST FIVE OR 10 YEARS?

M CINTYRE: Not much has changed in the last five years, except that I’m perhaps thinking more about giving something back and hopefully making a lasting contribution to the community and the industry I work in. From 10 years ago, a lot has changed. I’ve started my own business that’s continuing to grow so I have much more of an entrepreneurial mind-set.

M AKI: I find I’m pickier about who I work with, as I now have more choice. I look for interesting projects that allow me to work with people who get things done and are fun to be around.

M ASSICOTTE: I’ve only just finished my degree, but since I’ve become engaged and am balancing work and wedding planning, I’m now realizing the importance of achieving a work/life balance and the role it will play in making future career decisions.

T M - WHAT ABOUT FIVE YEARS FROM NOW?

M AKI: Probably something more substantial—like making a difference in the world. As I get older, the importance of legacy takes centre stage. I find myself wanting to make a difference in people’s lives.

M ASSICOTTE: Job security, good wages and opportunities for bonuses and promotions. I still look for a diverse and interesting work environment that’s both challenging and enjoyable. Getting along with my work colleagues is quite important.

T M - COURTNEY, WHAT ADVICE WOULD YOU GIVE POTENTIAL EMPLOYERS ON HOW TO ATTRACT STUDENTS’ ATTENTION?

M ASSICOTTE: Make yourself known. Hire co-op students, give informational seminars—ensure students know what it is that you do and what you’ll do for them.

T M - WHAT TRENDS AND CHALLENGES ARE YOU SEEING IN YOUR WORKPLACE WITH RECRUITMENT OF NEW EMPLOYEES?

M AKI: Young people have lots of job opportunities, but not necessarily good growth opportunities. There are many entry-level positions, but few development positions where employees can progress.

T M - WHAT DOES “WORK/LIFE BALANCE” MEAN TO YOU?

M CINTYRE: Basically having a good balance between work life and personal life—adequate time to feel fulfilled in both areas without feeling pulled in either direction, and not feeling stressed about not doing justice to one or the other. Part of work/life balance is also recognizing that work and personal life are interrelated—you can’t shut one off in favour of the other—and that feeling fulfilled in one area allows you to bring more energy and a more positive perspective to the other.

M AKI: Feeling like my work fits well with my life. Nothing is perfect, and you will sometimes feel that work negatively impacts your life, but in general it all needs to work. This includes the need for challenge in my job. I need challenging work to keep me engaged and fulfilled. A reasonably rich work environment that allows me to have time for my family, and time for me, is ideal.

M ASSICOTTE: This is something that I have struggled with more lately than in the past. It wasn’t something that I had given much thought to a year or so ago, as school and work were always at the top of my mind. However, upon meeting my fiancé and coming to grips with his much more laid-back style, I’ve slowly come to realize that work/life balance is something I have to consider.

For me, work/life balance means that I love my job but don’t let it overwhelm my relationships, which should always be the most important thing. Or, if I don’t have my dream job, I do something that I enjoy, because I understand that work enables me to do things in life that really do make me happy, such as travelling and being with my husband.

T M - DO YOU THINK EMPLOYERS SHOULD TAKE MORE RESPONSIBILITY FOR ENSURING THEIR EMPLOYEES ARE ACHIEVING WORK/LIFE BALANCE?

M CINTYRE: Absolutely. It’s the employer’s responsibility to set boundaries and model the appropriate behaviour. I think that establishing guidelines, such as mandating that email and voice mail are off-limits evenings and weekends, sends an important message.

M AKI: I think employers benefit themselves if they try to develop a positive culture for work/life balance. They can become an employer of choice. Most success stories have a leader that works hard, but also works around her family so that she’s able to drop the kids off at school or see a soccer game. BC


Tiana Mah (BCom ‘00 with an IB specialization), is a communications specialist with the Certified Management Accountants Society of British Columbia.
Career in Principle

Virginia Greene walks the talk

Virginia Greene steps up to the podium and cracks a joke about trying to balance a glass of water on the lectern. Then she stops and surveys the pressed shirts, dark suits and intent faces of 240 UVic Business students—the entire third-year BCom class—in front of her.

“Personal values and leadership values are inextricably linked,” says Greene, president and CEO of the Business Council of British Columbia (BCBC), to kick off her keynote address at the annual BCom Workplace Skills conference September 19, 2008.

Increasingly we examine the values of the companies we work with and for, says Greene. Businesses are responding to that scrutiny, and corporate values are increasingly driven by personal values. UVic Business, with its holistic philosophy, helps students integrate the two.

Greene is proof that it works. She has acted according to the principles she holds dear and they have led her through a distinguished career as a senior civil servant, an innovative and successful entrepreneur, a volunteer, a parent and, now, the first woman to lead the 42-year-old BCBC.

Greene lists her values by number, though not by priority—except, as she emphasizes, for number one. Her mother taught her to “do unto others as you would have them do unto you,” and the golden rule, also known as the ethics of reciprocity, has guided Greene all her life.

