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Available by subscription and online at www.qsb.ca/magazine
In my global travels to meet with QSB alumni, I am often struck by the wide variety of careers our alumni have pursued. Gone are the days when business graduates almost exclusively chose traditional accounting, finance and consulting jobs. A solid business education opens many doors, and QSB graduates have what most university graduates covet — a great education and employment choices.

In this issue, you will find graduates from both the corporate and the entrepreneurial sides of business, from executives in the luxury hotel business (Kevin Frid and Heather McCrory of FRHI Hotels and Resorts, pp. 20-23) to an established entrepreneur (Kevin McLaughlin, CEO of AutoShare, pp. 24-27) to founders of newer start-ups, from custom tailoring to electric bikes (pp. 16-19).

Other recent issues have showcased graduates who have gone on to careers in international diplomacy (John Prato, MBA’91, MPA’89, Winter 2012); safety and security at Pearson, Canada’s busiest airport (Jennifer Sullivan, MBA’03, Summer 2012); and blogging and authoring best-selling books on “all things awesome” (Neil Pasricha, BCom’02, Summer 2011).

And those are just the cover stories! QSB has graduates all over the globe making their mark in a wide variety of ways, from the C-suite of multinational corporations to the trenches of non-profit organizations; in government, sports, entertainment, e-commerce, wineries and beyond.

We are certain that wherever you have landed, your Queen’s business education has played a part in getting you there, whether it was from building on the foundations of business principles or making career connections through QSB’s global alumni network.

Whatever you may be doing, we’d love to hear where your Queen’s business education has taken you, and so would your classmates. Send us an Alumni Note at qsb.ca/magazine and look for your update in the next issue.
Largest MBA scholarship honours Jim Leech, incoming Queen’s Chancellor

It was a memorable autumn for Jim Leech, MBA’73. In October, he was appointed Queen’s University’s 14th Chancellor, effective July 1, 2014, succeeding David Dodge. In November, at a gala celebrating his career as President and CEO of the Ontario Teachers’ Pension Plan (OTPP), from which he retired on January 1, a scholarship for Queen’s MBA students was announced. With an anonymous donor agreeing to match all donations up to $1 million, the Jim Leech MBA Scholarship currently stands at $1.75 million — the largest Queen’s MBA scholarship to date.

“Queen’s School of Business is honoured to be the recipient of this generous gift in Jim’s name,” said Dean David Saunders. “It’s a fitting tribute, given Jim’s service to Queen’s as the current Chair of the School of Business Advisory Board and incoming Queen’s University Chancellor. This scholarship will help us attract the most promising global leaders to our MBA program.”

Jim Leech is the second CEO in Teachers’ history as an independent organization, having assumed that position in 2007. Before becoming CEO, he was head of Teachers’ Private Capital. Under his leadership, the organization became one of the world’s leading private-equity investors, increasing its assets to roughly $130 billion. He has also made a substantial contribution to the ongoing debate about the Canadian pension system, having this year co-authored a book on pension reform called The Third Rail: Confronting Our Pension Failures.

“This is an overwhelming and humbling honour,” Jim said of the establishment of the scholarship fund in his name. “I am thrilled to know that Queen’s students will benefit from the wonderful generosity of my friends and colleagues.”

Jim has a long history of service to Queen’s, having served as a member of the Board of Trustees from 1984 to 1996 and as a member of University Council from 1980 to 1984. He is currently a member of the university’s Initiative Campaign cabinet, and, as Chancellor, will continue his distinguished service to the University. In addition, he comes from a Queen’s family – his father was the registrar at Queen’s in the late 1960s and early 1970s.

The $1.75-million endowment will establish scholarships awarded on the basis of academic excellence to students entering the full-time MBA program beginning January 2015. To make a donation to the Jim Leech MBA Scholarship Fund, please visit www.givetoqueens.ca/jimleech.
Queen’s-Renmin University Master of Finance program launches in China

The first Queen’s School of Business program to be offered in China was launched in November at the Hanqing Advanced Institute of Economics and Finance at Renmin University of China in Beijing. The new Queen’s-Renmin Master of Finance program will welcome its first students in September 2014.

Prospective students, members of the Chinese media, officials from Queen’s and Renmin universities and several dignitaries attended the November Open House. Dean David Saunders and the QSB Program Director, Wei Wang, welcomed Guy Saint-Jacques, Canada’s Ambassador to China, who conveyed the Government of Canada’s support for the initiative. The program has been attracting considerable media attention in China and the strong turnout of prospective students indicates a high level of interest in this joint offering.

The Queen’s-Renmin program was modeled on Queen’s popular Master of Finance offered in Toronto. The curriculum consists of ten courses, five taught by Renmin faculty and five taught by Queen’s faculty. Students have the option to travel to Canada for one of the Queen’s-led courses. All classes are taught in English.

Queen’s Executive Education ranked among top 20 in the world: BusinessWeek

Queen’s School of Business’s open-enrollment executive education was recently ranked #19 in the world according to Bloomberg BusinessWeek magazine’s 2013 rankings. Queen’s was the only Canadian business school to make the executive education ranking.

“This excellent standing demonstrates Queen’s continued commitment to world-class executive education,” said Salman Mufti, Associate Dean and Executive Director, Queen’s School of Business Executive Education. “This influential ranking supports our strategy to be a top-ranked provider of executive education, competing on the global stage.”

BusinessWeek’s 2013 executive education ranking is based on an online survey of corporate executive education clients. The complete results are available online at www.businessweek.com

Queen’s-Renmin program launches in China

Queen’s Summer Innovation Initiative pays off for Commerce students

Third-year Commerce students Helena Zhang and Naomi Ng shared second-place winnings of $10,000 for Aelius Co. (www.aeliusco.com), a hand-crafted jewelry venture, by participating in the Queen’s Summer Innovation Initiative. Angelina Fomina, BCom’13, and her teammates also collected $10,000 for Gotivity (Gotivityapp.com), an online service that matches like-minded people to share their favourite activities. This initiative, a partnership of QSB and the Faculty of Engineering and Applied Science, supports innovation activities of students, alumni, entrepreneurs and Canadian companies.

Generous alum funds Commerce Lounge make-over

Michael Keilhauer, BCom’76, generously donated new furnishings for the Commerce Lounge, making it a go-to destination for Commerce students tackling assignments or holding team meetings. The space is designed to maximize the room’s capacity and has been a hub of activity since its October re-opening. Michael is a founder and President of Keilhauer, a Toronto-based, family-owned company that specializes in manufacturing quality seating that is sold around the world.
QSB launches new graduate program

Graduate Diploma in Accounting

The Chartered Professional Accountant designation was introduced in Canada in 2013, following the merger of several accounting designations, including CA, CMA and CGA. In anticipation of this, Queen’s School of Business made significant changes to the Queen’s Graduate Diploma in Accounting (GDA) program.

This 13-week summer program, which starts in May, now includes five courses that are required for CPA certification. Queen’s Graduate Diploma in Accounting provides an excellent opportunity for Commerce graduates to significantly expand their knowledge of accounting, while also preparing them for the requirements of CPA Capstone Modules 1 and 2. Upon completion of these modules, candidates will be ready to write the Common Final Evaluation (CFE), which replaces the Uniform Evaluation (UFE).