A fortune cookie articulates Greene’s second value: anticipate change. Knowing that change is inevitable and often desirable allows her to be excited about it, she says.

Number three is take risks. The more you take, the better you are at it. When she left a secure position as Assistant Deputy Minister of Tourism, cashed in her pension and launched a brand-new business, she dealt with sky-high anxiety by asking herself, “What’s the worst thing that could happen?” The answer came back, “Bankruptcy.”

Rather than let that fear stop her, she used it as motivation to succeed. When fear threatens progress, she recommends students ask themselves, “What’s the worst that can happen?” And if you can live with that,” she says, “go for it.” Fourth on the list is the 70-per-cent rule. You must be able to decide and act quickly with only 70 per cent of the data you’d like to have. If you wait until you’ve got 100 per cent, it’s too late and the opportunity is gone.

Number five she credits to John Halliwell, who has studied the science of happiness and well-being: “Always a learner and a teacher be.”

Number six might be counter-intuitive for business students. “Never look the money in the eye,” Greene cautions, explaining that if you always have a bigger goal, the money will follow.

She screens every decision she makes through number seven: have fun. She has quit at least one job because she was no longer enjoying it.

Like number six, number eight might not be immediately obvious in this era of specialization: “It’s a good thing to be a mile wide and an inch deep,” Greene says. “It shows flexibility, adaptability, team skills, interpersonal skills, lateral thinking.”

Number nine, says the mother and stepmother of four grown children, is “the biggest brain drain is children under six. Kids need patience, encouragement and help.”

And number 10: it’s a long life. There is time to do a lot of things.

Greene has lived her values. She raised a family. She succeeded in the private and public sectors because she took risks. She did what she loved and stopped doing it when it was no longer enjoyable, and volunteered her time and expertise to help others.

The same principles underlie UVic Business. In his opening remarks, Dean of Business Dr. Ali Dastmalchian said the school’s programs are founded on a philosophy of innovation, creativity and social and environmental responsibility. He also emphasized participation as a crucial element of education.

“You are a co-producer of your experience,” he told the student audience.

Greene is a prime example. She has walked her own talk—and she has a life of experience to prove it.
“Take your emotions to work,” says Kevin Roberts, worldwide CEO of Saatchi & Saatchi. In a fast-paced presentation October 10, he urges a room of University of Victoria MBA students and guests to go into the world and make a difference.

“What wins today is emotion,” he says.

Roberts should know. He’s the man at the helm of one of the world’s leading creative agencies, with a team of 7,000 people across 80 countries. Company revenues in 2007 exceeded $730 million and his clients include some of the world’s best-performing companies: Proctor & Gamble, Toyota, General Mills and Visa International.

As CEO in residence at Cambridge in the UK, Roberts is passionate about working with MBAs. Why? Because he believes the role of business is to make the world a better place for everyone, and that MBA students are among the “privileged one per cent” who can make a difference.

UVic Business students benefited from Roberts’ larger-than-life presence thanks to former rugby teammate Robin Dyke, adjunct professor responsible for executive mentorship and the MBA professional development program at UVic.

“I’m here to instil a sense of revolution and encourage you to go out into the world shining with radical optimism,” says Roberts, proceeding to share his unconventional thinking and maxims for success.

For Roberts, the 21st century marketing strategy has to come from ideas about health, wellness, passion, harmony and being socially and culturally responsible. Delivering facts and figures is essential, but everyone has information. What they don’t have is insight. “Take your emotions to work and use them,” he says. Use the I’s and the E’s in developing strategy: imagination, insight, intuition, empathy, emotion, energy, enchantment. “Don’t give customers what they want; give them what they never thought possible.” Emotion leads to action, he says, and business depends on persuading people to act.

Where are we headed? Away from informing and toward inspiring: “Guess what? People know that dandruff shampoo gets rid of dandruff. It’s no longer about information; it is about inspiring a choice and inspiring loyalty.” The right thing to measure, he says, is return on involvement. “Return on investment, which business schools teach very well, is table stakes now. Involvement is where loyalty comes from; that’s where a relationship comes from.”

The next maxim is about understanding who’s in charge: “The consumer is boss.” To succeed, he says, you must understand the consumer—not what they say, but what they feel. “Be the expert in figuring out new ways to empathize with consumers. If you have insight into how consumers feel, then you are well positioned to win.”

Getting to the future first, Roberts says, is about innovation. “We live in the age of the idea. Ideas are at the heart of progress. Not just little incremental ideas, but transformational ideas.” He goes on to discuss the success of the iPod, describing Apple as a company that has gone beyond its brand to become a “lovemark,” a term he invented to describe a company whose products are “loved beyond all reason.”

“Those that get to the future first, win.” He credits Apple’s founder and CEO Steve Jobs with knowing—before anyone else—that consumers wanted integrated technology that is also aesthetically pleasing.