With the combination of a Queen’s Commerce degree and a Queen’s Graduate Diploma in Accounting, graduates will qualify to write the CFE after only 15 months, as compared to the 27-month CPA Professional Education Program.

Because Queen’s GDA is accredited by CPA Canada, once candidates have successfully completed the program, they are qualified to register in the CPA Capstone Modules 1 and 2 anywhere in the country.

Queen’s School of Business has a proven track record in preparing recent business undergraduates for their professional designation. Over the last five years, Queen’s graduates writing the UFE exams for the first time have achieved or exceeded a 90 percent pass rate—a success rate unprecedented in Canada.

Graduate Diploma in Business

Queen’s School of Business is set to launch the Queen’s Graduate Diploma in Business (GDB), a program designed for recent university graduates with a bachelor’s degree in a non-business discipline. Many such grads are discovering that their degrees are not leading to the careers they had hoped to pursue. Queen’s Graduate Diploma in Business provides the opportunity for graduates to gain the general business knowledge that will significantly expand their career prospects.

This full-time, four-month summer program provides a broad overview of business fundamentals and consists of eight courses, including Marketing, Finance, Accounting, Strategy, and Leadership.

One of the main benefits of the program is that all eight course credits can be applied toward a Queen’s full-time MBA. After completing the GDB and acquiring two years of relevant work experience, graduates may return to Queen’s to complete their MBA on a significantly reduced timeline and at a lower cost. Select GDB credits can also be applied toward attaining other Master’s degrees offered by the school. Graduates with work experience will also qualify for the Queen’s Accelerated MBA for Business Graduates, which is offered in major cities across Canada for working professionals.

Queen’s Graduate Diploma in Business will admit its first class in May 2014.

25.10.13

Responsible Leadership Summit

Close to 300 delegates, mostly Queen’s Commerce, MBA and Master of International Business students enrolled in the Certificate in Responsible Leadership program, attended QSB’s 9th annual Responsible Leadership Summit. Among the 27 speakers were Janet Longmore, BCom’79, the World Economic Forum’s 2013 Schwab Foundation Social Entrepreneur of the Year for Canada, CEO of Digital Opportunity Trust and Social Entrepreneur-in-Residence at the QSB Centre for Responsible Leadership (see her profile in the summer 2013 issue), and Andreas Souvaliotis, Founder of AIR MILES for Social Change and Chair of the Centre’s External Advisory Board.

26.10.13

Second-place finish for Commerce students at Arizona ethics case competition

Second-year Commerce students Tusaani Kumaravadivel (left) and Som Ghosh (right) placed second at the Eller Collegiate Ethics Case Competition at the University of Arizona in Tucson. The event, now in its 11th year, attracted 32 teams from universities across North America. This year’s case tackled ‘Obamacare’ and ethical issues related to a company’s wellness program. The students, shown with faculty advisor Shannon Goodspeed, are members of the newly formed Queen’s Case Competition Union (QCCU).
Who’s cooking the books in a trade dispute? How effective are marketing campaigns? This year’s recipients of the Queen’s School of Business Research Excellence Awards are making great strides in areas of interest for both scholars and practitioners.

At a ceremony at Goodes Hall in November, Mike Welker, Professor and KPMG Faculty Fellow in Accounting, and Ceren Kolsarici, Assistant Professor and Distinguished Faculty Fellow of Marketing, were honoured by the QSB community. Mike received the Award for Research Achievement, while New Researcher Achievement honours went to Ceren.

It’s been a notable year for Mike, whose widely cited research focuses on disclosure and international accounting issues. In addition to the QSB research award, he received a major three-year grant from the Social Sciences and Humanities Research Council (SSHRC), the latest of his five SSHRC grants.

In this SSHRC-supported project, Mike is looking for international evidence of accounting data being managed to support an anti-dumping complaint. A country or industry lodging such a complaint has to prove not only that a foreign producer is dumping goods into the domestic market, but that the domestic industry has experienced a material injury as a result. To prove material injury, domestic firms’ accounting data are usually Exhibit A. With much at stake, firms are strongly motivated to present data that would bolster their claims of injury, such as the lowering of their reported profitability in the periods leading up to the trade investigation. Mike will delve deeper into this question, trying to determine whether such earnings management happens and, if so, whether or not it varies across countries.

Mike started at Queen’s School of Business in 1996. He is widely published in top accounting journals and has served on the editorial boards of a number of accounting research journals. In 2011, he received the Haim Falk Award for Distinguished Contribution to Accounting Thought, given by the Canadian Academic Accounting Association.

Ceren’s research, supported by an SSHRC award, aims to improve managerial decisions and marketing applications by helping managers better understand how marketing affects performance. She has developed new models and methods to measure the many simultaneous effects and cross-media interactions of modern multi-platform marketing campaigns. She is also studying the role of heuristics (managerial judgment) and analytics (decision models) in advertising budgeting decisions.

Ceren started at Queen’s in 2009, and has served on a number of QSB committees. She has co-authored two articles that have appeared in the *Journal of Marketing Research* and is frequently interviewed in the popular media on marketing issues of the day.

The Research Excellence Award program is administered by an ad hoc committee of QSB professors who consider the research achievements of their peers. In addition to the recognition, recipients receive grants to support their research and facilitate its dissemination to journals and other quality publications.
New faculty

QSB has long been renowned for the quality of its accounting program. The arrival of three new Assistant Professors of Accounting in July will add to an already strong group of professors who excel in the classroom and in contributing to the body of accounting research.

Yu Hou received his PhD from the Rotman School of Management at the University of Toronto in 2013. He has a PhD in Business Administration and a bachelor’s degree in Accounting from Tsinghua University in Beijing. He also holds a CGA certificate from the Certified General Accountants Association of Canada.

His research interests are within the capital markets area and primarily focus on financial reporting quality, litigation disclosures and accounting valuation.

Bertrand Malsch comes to Queen’s from HEC Montreal, where he was also an Assistant Professor. He holds a Master in Management degree from Audencia Nantes School of Management in France, and MBA and PhD degrees, both in Accounting, from Université Laval in Quebec City.

His research is informed by sociological and organizational perspectives and aims to develop a better understanding of regulation and control, corporate governance, corporate social responsibility, financial auditing and professional expertise. His work is published in top accounting and business journals, including Accounting, Organizations and Society, Journal of Management Studies, and Organization Studies.

Ning Zhang earned his bachelor’s degree from Tsinghua University in Beijing, and a master’s degree in economics from the State University of New York at Binghamton where he received an Outstanding Scholar Fellowship. He completed his PhD in Business Administration at Duke University in Durham, North Carolina, in 2013.

His research interests include the role of information and incentives in financial markets and in firm investment decisions.
The services QCBV provides are very similar to those offered by high-priced consulting firms. The big difference is that basic services are offered at no cost. “There’s no better bargain on the planet,” says Einar, who has worked for QCBV as a consultant for the past ten years. He is a former senior partner with Silicon Valley-based Strayer Consulting Group and has extensive experience in providing organizational development support to enterprises facing rapid change and growth.

“This initiative is a perfect fit for us, given QCBV’s mandate to support the health and growth of new ventures,” says Elspeth Murray, QCBV Director and Associate Dean of MBA Programs. “Getting insight from the front lines on the challenges faced by smaller firms helps us build an agenda for teaching and research. It also enables us to practise what we preach, in that we operate much like a small business ourselves by using the revenues we generate to cover the Centre’s operational costs and to support student initiatives.”