And then there is Roberts’ planning framework, “FREDA”: focus, reinvention, execution, distribution and accountability. The Saatchi & Saatchi team structures its work on 100-day plans, which Roberts notes only make sense in this fast-paced information age. He advises students to get over the fear of failure, and to determine their strengths. “When you know what you are good at,” he says, “turn it into a towering strength, and structure your career around it.”

The next step in the environmental movement, says Roberts, is moving beyond green. “Of course you have to be green, that train has left the station; you have to move to being true blue.” Blue, he says, brings together the environment, the economy, the social and the cultural. The greening story may be tired and tainted with green-washing, “but add social sustainability to the mix and it becomes about people. Blue is about people.”

He wraps up with the notion that nothing is impossible. “Be an inspirational player, inspire people to be the best and then you will succeed.”

For the full two-hour lecture, visit UVic Business podcasts at www.business.uvic.ca.
Women of Business Honoured

Groundbreaking researchers win prestigious awards

Two University of Victoria Business professors, Drs. Ana Maria Peredo and Monika Winn, have received prestigious awards for their academic endeavors. In August 2008, Winn was awarded the Academy of Management Carolyn Dexter Award for best international paper. In early November Peredo received the Canadian Bureau of International Education award in international education.

“I’m tremendously proud that we have Ana Maria and Monika as members of our faculty,” says Dr. Ali Dastmalchian, professor and dean of UVic Business. “They are groundbreaking researchers and inspired educators.”

The two are leading experts in business and sustainability and are pioneers in their areas of specialization.

“*They are leading experts in the area of business and sustainability and are pioneers in their areas of specialization.*”

DR. ALI DASTMALCHIAN

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**DR. ANA MARIA PEREDO**

Trained in anthropology, Dr. Ana Maria Peredo has broken many traditional barriers in the field of business and management. Her ideas and research are a result of her experiences living and working among the poor in her native Peru and in regions from the Andes to the Arctic. Her experiences, and her commitment to promoting the concept of global citizenship with her students, won her the 2008 CBIE Internationalization Leadership Award.

William Warden, former diplomat and former director of the International Centre for the University of Calgary, where Peredo received her doctorate in 1999, said in his letter of support for the award, that “she is expanding management concepts to
include realities of the non-Western world and ... she brings the world into the classroom.”

Students echo his comments. “I am one of many students who have been encouraged to undertake international efforts,” says Suzanne von der Porten, who first got to know Peredo during her UVic MBA program.

Peredo’s research explores the role of business in fostering sustainable communities. In her published research and in the courses she teaches, she has introduced new business models that isolated, rural communities have developed for themselves as a means of dealing with their disadvantages.

“I am convinced that a key to interrupting the cycle of poverty and privation lies in taking full advantage of the resources that poor people often have in themselves and, notably, in their communities,” says Peredo. Much of her research looks at the role that cultural and social values play in the economic well-being of a community: “I found myself drawn into a deeper consideration of the way that forms of exchange are embedded in social networks and rituals. I came to see that the market economy is just one of several economic systems rooted in the social and cultural mix of rural communities. “In many ways my overall aim remains what it has been from the beginning: to find ways to address poverty that are sensitive to local culture and resources.” The Canadian Bureau of International Education recognizes outstanding leadership in the internationalization of Canadian education and/or the international education profession.

DR. MONIKA WINN

Today, Dr. Monika Winn is a leading researcher in business and sustainability; however just 15 years ago the field was virtually unknown. “In management scholarship, nature just didn’t exist,” she says. “They were seen as two different things and were totally disconnected.”

It’s through the tenacity of Winn and a handful of like-minded scholars that a body of knowledge has been created, and that the greening of business studies has become part of the mainstream. For her research into the effects of climate change on business, Winn was recently acknowledged by her Academy of Management colleagues for a conference paper on organizational response to extreme weather events. She and two of her colleagues received the Carolyn Dexter Best International Paper Award, an award given for the “best of the best.” Their paper was selected from among 5,000 papers submitted to the academy on a vast range of business management topics.

“It is a tremendous honour to receive this award,” says Winn. “I’m delighted to have our work recognized in this way. At the same time, it is also bittersweet because climate change is no longer an abstract theory, but a clear and present reality.”

Winn, who teaches triple-bottom-line business strategies, helps ensure that all UVic Business graduates are eco-literate. “They examine the topic as part of their basic management education and are passionate about shaping a greener future,” she says.

Winn is currently researching the strategic and institutional implications of societal pressure for more sustainable industry practices. She is also focusing on the increasingly urgent issue of how business organizations can prepare for climate change. Her work helps managers improve the quality of their decisions by adding environmental and social performance considerations to traditional financial criteria. Winn also researches stakeholder management issues and has recently published on the topic of reputation management.

“They are groundbreaking researchers and inspired educators.”