QCBV provides financial support to QSB’s Dare to Dream internship program, which offers funding to students’ new ventures; to the MBA Innovation Summit, an annual conference organized by MBA students; and to the Queen’s Entrepreneurs’ Competition, the Commerce Society’s premiere event for aspiring entrepreneurs from around the world.

There is a very real bottom-line cost to disengaged employees, Einar Westerlund explains to the management teams of small- and medium-sized enterprises contemplating participation in the Best Small and Medium Employers (BSME) in Canada Study. “The business cost of each disengaged employee in an organization is in the neighbourhood of $10,000.” His follow-up point — that, conversely, there are major benefits to attracting and retaining engaged employees — invariably causes heads around the boardroom table to snap to attention.

Einar is the Director of Project Development for the Queen’s Centre for Business Venturing (QCBV), an entrepreneurial start-up in its own right, which supports the creation, leadership, and management of new ventures.

The Centre provides participating companies with a complementary highlight report of the results, which helps management identify their organizations’ strengths and weaknesses in managing their employees. Organizations can also benchmark their performance against others in the same region or industry, and those that participate annually can compare their progress, from year to year. Those that are ranked in the top 50 are named to the Best Small and Medium Employers ranking, which is published by Profit Magazine and frequently used by these ranked companies in their own promotional and recruiting efforts.

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In the ten years since the study’s debut, participation rates have grown seven-fold. It’s a testament to the strength of the partnership between QCBV and Aon Hewitt that so many organizations, from Halifax to Vancouver to Yellowknife have chosen to participate.

The study is designed to measure employee engagement in businesses that employ between 50 and 399 employees. Engagement is QCBV and Aon Hewitt’s well-researched behavioural measure of ‘employee commitment to the success of the organization they work for.’ Over a ten-year period, more than 111,000 employee surveys have been completed, providing solid evidence of the tangible and intangible benefits of having an engaged workforce.

For example, the study’s data shows that organizations with the most engaged employees achieve:

- 65% greater share-price increase
- 26% less employee turnover
- 100% more unsolicited employment applications
- 20% less absenteeism
- 15% greater employee productivity
- up to 30% greater customer satisfaction levels.

These are just some of the benefits that accrue when an engaged workforce is dedicated to ensuring their organization’s success. Companies can extract even more value from the study by purchasing more detailed reports that enable them to drill down to explore specific metrics. When study results show that employees are not engaged, the data can be sliced and diced to demonstrate where weaknesses lie so that corrective action can be taken. Interested in finding out the difference between what Millennials and Gen X staff value in their employers’ benefit programs? There’s a report for that. Any one, or a combination of several, of the 21 drivers that are measured can be isolated for further analysis. Assistance in interpreting the results in more depth is available as well, also at a very reasonable cost.

“Attracting and retaining the best people is critical to the success of any company,” says Elspeth Murray. “It’s especially important, though, in smaller organizations, where resources are often stretched to the limit. Many of these organizations operate without a dedicated human resources department, and the perception may be that measuring employee engagement is a luxury they can’t afford.” Thanks to ten years’ worth of results that show the opposite to be the case, more and more organizations are choosing to participate each year, they’re helping to spread the word that participating in the BSME study can really help companies achieve their goals.”

After ten years of growing the study’s participation rates and improving the chances of success of an increasing number of organizations across the country, both partners are looking ahead to the next milestone. “We want to continue to reach as many organizations as possible,” says QCBV Director Sandra Olszowka. “We’re finding that not only do many companies continue to participate each year, they’re helping to spread the word that participating in the BSME study can really help companies achieve their goals.”

**StarTech.com — a repeat Top 50 BSME company — weighs in**

StarTech.com is a London, Ontario-based high-technology company that manufactures hard-to-find connectivity parts for IT professionals. We’ve been participating in the Best Small and Medium Employers engagement survey for the past eight years. And for four of the last five years, we’ve been named to the Top 50 list.

But when we started participating, our goal was not to get on the list. We undertook the survey because employee engagement is a key business metric. We saw this particular survey as a formal, credible method of getting candid employee feedback on how to improve our organization by measuring engagement. I say credible because the survey is anonymous, exhaustive and facilitated by a renowned business school and human resources consulting company.

We use the survey results to develop corporate action plans and improve year after year. Our process for the survey has always been: listen to feedback, build action plans, deliver on the action plans, and measure improvement.

The survey plays an important role at StarTech.com. It has helped us strengthen our culture. It ensures our leadership team is accountable for employee engagement. And it establishes StarTech.com as a truly employee-focused organization.

And of course, being in the Top 50 also supports StarTech.com’s recruiting efforts. Almost every candidate we interview mentions the 50 Best Small and Medium Employers distinction as influencing their perception of StarTech.com as a well-managed company and a great place to work.

**Deborah Ward**
Chief Human Resources Officer, StarTech.com

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To participate in the BSME Survey, visit qsb.ca/bsme
Julian Barling’s new book demystifies the topic for a general audience

BY SHELLEY PLEITER
"THE SCIENCE OF LEADERSHIP … IS A BREATH OF FRESH AIR ON A SUBJECT THAT HAS LONG CAPTURED THE IMAGINATION OF RESEARCHERS AND PRACTITIONERS ALIKE."

– Timothy Judge, University of Notre Dame

If there’s a recent research study on leadership that hasn’t landed on Julian Barling’s cluttered desk, it’s just a matter of time before it does. Yet he’s the first to admit that, when it comes to academic studies on the topic, “no one else would want to read them, given how dense they can be.” So he’s written a book, The Science of Leadership: Lessons from Research for Organizational Leaders, to demystify the research on leadership, and make the knowledge gained from it accessible to a wider audience.

There’s likely no one better qualified to take on the task. The school’s Borden Chair of Leadership, Queen’s Research Chair, and Fellow of the Royal Society of Canada has also been awarded fellowships in several other international organizations. There are no more prestigious academic appointments than these. He reads hundreds of research studies on leadership each year and has contributed a wealth of his own papers on the subject. He earned a PhD in psychology from University of the Witwatersrand, Johannesburg, South Africa, has received many major research grants and awards, including the National Post’s Leaders in Business Education Award in 2002, and has also been on the editorial boards of some of the leading academic journals in organizational behaviour.

The book has been a labour of love, he says. “It tries to convey what we know from behavioural science research on leadership in a way that is accessible and interesting to curious and motivated leaders,” Julian explains. “It’s designed not to terrify them with all these awesome theories, but rather to have the opposite effect. It shows that what we’ve learned from all this research on leadership is doable; that practicing leaders can do it, and can make a difference.”

Early reviews have been positive. Says Timothy Judge, Franklin D. Schurz Chair at the University of Notre Dame’s Mendoza College of Business, “Too often, researchers can get lost in the pursuit of innovation, and overlook the beauty of the hallmark studies that established the discipline. The Science of Leadership contains a wonderful balance of ‘old’ and ‘new’, blending the information seamlessly. It is a breath of fresh air on a subject that has long captured the imagination of researchers and practitioners alike.”