DR. ALI DASTMALCHIAN
LIANA VICTORINO, JOINED UVIC BUSINESS IN JULY 2008. She holds a PhD from David Eccles School of Business at the University of Utah, where she earned a doctoral student excellence in teaching award. She teaches operations management and service operations classes to BCom students. The opportunity to collaborate with other scholars who are interested in services-related research that integrates knowledge from multiple disciplines drew Victorino to UVic Business. In particular, she is interested in examining service design/innovation topics that interface between operations and marketing. “I’ve found that UVic provides an environment that supports cross-disciplinary approaches to research.” As much of her research has a hospitality focus, and given the large hospitality/tourism aspect of the Victoria area, she felt that the city of Victoria would provide a great source for furthering her research about hotel services. “I also was excited to have the opportunity to be involved with teaching courses with a service emphasis, such as the service operations elective and participating in the service management MBA class. And of course I thought Victoria would be a wonderful place to live and have found the area to be not only scenically beautiful but also very welcoming. I am really happy to have joined UVic Business and look forward to working with the faculty and students here.”

MIA MAKI, UVIC BUSINESS MBA ALUMNA AND FCMA, has returned to teach new venture planning and new venture financing to BCom and MBA students. She brings 17 years of experience as a facilitator, an instructor in the Certified Management Accountants (CMA) Canada-BC Strategic Leadership Program and a sessional instructor with both Royal Roads University and UVic Business. Maki has also assisted in raising over $40 million in funds, and in international initiatives including acquisitions (United States), strategic partnerships (Japan) and joint subsidiary creation (Europe) through her work with IVL Technologies and several local technology companies. Since graduating Maki embarked on her “favourite journey yet” and became a mother. Her daughter Paris is now six years old. Maki is passionate about fashion and the fashion industry and brings that passion into the classroom by using the Hermès Birkin purse to demonstrate business model variety. “Most students are shocked to find that a basic Birkin runs about $5,000, with a few costing over $100,000. It allows me to introduce the ‘leasing’ business model—i.e. ‘renting’ a luxury purse from www.bagborroworsteal.com—and to discuss value creation. Is a Birkin worth the price?”

Faculty News and Notes
Fresh faces bring new perspectives to UVic Business
DEBORAH WICKINS returned to UVic Business in a new role as MBA program director. After graduating from the MBA program in 1995, she served as the MBA program coordinator until her departure to Royal Roads in 1999. There, she spent four years honing her curriculum design and instruction skills. In 2003, she opened her own consulting practice, and in 2005 returned to Royal Roads to design and deliver two new programs: bachelor’s and master’s degrees in international hotel management. Wickins has also developed and delivered programming for an MBA and MA in international hotel management in international settings, including Grenoble, France; Tehran, Iran; and Dubai, UAE. A lover of the arts, Wickins sits on the board for Pacific Opera Victoria and is also studying to attain her final level of certification as a sommelier. Since joining UVic Business in August, she posts a weekly wine tip on her office door. Now there’s an even better reason to stop by the Business and Economics Building next time you visit the campus.

CHARLENE ZIETSMA joined UVic Business in July 2008 as assistant professor in entrepreneurship and strategy. She taught previously at the Richard Ivey School of Business and at SFU, where she completed her MBA, and at UBC, where she completed her PhD. Zietsma researches the cognitions and motivations of technology entrepreneurs and how they are related to startup. She also focuses on entrepreneurial actions to create change in the social and environmental practices of industries such as forestry and salmon farming. In October 2008, Zietsma helped launch the new NorCal alumni chapter with a talk about greening businesses, and her remarks can be found online at UVic Business podcasts (www.business.uvic.ca). Zietsma came to UVic for three reasons: 1) her values for entrepreneurship, sustainability and experiential education were well aligned with the core values at UVic Business; 2) she loves the West Coast; and 3) she couldn’t resist the idea of a steady supply of fabulous chocolate. Her husband, Steve Parkhill recently joined Rogers’ Chocolates in Victoria as president.
Alumni in Profile

Jennifer MacKenzie

Jennifer MacKenzie (MBA ’00) was named the 2008 recipient of the prestigious Canada’s Outstanding Young Health Executive of the Year award, presented by the Canadian College of Health Service Executives. The award is given to a health executive less than 40 years of age who demonstrates leadership in improving the effectiveness and sustainability of Canada’s health care system.

MacKenzie works for the Provincial Health Services Authority (PHSA) as vice-president, strategic planning, transformation support and innovation. She joined PHSA in 2003 as corporate director, special projects.

Although her accomplishments are many, MacKenzie was nominated for the development and implementation of the Strategic Resource Allocation model. This model provides the PHSA with a formal, structured process for allocating resources, and was identified as a leading practice in 2006 by the Canadian College of Health Services Accreditation. It has allowed the PHSA to stretch health care dollars further than ever before. As a result, MacKenzie’s work has had a significant impact on the health care system in this country.

“In 2003, PHSA was a new organization that was unique in BC, as well as in Canada, due to its provincial rather than regional mandate,” says MacKenzie. “At that time, it was important to define who we were, what our strategies were and how we would get there.”

MacKenzie led the strategic planning process for PHSA, and supported each of PHSA’s agencies through their own processes, helping bring a sense of unity and common direction for previously autonomous groups. In 2005, she became the corporate director, strategic planning and transformation support, and formed a department by the same name in order to help PHSA and its agencies to realize their strategic vision and plan.