In advance of its January publication, Julian sat down with QSB Magazine to discuss the impetus for the book and some of the lessons he’s learned along the way.
What’s your fascination with the topic of leadership?
I’ve always been intrigued by leadership. As a child in apartheid South Africa in the 1950s and 1960s, I felt like I was growing up in a crucible. I witnessed first-hand the power of some leaders to cause incredible damage. Later, I watched the resistance to apartheid and how some leaders can bring about overwhelming good. So when it came time to decide on a major at university, psychology was the obvious choice for me. I’ve been fortunate to have been able to take what had always been a passion and turn it into my life’s work.

You’ve been studying and teaching leadership for decades. Why write a book for a general readership, instead of your usual academic audience, and why write it now?
The idea for this book came from teaching in the Executive MBA and Executive Education programs. I sensed a frustration that there were no really credible and accessible books that conveyed what we know about leadership, despite thousands of research studies. I realized there were non-academics who would like to know what the research has shown.

There are primarily two types of books on leadership: those written by academics for academics, and ‘pop’ books, those usually written by people with their own untested ideas about leadership. Although these ideas aren’t based on research, they sound catchy.

The fact that there’s a market for such books shows that there is a large group of curious, motivated, dedicated, ethical leaders out there who want to do good. Not just well, but good. There’s also a huge group of leaders who never get the opportunity to attend formal leadership training, and I hope that my book will speak to them.

One question you cover in your book that seems to resonate widely is whether leaders are born or made. Does your book provide a definitive answer?
For as long as people have had leaders, there have been opinions as to whether leaders are born or made. I devote a whole chapter of the book to this topic.

There is a widespread belief that leadership ability must be something some people are born with. Beliefs like this make psychological sense – when people are faced with behaviors that almost seem to defy explanation, as exhibited by wonderful leaders such as Mandela, or by the worst possible leaders, like Pol Pot, Stalin and Hitler, they need an answer. And in the face of the seemingly inexplicable, perhaps the simplest response is that it must be in their blood.

Fortunately, there’s research that can guide us in determining whether leaders are born or made. Studies in the 1960s showed that parents who used democratic child-rearing styles have children who were more democratic in their leadership behaviours with their peers. In the last 15 to 20 years, research studies have investigated family, parental, and non-parental influences on children’s leadership behaviours, and their findings, too, point to a significant nurturing effect.

Most recently, we’ve seen studies that isolate the role of genetic factors in the emergence of
leadership, that is, who becomes a leader in the first instance. There are some really interesting findings. For example, genetic factors explain about 30% of the variation in the emergence of leadership. That’s an interesting number, because it indicates that while genetic factors are important, much can still be done to influence who becomes a leader, and later, how people behave once they hold leadership positions.

The question that follows is: ‘Can leadership be taught?’ And the answer is a definitive ‘Yes!’ What the findings of hundreds of studies tell us is that leadership training can be effective, and cost-effective as well.

The great pity is that despite this, our operating model for leadership development in organizations across North America is dismal. I often ask the executives we work with, ‘Before or shortly after you were placed in a leadership position, were you offered any leadership training?’ And the answer overwhelmingly is ‘No.’ Training usually comes later, often much later.

We wouldn’t impose this model on any other important task in an organization. We don’t train surgeons after the fact. I’ve thought about this long and hard, and I can’t come up with one other occupation that sees a person being placed in a senior position, and only years later, offered relevant training.

Most frequently, then, there isn’t a model of leadership development in organizations; instead there are mechanisms for rewarding already successful and loyal leaders.

You devote an entire chapter of your book to gender differences, with an emphasis on ‘leader emergence’. What does the research tell us about gender issues and leadership?

A starting point is to look at the statistical data, and the numbers are discouraging at best. Only 4% of Fortune 500 CEOs are female; North American boards of directors have only 12-14% female representation; Canadian women Members of Parliament account for only 24% of the total number of MPs; the U.S. Senate has a 20% rate. In the year 2014, the most charitable interpretation is that a bias against women leaders persists.

We’ve also learned about a phenomenon called the ‘glass cliff’. When women do become leaders, it’s likely to be at troubled companies where the risk of failure is higher. In politics, studies show that women are more likely to be chosen to run in ridings which their party had lost the previous election and had little hope of capturing them in the next. We should not forget that Kim Campbell became Prime Minister when there was virtually no chance that her party could get re-elected.

But the big question is, ‘What can we do about this?’ One possibility is to look to countries where female representation on governance boards has been mandated, such as the Scandinavian countries, where women now hold 40% of board memberships. What’s interesting is that, after reaching the mandatory minimum, many companies voluntarily exceed that level. These companies recognize the value of having more women on their boards — the nature of problem-solving changes for the better, and women board members mentor other women, leading to an increase in their representation at the senior levels of the organization.

There is also evidence that we should start changing attitudes much earlier. A study reported a unique situation in India, in which some randomly selected local councils were directed to choose women as their leaders. Young girls who grew up with female role models had higher educational aspirations than girls without such examples. They also stayed in school longer, and were less likely to spend time on stereotypical ‘female’ tasks.

Clearly, we need to do more than just legislate female representation. Helping young girls grow up and see that positive leadership possibilities await them will likely have a very significant longer term impact, too.

Recently, you’ve tackled the concept of followership. A webinar you delivered (available at QSBInsight.ca) was entitled “Enough about Leadership, Let’s Talk About Followership!” What have you discovered about the dynamic between leaders and their followers?

Historically, researchers have studied leadership as if it’s a single-person phenomenon. Here’s a tongue-in-cheek analogy: imagine a therapist working on a troubled marriage, but choosing to interact with only one of the partners. I think we would all agree that would be ridiculous, but for decades, we studied leadership without including followers.

One study shows that looking at extroverted leadership by itself is no longer sufficient. You need to pair leaders’ extroversion with followers’ characteristics to really capture optimal leader effects on work performance. Pairing extroverted leaders with proactive followers resulted in poorer job performance! Performance was highest when introverted leaders were paired with more passive followers, or when introverted leaders worked with proactive followers. Studying leadership in isolation from those being led is unlikely to tell the whole story. We
need to stop thinking that leaders do everything by themselves. They don’t. Are they important? Yes, but there are more people in the picture than leaders alone.

Some earlier studies showed that follower performance dictates leadership style, not the other way around. For example, when follower performance declines suddenly, leadership behaviours become more controlling, with predictably negative outcomes. We have learned that it’s easier to be transformational when your followers are doing wonderfully.

After this promising beginning, research on this topic stopped. Not because we had the complete answer, I think, but because findings like these challenged our cherished beliefs about leadership. We have been raised to believe that leadership is not about responding to followers’ performance, but about causing their performance.

Challenging the potency of leadership raises difficult but important questions: For example, if followers are more important than we first thought, should we re-think executive compensation? Again, this is not to denigrate the role of leaders, it’s more about recognizing everyone’s contribution to the outcome. ■ QSB

The Science of Leadership is published by Oxford University Press. Julian will be speaking at events across Canada in early 2014 (details at qsb.ca/barlingbooktour).

Julian Barling’s reflections on Mandela

With Nelson Mandela’s passing, leaders from all walks of life searched for lessons from his remarkable life that could enhance their own leadership. So how, even after very brief interactions, did Mandela leave so many people feeling so special, believing that they could do what they previously thought was impossible? The biggest mistake would be to think that the answer lies in extraordinary behaviours that are beyond mere mortals, for the opposite is true: In reaching out to change hearts and minds, no gesture was too small for Mandela.