“The department was created to serve two high-level functions: first, to assist in setting the vision for our organization, represented by the strategic planning arm, and second, to assist in translating that vision into reality through transformation support,” says MacKenzie. “Essentially, the department helps PHSA decide where it wants to go, and then how to get there.”

Class Notes

2008

EMMA COOMBE, MBA (Service Management), topped off her graduation year by getting married. Coombe and DAVID MCCWALTER, MBA (Service Management) are very pleased to announce that they were engaged shortly after completing UVic’s part-time MBA program in June. Read more in our Love Blooms article on page 15.

JACOB STEIN, BCom, is the business development coordinator for Vancouver Island and North American Climate Change Consultant for Jacques Whitford AXYS, one of the largest privately owned environmental consulting firms in Canada. Together with affiliates, Jacques Whitford AXYS comprises over 500 employees across nine offices and operates as a wholly owned subsidiary of Jacques Whitford Limited. Stein has recently been accepted to pursue an MSc in carbon management from the University of Edinburgh and will begin his graduate studies in September of 2009.

2007

NATHAN WEATHINGTON, MBA, left Victoria to become the publisher of the Comox Valley Record starting in November. He’s excited about the fishing, skiing, climbing, hunting and lower house prices.

2006

ARDA ATES, MBA: after becoming a permanent resident of Canada and vacationing in Turkey, Ates joined the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games as the new commodities coordinator for overlay. He is responsible for the planning and development of the event-specific temporary products and services required for the games. “It’s a great crowd to work with, different skill sets from different parts of the world—all smart, intellectual and highly educated people combining to form a big team,” says Ates.

2004

DANIEL LAST, BCom (Hospitality), is currently working for SunAmerica Affordable Housing, a subsidiary of AIG.
Yoga, ridiculously healthy food and the buzz of potential are what keep Kerri Lee Knull fuelled. Dressed in a funky red Indian-cotton summer frock with a grey sweater thrown over her shoulders, Knull (MBA ‘01 with a service management specialization), vice-president of business development for Tynt Inc., isn’t exactly the picture of corporate Calgary. Yet her ability to map effective business plans for startups has enhanced her reputation as an extraordinary mentor and facilitator within the city’s technology community.

“What I love about business is that ability to rise 30,000 feet over everything and see what the big trends are,” says Knull. “It teaches you to look at things from the top of the mountain, to see the really broad picture, and the big moving parts.”

Originally from Leduc, Alberta, but a West Coaster at heart, Knull arrived here in 2005 after earning her MBA in Victoria and working in venture capital for six years. The 33-year-old made her name as manager of the Calgary Innovation Centre, based at Calgary Technologies Inc. There, her keen focus and grasp of potential helped raise the profile of Calgary as a technology centre by steering entrepreneurs in the right direction for their projects—toward success. “It blows my mind that I had such an impact on the clients at CTI,” she says, with a look of bemused wonder.

Buzz about her successes led to Knull being headhunted by Internet startup Tynt Inc., where she is now vice-president of business development (though her business card reads: “it’s valiant princess, not vice-president”). The company, which recently launched a new website, creates see-through “canvases” that allow users to mark on top of any website and share the finished product with their friends via email or a variety of social network partners.

Knull has a long list of community services to her credit—from serving as a judge for the Haskayne Business Plan Competition to fundraising for Opportunities International.

So what’s next? “More,” she says, after a pause. “More success for Tynt, more integration into this community and more time to do the things I love, like hiking with my friends.”

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As a tax credit syndicator, AIG partners with developers and investors to provide affordable housing to low-income families and individuals in the United States. Working as a financial analyst, Last reviews operations and financials for 165 properties in the American Southwest region, ensuring efficiency of operations and housing compliance. He has lived in Los Angeles, California since February 2005 and currently resides in Studio City.

2003
JASON THORNE, BCom (Entrepreneurship), runs a successful wedding photography company in Vancouver with his wife, Jasalyn, called “Jasalyn Thorne Photography” (www.jasthorne.com). See Love Blooms on page 15 for more detail.

STEPHEN CHEUNG, BCom (IB), obtained his chartered accountant designation in 2007 and received a promotion to manager at Norgaard Neale Camden, Chartered Accountants, in Victoria, BC. Like his colleague Stephen Cheung, Lawrence provides a wide range of assurance, accounting, small business advisory and Canadian tax planning and return preparation services to individuals, corporations and trusts.

2002
SARAH CHISHOLM, MBA and BRAD BOQUIST, MBA (’03) announce the birth of their son, Benjamin Douglas Boquist. Ben was born on Saturday, August 2 at 3:19 p.m. at Victoria General Hospital and weighed a sturdy 9 lbs. 7 oz. at birth.

LISA FEDORAK, MBA, has accepted a position as a senior manager with PricewaterhouseCoopers in its hospitality, leisure and real estate advisory practice in Dubai.
Alumni in Profile

Mike Tan

Mike Tan (BCom '06) and Nikolas Laufer-Edel (BCom '07) came up with the idea for TeamPages, their online hub for amateur sports, after they got roped into captaining the UVic Commerce intramural soccer team.

“There was a lot of miscommunication, to the point where people weren’t showing up to games and we were forfeiting,” says Tan. “The worst example was that we made the playoffs, but didn’t show up because we thought we didn’t. We pretty much decided that evening to come up with a better solution.”

Tan describes the site, now a thriving online social network, as “Facebook for amateur sports.” Teams can create online schedules, manage rosters, organize carpooling, upload photos and keep players up-to-date with automatic notification features. The site offers an ad-supported service for free, as well as subscription-based packages with enhanced features.

It’s just what Tan and Laufer-Edel envisioned when, four months after Tan’s graduation, they entered the concept in the annual Innovation and Development Corporation (IDC) Challenge, a competition for young entrepreneurs, and won. “Three months later we jumped into it full time,” says Tan.

They raised a first round of financing from friends and family at Christmas in 2006. “We got some cheques instead of gifts,” he recalls. They used UVic Intramurals as a beta client.

It didn’t take long for the business community to take notice. The Victoria Chamber of Commerce awarded TeamPages a New Business Award in spring 2007, and the company took second place in the 2007 New Ventures BC awards—a $38,000 prize.

By November 2007, they had clients across North America. Several large sports associations have recently joined Tan’s roster—BC Hockey, the Saskatchewan Soccer Association and the Utah Youth Soccer Association—and more partnerships with large organizations are in the works.

Tan hasn’t forgotten his roots. In addition to a board of directors that includes several UVic advisors, TeamPages has hired several UVic co-op students. Derek Story (BCom ’07) also recently joined the company as director of business development.

“It’s a UVic-powered company,” says Tan.

Class Notes

> UAE. The practice in Dubai provides services for the Middle East and North Africa. Fedorak has spent the last three years working with the same group at PricewaterhouseCoopers in Vancouver. She transferred to the Dubai office in September.

RAJINDER SAHOTA, BCom, LLB ('05), moved back to Victoria this summer to relaunch his career in the city where he was born and raised, and to be with family and friends. He grew up working in the family business, Maison Project Management Ltd., a custom building/development company, and has returned to grow the business. He is also launching a career in law with Velletta & Company.

2001

DARRAN LOVE, BCom, is doubly happy this year. He recently celebrated his first wedding anniversary and completed the CGA program. He says he could not have accomplished this without support from family and friends, especially his wife Christina. He reminds those who might be considering additional studies about the importance of family, and says to “keep your eye on the prize and all the hard work will pay off; remember to keep those around you involved and aware as they will help you get through the tough times.”

2000

TORRANCE DONEGANI, BCom (IB), has joined the family business, Flag Chevrolet, in Surrey, BC as operations manager. He’s back to school attending a course at the National Automobile Dealers Association’s Dealer Academy in McLean, VA. Donegani has also recently graduated from Coach U’s Coach Training Program, and is working toward becoming a professional certified coach in his spare time.

LINDSAY FORLAND, BCom and DEREK MACNEIL, BCom ('98); Forland and MacNeil met while working in the marketing department of AbeBooks.com in Victoria (2000). They are now living in Vancouver where Forland is a health IT consultant and MacNeil is a development director with Electronic Arts. The two married in August 2008 in Metchosin, BC.

Kirsten Rodenhizer
Alumni Report

This fall we’ve been on the road. Alumni events took place in Victoria, Ottawa, Toronto and Mountain View, CA. It was great to see you at these receptions. As part of our commitment to lifelong learning, each event featured a guest speaker, including two from our own faculty. Dr. Ali Dastmalchian spoke about his research on the global economy and global connectivity, while Dr. Charlene Zietsma spoke about strategies for greening your business and the importance of getting on board with sustainability initiatives.

New educational receptions will be offered in 2009. To sign up for the speakers series e-vite list, email boehnert@uvic.ca.

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CELEBRATE WITH US
THE ALUMNI AWARD OF EXCELLENCE, 2008 will be presented on February 5, 2009 during Alumni Week.

2010 marks the faculty’s 20th anniversary and we’re planning a party. It’s your celebration too, and we’d like to hear how you want to mark this occasion.

We have several ideas that would bring alumni to Victoria to enjoy the city, connect with old friends, go to special classes taught by favourite professors and much more.

Please visit our 2010 alumni survey online at www.business.uvic.ca/alumni/ today and together we’ll plan an anniversary to remember.

KEEP IN TOUCH UPDATE YOUR CONTACT INFORMATION to ensure that you receive the latest information about UVic Business alumni events. You can also sign up for a permanent UVic alumni email address to ensure you don’t lose contact with classmates. Visit the UVic Alumni Association website at: alumni.uvic.ca/services/addressupdate.php.