A Mandela story: Pictures of President Mandela’s inauguration show him surrounded by many white police and military generals, whose services he retained even though they had supported the apartheid regime. But Mandela’s compassion for others was never limited to those in high places. Once he became President, Mandela kept on his staff a woman whose job was to serve tea to him and his guests. She, too, had served his predecessor, the leader of the apartheid regime. When she would bring in the tea, Mandela would stand, and respectfully remain standing while she was in the room—despite the fact that she had been an apartheid supporter. A small symbolic gesture for sure, but it was one which conveyed a respect that would soon become mutual.

Whether he was remembering an individual’s name, calling his political opponents on their birthdays, embracing his former jailers, asking children what they had for breakfast that morning, or taking responsibility for his marital break-up after leaving prison, when he said that his wife had “married a man who soon left her; that man became a myth and then that myth returned home and proved to be just a man after all”, Mandela’s behaviours were suffused with inspirational simplicity and humility.

But all these small empathic behaviours eventually merge into something much bigger. In the words of Hermann Giliomee, a leading South African historian, Mandela had Afrikaners especially, but South Africans more broadly, in a state of “bewildering charisma”.

Julien Schadeberg/Gallery Images
FROM THEORY TO PRACTICE

Julian Barling’s account of how one MBA student challenged him to get out of the classroom and into the trenches

I was teaching a class on transformational leadership in the Ottawa Executive MBA program. Tom Weber, EMBA'95, then a district manager at CIBC, came up to me after the class and asked if I’d be willing to lead a training session for some of his staff. I said no, and explained that, although I read about and researched these things, I was skeptical about delivering leadership training at the operational level.

Tom looked at me and said, “That’s the trouble with you professors – you never put your money where your mouth is.”

So I would say that, in the best way possible, Tom shamed me into conducting research on leadership.

Tom and I had a deal: I wouldn’t do the training unless it could be part of a research project. His part of the bargain was that he would provide the ideal context in which I could do the leadership training for his staff.

I led sessions on transformational leadership for those assigned to receive the training and then we evaluated the financial performance of all the branches.

We showed that — even though the sales personnel in the branches never knew that their leaders had received training — their financial performance on several metrics, outperformed the staff whose leaders hadn’t been trained.

The deal that Tom and I had was that if it didn’t work, I’d walk away. But if it did work, I had to get involved in actually doing leadership training.

And it did work, so everyone won!
IT TAKES A CERTAIN TEMPERAMENT to launch a start-up. Determination, confidence, inventiveness and passion are common traits of entrepreneurs. Whether nurtured in the classroom, tested in a business case competition, or part of a student’s DNA, the drive to launch a business has been acted upon by many of the school’s students and alumni.

“Entrepreneurship is where human creativity meets day-to-day business reality,” says Douglas Reid, QSB Associate Professor and Distinguished Faculty Fellow in Strategy. “Usually, it’s the road not taken by many grads. For those who choose to build the path they travel upon, life, while always challenging, can be exhilarating, too. And those who persevere, and have a bit of luck and a lot of help, experience the pure joy sought by every creator — that moment of pride when one can say, ‘I built this’,”

QSB Magazine reached out to several entrepreneurial alumni on our radar to invite them to deliver the equivalent of a 60-second elevator pitch to our readers. Four are profiled below and nine others (see p. 19) are showcased in the online version of this article at qsb.ca/magazine/startups. We know there are many other entrepreneurs out there. Share the story of a business you’ve launched at qsb.ca/magazine/newventures and join our readers in checking out all the new ventures in this interactive directory.

START-UPS

SNAPSHOT

BY SHELLEY PLEITER

Talon Lloyd, Comm’15, Founder, Lloyd & Co. Bespoke Tailoring

My company, Lloyd & Co. Bespoke Tailoring, offers custom-made suits and shirts for both men and women. I’ve met with more than 300 clients since May 2013, and have opened two offices in downtown Toronto. I’ve also launched ‘Society Suits’, a program that provides a group discount and donates to the United Way 20% of the total sales from these corporate events.

Scope: 3 employees, $200,000 annual revenue

My ‘aha’ moment: When I wasn’t able to find a summer job in 2012, I decided to go into business for myself. I saw an opportunity in the market to partner with a great supplier to offer affordable custom-made clothing. With my shared-office model, my concept is expandable and has the potential to succeed in other major financial centres. I’m looking to open an office in Glasgow, Scotland, when I’m on exchange there next semester.

The most fun I’ve had so far is looking out from my corner suite on the 26th Floor at Bay and Wellington. I love it when clients are blown away by the stunning view and point out their own offices in neighbouring buildings.

Future plans? Because of my entrepreneurial drive, I was offered a position this summer at Oliver Wyman, a major consulting firm, in Toronto. I’ll be hiring full-time staff to manage the day-to-day operations of my business this summer. I hope to get into consulting after I graduate, but will continue to oversee the business now that I’ve been bitten by the entrepreneurial bug.

www.lloydbespoke.com

Talon displays his wares at his Bay Street showroom
Virginia Block, BCom’06, President & Founder, Amego Electric Vehicles Inc.

My company, Amego Electric Vehicles, designs, distributes and retails electric bikes and electric scooters that require no insurance, licence or parking fees. Amego’s customers are leaving their cars at home, saving time and money, foregoing public transportation, and having fun! The company offers stylish electric bikes that emphasize safety and durability, and are available through 18 dealers across Canada and at a corporate store in downtown Toronto.

Scope: 4 employees, $400,000 annual revenue

My ‘aha moment’: I was inspired to pursue the business at a Queen’s Business Club event that featured Trend Hunter Jeremy Gutsche, AMBA’05, author of Exploiting Chaos. The light-bulb moment happened when Jeremy was asked what he saw as the next big market opportunity: “Electric bikes!” he exclaimed. Soon after, I went to China and connected with a pioneer in the industry, who showed me the ropes and travelled with me from Guangzhou to Shanghai. That’s where I selected the models that would set Amego apart from the competition, and where I found the best manufacturers of motors, controllers, moulds, batteries and frames.

The most fun I’ve had so far was when I formed a co-branding partnership with Ferrari’s Canadian professional race team, AIM Autosport, and travelled with them to promote our Ferrari-endorsed Amego Brave and Bold bikes.

www.amegoev.com

Andrew Cherwenka, BCom’93, CEO & Co-Founder, Authintic

My company, Authintic, is an advertising-technology company that helps marketers create and deliver the right message to the right people. We use predictive analytics on opt-in social data from Facebook, Twitter, and LinkedIn.

Scope: 2 employees, $220,000 annual revenue – operates out of Toronto and New York City.

What business problem does your company solve? Targeted marketing needs current personal data. A retailer might know you’re a skier after you bought one of their jackets, but how can they find out if you’re also a runner and mountain biker? Social data provides the answer. Every day, Facebook users add 2.7 billion ‘Likes’ to their profiles. Adding the Facebook Login button to web sites and campaigns turns on the tap, allowing permission-based access to email addresses, ‘Likes’
The most important thing I’ve learned about starting a business: There’s a ton of help out there for start-ups. Governments, universities, large marketers with innovation funds — the list is long. We received support and funding from the Canadian Consulate in New York, the Ontario government, and universities on both sides of the border.