201020th Anniversary Celebration

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UVIC AUTHORS PROGRAM: Celebrating alumni authors: library.uvic.ca/site/authors/about.html
2010 FACULTY 20TH ANNIVERSARY: take our survey: www.business.uvic.ca/alumni/

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From the Boardroom

Business Class book reviews keep you up to date with what’s on booksellers’ shelves

WORK MOTIVATION IN ORGANIZATIONAL BEHAVIOR SECOND EDITION
CRAIG C. PINDER
PSYCHOLOGY PRESS, 2008, HARDCOVER, 485 PAGES

Power, love, sex . . . All the elements of a bestseller can found in Dr. Craig Pinder’s recently published second edition about issues related to work motivation. So what’s new, you ask?

The role of emotion in the workplace has become a hot topic, says Pinder. He points out that work is an emotional experience that has, until recently, been largely ignored as a source of organizational behaviour and employee motivation.

Contrary to some opinion, research indicates that love in the workplace is not all bad. One possible benefit is a more stable workforce, because “leaving for greener pastures would entail leaving behind a sweetheart.” But Pinder also cautions that intimate relationships at work can be risky and dysfunctional for both participants and the organization, particularly when there is an imbalance of power. Chapter five covers uses and abuses of power in the workplace—including a discussion on the different ways men and women express power needs—and also looks at love and sex as motives at work. In chapter eight, Pinder discusses the causes and consequences of workplace frustration. While specific cases are hard to document, he says, he believes that workplace violence has become more frequent, or at least more widely reported.

And of course, no text about work motivation would be complete without a discussion on the workaholic.

Excerpt from Work Motivation in Organizational Behavior:

According to Fassel (1992), there are at least four categories of workaholics: the compulsive worker, who is driven to work all the time, never taking vacations and seldom making plans outside of the office; binge workers, who work with high intensity that borders on obsession, even if it is only at intervals; closet workers, who are at least partially aware that something is dysfunctional about their work style, and make promises to reform but seldom follow through; and work anorexics, who are so addicted to work that they do everything they can to avoid it in order to pretend that it’s not a problem.

In an economy worried about the motivation of its workforce to sustain itself and be competitive, one can ask, Is workaholism a good thing?

Without workaholics, many organizations could not function as effectively as they do (Outes, 1971). Workaholics are always there to backstop the errors made by others. (Of course, they are also often the cause of many of these errors themselves.) They often make up for the low commitment of others. They can be counted on to perform the jobs others avoid, and generally, to attack them with passion. Because they work hard, they provide management more “bang for the buck.”

But there are also serious downsides. Though workaholics spend long hours of intense effort at their jobs, they are often very poor performers. They tend to insist on maintaining control, preferring to do everything themselves rather than delegate responsibilities. As a result, they often spread themselves too thin and take on so many tasks that they simply cannot be effective at all of them, despite the long hours they put in. Workaholics often try to create the impression that they are indispensable (and due to their reluctance to delegate, this is often the case). But much of the flurry surrounding them is artificial rather than truly warranted. Moreover, workaholics tend to intimidate and annoy others around them who are not so completely obsessed with work. As supervisors, they push their subordinates with impunity, often causing high levels of stress and low levels of job satisfaction, and sometimes drive away talented people. There is no cause to believe that the high levels of energy they expend necessarily result in greater levels of performance efficiency than would be attainable by working at more “normal” speeds. Workaholics often lose sight of work priorities; in their attempts to get everything done, they often get little actually accomplished.

Like other addictions, workaholism can be a one-way slide toward personal destruction. Workaholics can kill themselves via stomach ailments, alcoholism, accidents brought on by physical fatigue, excessive smoking and eating, insomnia, and even suicide.

So the prevailing current answer to the question, “Is workaholism a good thing?” seems to be a resounding “no!”

Dr. Craig Pinder is a Distinguished Professor of Organizational Behaviour at UVic Business (on leave).
Let’s Do Lunch
Test your etiquette mettle

At my first big business banquet, I stared at the table in total confusion: I had never seen such an array of cutlery and glassware on a table. My boss at the time, noticing my confusion at trying to figure out which fancy water glass was mine, offered this cryptic advice: “You’ve got to watch out for Barbara—she’s like a sailor and swills her port to the left.” What? My boss then chuckled as he reached forward and grabbed the water glass perched to the right of his place setting and took a sip. Ah! I thought, and quickly followed his example.

In August 2008, Greg Hazlewood, conference services manager at the Fairmont Empress Hotel, was on hand to share some dining advice with international business students in a bid to circumvent any of my early dining dilemmas. He walked students through the dos and don’ts of business dining and assured us that dining doesn’t have to be scary—but like anything, it’s good to know the rules of the game.

Hazlewood knows the game well. As a University of Victoria BCom grad he specialized in Hospitality and Service Management. After graduation, he joined the Empress as an assistant manager, food and beverage, and was later transferred to the Jasper Park Lodge, where he worked as a manager in conference services before returning to Victoria in 2006. With someone who spends his life in the world of business dining, I felt confident that Hazlewood would be able to get us on the right track. And I wasn’t disappointed.