Help for other entrepreneurs: I’d love to help Queen’s alumni looking to get started as tech entrepreneurs! Contact me through LinkedIn and let me know how I can help.

www.authintic.com

From Apps to Designer T-shirts, more alumni new ventures online

Check out other alumni whose new businesses are taking off. Visit qsb.ca/magazine/startups to learn more. These grads also shared their insights on what it takes to start a new venture — see the ‘Advice’ sidebar on opposite page.

Colette Summers, AMBA’10, President & CEO, BraTopia

My company, BraTopia, is a women’s lingerie and swimwear store specializing in perfectly fitted foundation garments and swimwear. We fit women across the size spectrum, from petite to plus and everyone in between, in a comfortable, all-female environment. We also feature specialized products, for nursing mothers, cancer survivors, and athletes looking for the perfect sports bra.

Scope: Calgary store employs 9, and has revenues approaching $1 million

My ‘aha moment’: While looking for a proper-fitting sports bra in Calgary, I could not believe how challenging it was to find such a thing, especially in a city this size. When I finally did find one, it was at a store in an industrial area that operated by appointment only. That’s when I knew I wanted to make this process easier for women.

The most important thing I’ve learned about starting a business is that nothing is certain. Your best laid plan can get derailed, and your pay is typically unpredictable. You need to trust your gut instinct, and be firm when necessary. Nobody will care more about your business than you, the owner.

The most fun I’ve had so far was when I saw the elation that a properly fitting bra can bring to a woman. Some women have been reduced to tears of gratitude, so it’s been incredibly rewarding to be able to help them. I was also extremely gratified when I requested donations from my suppliers to help Calgary’s flood victims. I was amazed at how highly these women valued the donated bras, especially those who had lost so much.

www.bratopia.ca
Richard Bicknell, EMBA’13, Co-Founder, MyOwn TM

My company, MyOwn TM, is a digital personal branding and marketing tool for students that showcases their skills and personality in a professional setting, and helps demonstrate ‘fit’, not just for a job, but also with a company’s culture.

Scope: 4 employees

The business problem that my service solves:

Students often lack professional networks and a practical work history, factors that most professional platforms emphasize. MyOwn TM enables students to showcase themselves professionally online, and also provides practical tips on building and promoting their personal brand.

Companies are challenged to find candidates who ‘fit’ their culture. MyOwn TM profiles help demonstrate job candidates’ character traits as well as skills.

www.myowntm.com

Dylan DiLecce, BCom’13, Founder, Sovereign

My company, Sovereign, is a casualwear clothing company that uses the highest quality fabrics available. Many of our collections are wholly made in Toronto, from manufacturing to finishing. Casualwear is often either not adventurous enough or is too attention-grabbing. The Renaissance concept of sprezzatura — a studied, concerted nonchalance — is the cornerstone of Sovereign’s design philosophy.

Scope: 1 employee

What is the business problem that your product/service solves?

I’ve always hated shopping for casual clothes. Dress clothes are easy, and casualwear can be, too, if you want a particular look. Preppy or urban or hipster, there are well-understood labels. But most people are somewhere in between, creating a personal brand through the clothes they wear. Sovereign tries to pull back on the “our brand is this” ploy and instead lets people fit it in with their own personal style.

The most important thing I’ve learned about starting a business: I started this as a way to express myself creatively, but no one should go into business without realizing that it is a business. You can’t rely on your own acumen to guide you through everything. Getting advice and outside opinions is essential, but so is sticking with your gut. Solving that paradox is the biggest ticket to pulling off any business, and I’ve had to really test my philosophies on the matter.

I’m always looking for advice, so if there’s wisdom readers might be willing to share, I’d be grateful to hear from you.

www.svrgn.ca
John Paul de Silva, MBA’10, Managing Director, Social Focus Consulting

My company, Social Focus Consulting, helps non-profits raise more funding so they can do more good while also helping students to gain consulting experience. We do this by combining youth-driven ideas from our undergraduate business students with the experience of their MBA mentors.

Scope: 28 employees

What is the business problem that your product/service solves? We develop innovative marketing strategies that help non-profits stand out among the 180,000+ Canadian organizations that are all fighting for public awareness and a limited pool of funding.

Something we tried that didn’t work: In the summer of 2012, our entire team operated virtually. There was little, if any, face-to-face contact. This resulted in less engagement with the organization and project outcomes that weren’t ideal. Ensuring that we now meet in person as often as possible is a top priority.

The most important thing I’ve learned about starting a business: Resilience is the key to success. There have been failures, big and small, in founding and managing Social Focus Consulting. Learning from these failures and staying focused on our goals has allowed us to enjoy our accomplishments to date.

www.SocialFocusConsulting.ca

Bill Karamouzis, EMBA’12, CEO, TeachMe Inc.

My company, TeachMe, creates educational games and apps that combine play with learning in a unique way. Our games and apps are guided by the Common Core State Standards for Mathematics and pay careful attention to regional curriculum all over the world. Our games change based each player’s mastery of that skill and their experience. Because the difficulty changes with the students’ strengths, they don’t get frustrated or bored. Instead, they play longer and learn more as they progress.

Scope: 11 employees, Edmonton-based

Why I started the company: For all the time they spend on it, parents and teachers still can’t get every student to love math. MathGames combines the worlds of learning and play in a powerful new way.

We know how to entice kids to play games. We’ve built some of the most popular gaming sites on the web by making fun, free games that competed (we admit it) with homework for kids’ attention. We’ve used that expertise for a greater good. MathGames is driven by the belief that if students applied even a fraction of their free time on math, it would amount to something significant — something that could change their lives.

The first thing children learn is how to play. With MathGames, they play to learn.

The most fun I’ve had so far has been when building and testing the user experience. Every update and change is designed to keep players answering questions longer. We launched privately and the word spread so quickly that Alberta Venture magazine ran a full feature story on us (http://albertaventure.com/2013/08/bill-karamouzis-investing-online-property/)

www.TeachMe.com
Hector Larrazabal, EMBA’11, Founder & CEO, Adventures Nation

My company, Adventures Nation, publishes books that provide global and multicultural education for children and focus on travel, culture, and entrepreneurship. Our print and e-books introduce children to the concept and challenges of globalization, create global awareness, and educate about our role in promoting, preserving and respecting cultural diversity as globalization continues to grow.

What is the business problem that your product solves? The current problem is the lack of engaging and educational multicultural books for children. Our goal is to produce educational books for children that introduce them to different countries and cultures help them become engaged.

My first book, Indian Lemonade, features two Canadian children who work with their Indian friends to set up a lemonade stand in New Delhi. They learn about key cultural differences and work together to overcome challenges.

The book teaches children key facts about India and its culture. It’s the first in the series, “It’s a BIG Little World”. Next up are: Mexico (A Magical Mayan Website), United Arab Emirates (My Paper Route in Dubai), and Brazil (Rio’s Great Bottle Drive).

The most important thing I’ve learned about starting a business: is that success can only be achieved when you put the right support system in place. I assembled a team of talented and engaged individuals who keep me motivated. In the end, it all comes down to the team!

adventuresnation.com

Kyle Maloney, Comm’14, Co-Founder, Journal Prep

My company, Journal Prep, provides academic researchers with services and resources to help them accelerate the academic publication process. Our services include English editing, pre-submission peer review, statistical support and more to be introduced soon.

Scope: 30 employees, Montreal-based

What is the business problem that your product/service solves? We help level the playing field for non-native English-speaking researchers who want to submit their research papers to English-language journals. We also critique academic papers and offer researchers, including native English-speakers, advice on how to reduce the time it takes to get their papers published.

The most important thing I’ve learned about starting a business is that it isn’t easy, and you have to be prepared for not receiving financial compensation for the time you put in, at least not for quite some time. When cash-poor, you have to be creative and efficient in your expenditures.

Other lessons learned? Starting my own business has really helped me grow up faster than I likely would have otherwise. Having other people depend on me means I need to ensure that I don’t let anyone down and that I stay focused, even amid the distractions of a university setting.

www.journalprep.com

Aaron Mitchell, AMBA’12, President, Human Logistics

My company, Human Logistics, moves people and cargo with unparalleled precision. Specializing in aircraft charters of all kinds — from helicopters, to executive jets, to cargo and passenger airliners — Human Logistics is moving the industry forward by introducing a new standard of service and accountability.

Scope: 1 employee, Toronto-based
Fahad Siddiqui, MBA’12, Founder & CEO, The Display Rack

My company, The Display Rack, is a shopper’s companion website that helps consumers find products in a hurry, at the best price, at nearby stores. It’s ideal for shoppers who don’t have time to do the legwork to comparison-shop in person, or to wait for two or three days for products to be delivered after shopping online.

Scope: 2 employees, Kitchener-Waterloo-based

My ‘aha moment’: The Display Rack started out as the scratch for my own itch. I saw an opportunity in removing obstacles to getting information about the availability and prices of products for sale locally. My solution meant I wouldn’t repeat the experience of having to wait four weeks for a business card holder to be delivered, one that I later learned was being sold at a store a three-minute walk from my home (true story).

The most important thing I’ve learned about starting a business: The people you start with are critical to the success of a business.

www.thedisplayrack.com

David Sinkinson, MBA’13, Co-Founder & CEO, AppArmor Mobile

My company, AppArmor, develops custom mobile apps that provide tools to foster community safety for college, university, and corporate campuses. We combine existing safety infrastructure with our pre-built modules to produce a highly customized mobile app designed specifically for each community, typically universities and colleges around the world.

Scope: 3 employees

My ‘aha’ moment: While completing my MBA at Queen’s, I was a member of the student government. I noticed that one of the security intercoms on campus wasn’t working, and brought it up with Queen’s staff. We agreed that a smartphone app could act as a massive connected network of virtual security intercoms and, with other features, could help make Queen’s campus a safer place. And with that, AppArmor was born. Along with my cofounder, brother Chris, MBA’11, we worked together to build the app that Queen’s Campus Security uses to this day.

What is the business problem that your product/service solves? Being able to reach more students in the event of an emergency. Helping our partner schools’ campuses be safer. Creating an affordable and scale-able safety solution

The most fun I’ve had so far was: Going to trade shows and meeting one-on-one with our customers. It was amazing to get their feedback on our product; it helped us make a number of improvements. Of course, selling them on our product was pretty fun too!

www.apparmor.com
ADVICE to wannabees from alumni entrepreneurs who’ve BEEN THERE

Keep focused on your business plan and objectives. There are many opportunities during the start-up phase. If you’re not careful, you can find yourself chasing too many for your limited resources to handle.

Richard Bicknell, MyOwnTM www.myowntm.com

Life’s all about the failures, which act as frames for our successes. You can always learn something you wouldn’t have otherwise discovered by starting your own company.

Dylan DiLecce, Sovereign www.svrgn.ca

Force yourself to enjoy some down time. Working 14-hour-days is not sustainable. What’s best for the company is a leader who lives a balanced life.

John Paul de Silva, Social Focus Consulting www.SocialFocusConsulting.ca

Concentrate on what you’re good at and what you enjoy doing. If you can take a hobby you truly enjoy and make it into a sustainable business, you’ll do well.

Bill Karamouzis, TeachMe Inc. www.teachme.com

Listen to feedback, understand and accept others’ points of view, and be willing to let your concepts and ideas adapt and evolve. But make sure your vision and mission are never compromised.

Hector Larrazabal, Adventures Nation adventuresnation.com

There will be ups and downs, and sometimes things don’t work out as planned. Keep with it and don’t lose hope.

Kyle Maloney, Journal Prep www.journalprep.com

Hold the highest respect for yourself, your business and your customers. Ask yourself, “Is this the best decision I can make to positively benefit my business and my customers?”

Aaron Mitchell, Human Logistics www.humanlogistics.com

Start early. Fail fast, and iterate.

Fahad Siddiqui, The Display Rack www.thedisplayrack.com

Ask yourself, “How does it make money?” — Simple, I know, but people often suggest app ideas that are completely unfeasible or have little chance of making any money.

David Sinkinson, AppArmor Mobile apparmor.com

QSB gives budding entrepreneurs an edge

“We believe that no one should graduate from Queen’s School of Business without having been exposed to leading-edge thinking and practice in the entrepreneurial context,” says Elspeth Murray, Associate Dean, MBA Programs and Director of the Queen’s Centre for Business Venturing (QCBV). Students at the undergraduate and MBA levels have ample opportunity to explore their entrepreneurial interests through a variety of programs, including those summarized below.

Queen’s Advancing Canadian Entrepreneurship (QACE) Conference is an annual event, organized by the Commerce Society, which welcomes delegates from across Canada for a weekend of speaker presentations, networking, and the popular Social Entrepreneurship Challenge. www.qace.ca

The Queen’s Entrepreneurs’ Competition (QEC) is the largest international undergraduate business plan competition in Canada. Now entering its 25th year, this ComSoc-hosted event attracts young entrepreneurs from around the world who compete for $25,000 in cash prizes. www.theqec.com

A team pitches their new venture at the 2013 Queen’s Entrepreneurs’ Competition

The Paul and Tom Kinnear Business Case Competition is open to Commerce students who either have an ongoing venture or are in the process of establishing one. The top team is awarded $5,000 to be used towards the establishment or ongoing operation of the business. qsb.ca/qcbv

Dare to Dream internships are designed to encourage aspiring entrepreneurs to launch their new ventures by providing resources to help soon-to-graduate Commerce and MBA students. Each internship provides funding for three months, up to a total of $15,000. qsb.ca/qcbv

In the classroom: Entrepreneurship is part of the core curriculum in all MBA programs. Students in the full-time MBA, Executive MBA and Cornell-Queen’s Executive MBA programs also complete a compulsory New Venture Project. qsb.ca/mba

New venture competitions hosted by other universities are open to students at the undergrad and MBA level, with coaching and support provided by the Commerce Society, program staff and faculty. www.comsoc.queensu.ca and qcbv.com
Kevin Frid, EMBA’00, is Fairmont Hotels’ new President, Americas

BY SHELLEY PLEITER

HOTELIER EXTRAORDINAIRE
Kevin Frid spends a lot of time in hotels. “Travel has been a big part of my life for more than 20 years,” he says. “It’s just my way of commuting to work.”

The newly appointed President, Americas, of FRHI Hotels & Resorts (FRHI) – the parent company of leading brands Fairmont Hotels & Resorts, Raffles Hotels & Resorts and Swissôtel Hotels & Resorts — is on the road virtually every week, checking into and in on some of the world’s most iconic hotels. The Fairmont Royal York in Toronto; Raffles Singapore; New York City’s The Plaza; London’s The Savoy; and Istanbul’s Swissôtel The Bosphorus — these are just a few of the world’s finest hotels that are managed under the FRHI banner.