Students were treated to a high-energy presentation—complete with table setting diagrams—to learn the finer points of dining etiquette. Hazlewood also took the time to answer all our burning etiquette questions like, “Where do I put my napkin if I am excusing myself from the table?” (drape it over the back of the chair, or fold it loosely on the table, not on the seat of the chair) and “What do I do if I am offered food or drink that, for whatever reason, I cannot consume?” (It’s all right to refuse items, but best to alert your host to any dietary restrictions when you accept the initial invitation.)

When question time was over our lunch was served, allowing us the perfect opportunity to apply Hazlewood’s advice. Like any good instructor, though, he quizzed us before we were served our dessert. Thankfully we passed, and were rewarded with chocolate mousse and raspberry cheesecake.

See? Good manners do get you ahead.

Each year, John Oldale, MBA co-op and career coordinator, arranges for MBA students to visit the Fairmont for a special dining etiquette lunch. In September, Pamela Sanderson, manager and sommelier for The Empress Room, took students through a full-course meal to test their etiquette mettle. Would you pass?
1. Should you pick up a wine glass by the stem or by the bowl? (By the stem, to avoid warming the wine.)
2. What icy treat is most often served as a palate cleanser? (Sorbet.)
3. How should you remove tough or unpleasant food from your mouth at the table? (With the same utensil used to put it in.)
4. What is an “à la carte” menu? (Menu items ordered one by one.)
5. Put these courses in the proper order: salad, appetizer, dessert, cheese, soup, main. (Appetizer, soup, salad, main, dessert, cheese.)
6. How do you avoid slurping your soup? (Dip spoon away from you.)
7. Should you have a glass of wine or alcoholic beverage at a business lunch? (If you are a guest, follow the lead of your host. If in doubt, save it for another day and order a glass of sparkling water.)
8. How much should you tip? (Let’s dispel the myth that Canadians don’t tip. A 15 per cent gratuity is the norm.)
9. What does “demitasse” mean? (A half-cup.)
10. Is bottled water typically served with or without ice? (Without.)
11. True or false: you should taste your food before seasoning it. (True.)
12. What are the two styles of using your knife and fork? (European and American.) BC
Used Couch - Please Hold the Porn

Business ethics in cyberspace

If the Internet were a strip mall, it would be the most disturbing place on earth. I am pretty sure most people would not frequent such an establishment. Picture this freak show in your mind: kiosks staffed by loud salespeople trying to get you to enlarge one or more parts of your body, increase your sex drive or inherit a million dollars from your long-lost third-cousin-turned-oil-sheik. On top of this, there is a good chance you will walk out with a few viruses. Do business ethics not exist in cyberspace?

I long for the days when I was able to pick up my newspaper, read the news and potentially find the deal of a lifetime in the classified section. This came without viruses, interest in my private parts or pictures that would make even a sailor blush. Freedom of speech and expression are an important part of any functional society. But do I really need to be harassed about my sexual inadequacies while I am trying to buy a used couch? What is the connection between these two items? I suppose the assumption could be that I will be having sex on my newly acquired used couch. Still, why are they assuming that I need some form of help to close the deal?

It is still more shocking that society has accepted this lack of business ethics as the norm for this “new” communication tool, while Internet companies hide behind the fact that they “cannot control the public.” Television, radio and even newspapers were new businesses at one point, and they hired professionals to monitor and ensure that all content met established codes of decency and quality. You do not “accidentally” slip up and own the Playboy channel. It’s a deliberate act, as is every young boy’s search for this Holy Grail.

As an eternal optimist, I believe the Internet will end up with some level of decency simply because it makes good business sense. If a person sells high-end homes, does he want his brand posted next to someone who runs a brothel? Probably not. Before buying advertising online, he should find out what the online company is doing to make sure that this does not happen. In the future, I hope saying “yes” to porn will mean saying “no” to advertising dollars.

I run UsedEverywhere.com, a collection of Canadian-owned free classified sites across Canada. We use actual human beings who live in Canada to help monitor the site to keep it as family oriented as possible. Does it cost us money? Of course, but we hope this gives us a competitive edge. Maybe one day social pressures will improve business ethics online, but until then we will list “lack of porn” as a competitive advantage on our business plan. If you have the freak-mall blues, maybe you should check it out. If you are in favour of freak malls, please let me know so I can keep my kids out of your yard.

Nathan Weathington (MBA ‘07) is general manager of UsedEverywhere.com. He can be reached at weathingtonn@yahoo.com.
Your potential is limitless.

Presenting our Fall Class of 2008.

Heartfelt congratulations to all, and a warm welcome to the UVic Alumni family here in our beautiful city, and around the world. Set your sights high because there is no limit to what you might achieve. Best wishes for your continued success.

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Amanda Amanda
Raman Andush
Terence Ang
Alyssa Bacchus*
Katharine Benning
John Benson
Danny Ben-yosef*
Lisa Bergstrom
Jessica Bernard
Hanjia Bian
Lesley Birdlake
Eva Boucek
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