Kevin caught the hospitality bug early, as a 15-year-old bellman at the 250-room Holiday Inn in his native Hamilton, Ont. “It’s still the best job I ever had,” he says, jokingly. “Being a bellman is lucrative for a young man. It also allowed me to experience almost all aspects of the hotel’s operation. Whenever help was needed, at the front desk, at banquets, or providing security, I’d often get the call.”

The experience influenced his future path, from studying Hospitality and Tourism Management at Ryerson, to his first job after graduating. He and approximately 30 of his classmates were hired to help open Canada’s Wonderland, a huge entertainment park north of Toronto that debuted in 1981 with Wayne Gretzky raising the Canadian flag on opening day.

A year later, he was offered a job as Controller at the Delta hotel in Saint John, N.B. “We’d never hire me today,” he says, with a laugh. “I didn’t have an accounting background and had never worked in an accounting office before. But I was ready, willing and able to pack up my car and go at a moment’s notice.”

That was the start of an 18-year career with Delta Hotels & Resorts that saw him move across Canada, landing increasingly senior management positions in Whistler, Vancouver, Penticton, Winnipeg, Ottawa and Toronto. Each posting offered its own unique advantages, he recalls. He arrived at Whistler when the town and many of its hotels were either bankrupt or teetering on the edge. “It was really fascinating to work at a premier ski resort that was in its infancy and struggling to get off the ground,” he says. The winters were incredibly busy, so he remained a casual skier, but the quiet summers did wonders for his golf game, Kevin says. His time spent in British Columbia was memorable for more personal reasons. It was at Whistler’s Delta Mountain Inn where he met his wife, Lynne. They would go on to raise a family of four children, including son Ben, who is currently a third-year medical student at Queen’s.

By 1998, Kevin was the Senior Vice President of Operations for Delta in Toronto and was assessing his career options. He saw how the career of Simon Cooper, then-President of Delta Hotels and Kevin’s mentor, had progressed at a rapid pace after attaining his MBA. Kevin took note and researched his options, deciding that the Queen’s Executive MBA program would be the best fit. “Queen’s had pioneered the Executive MBA format and had been a market leader for years,” Kevin says. “It was a program geared to someone working a lot of hours in a full-time job and the videoconferencing aspect also appealed to me.”

He credits the program with helping him change his way of thinking. “I went from being very mechanical and technical in my thought processes to being very strategic,” he says. “Even today, I still apply the things I learned, often on a daily basis.”

The team-based learning aspect was equally influential, he says. “We had a very eclectic group, which was a big part of the experience. We had entrepreneurs, lawyers, doctors, those who worked for government or in the private sector. My teammates still meet about eight times a year. I don’t get to meet with them as often as I’d like, but they’re still people I’m connected to.”

Shortly after he graduated in 2000, Kevin met with the President of Fairmont Hotels & Resorts, the company that had acquired Delta Hotels two years earlier. “I told him that I felt I’d gone as far as I could go with Delta, and that I’d probably be moving on, as I was hoping to work in the U.S.”

Within a few weeks, he was offered his first U.S. posting, as General Manager of the Fairmont Chicago and Regional VP of the Eastern U.S. and Bermuda. “It was a fascinating transition,” Kevin says. “There was a lot to learn in running a 700-room hotel. Chicago is a city that lives and dies by its citywide conventions, attracting some of the largest in the world. I had to learn the ways of a big U.S. city — what moved things, what shook things, and how to make an impact.”

Overseeing properties in the Eastern U.S. and Bermuda added another level of complexity that Kevin welcomed. It also ramped up his travel schedule exponentially.
Chicago turned out to be a longer-term posting than any of his previous ones. Kevin continued his rise through the ranks, attaining the position of Executive Vice President, Operations, for the Americas and Europe prior to his appointment as President, Americas, in July 2013. In this newly created role, he oversees the more than 45 hotels in the company’s largest region, while his counterpart is responsible for the International division (essentially, the rest of the world).

In a career that has spanned 35 years and counting, Kevin has witnessed many changes that have transformed the hotel industry. “Online booking through third parties has made us all very transparent,” he explains. “We used to segment our markets and sell differently to each one. But now, what we’re offering someone over here is easily seen by someone over there, so it’s changed the way we do business. Online reviews, positive and negative are all out there, and they can have an immediate impact on a customer’s decision whether to stay at one of our hotels.”

The luxury market is experiencing growth around the globe, and nowhere is this more visible than in Toronto, which has seen recent openings of the Ritz Carlton, Shangri-La, and the return of the Four Seasons’s flagship property, among others. “Toronto has long deserved to have a selection of luxury products,” Kevin says. “I think it’s about time.”

He ascribes this growth to demographic trends, specifically the spending curve that coincides with boomers hitting or approaching their retirement years. “Many baby boomers have accumulated some degree of wealth, they’ve worked hard and put a little aside. They’re not as interested in doing the typical tourist thing, just seeing the usual landmarks. They’re looking for experiences and adventures, offerings that luxury hotel brands like ours are increasingly providing.”

Where was Heather when the lights went out? Just as The Queen and Prince Philip were due to arrive at The Fairmont Royal York hotel for a dinner hosted by the Prime Minister? The hotel’s then-General Manager was on the phone, talking to her boss, Kevin Frid, when the building, and much of downtown Toronto, was plunged into darkness due to a power-outage in July 2010.

“Our chef was a true hero that day,” she recalls. He and his team had been in top gear, prepping and cooking the dinner, when all power in the kitchen was lost. Within minutes, and in the dark, he lined up the use of the kitchens at George Brown College, commandeered a truck, cooked the meal and delivered it back to the Royal York just as the power was restored, two hectic hours later. Meanwhile, the pre-dinner reception went on as planned, thanks to an emergency generator. The Queen was unfazed by it all, according to a Toronto Star report.

Challenges like this are just part of the job, though Heather admits the audience that evening was even more distinguished than usual. In her 25-years (and-counting) with Fairmont, now FRHI, Heather has accumulated a wealth of hotel-management experience. She progressed through the ranks, starting in marketing and sales, eventually landing the role of VP, Sales and Distribution. By 2003, she was ready for a change and saw an Executive MBA as a logical next step. “Kevin is the one who convinced me to go to The Queen’s,” she says, “and I had an equally wonderful experience there.”

Shortly after her graduation from that program in 2005, Heather was given the opportunity to take her career in a new direction, as The Fairmont Royal York’s General Manager and Regional VP with overall responsibility for five Fairmont hotels in Canada. It was a right-angle learning curve, Heather says, moving to a 1,365-room, landmark property with a staff in excess of 1,200.

Now she’s back at the corporate office, having stepped into Kevin Frid’s previous role as Senior Vice President, Operations, Americas, in July. She interacts regularly with the owners of the properties managed by FRHI, including major real-estate holding companies, such as Westmont Hospitality Group, Oxford Properties Group and Caisse Dépôt, the Quebec pension plan. Equally important is driving ‘colleague engagement’, a metric that is measured annually and taken very seriously at FRHI. “It is ‘the mantra’ here,” Heather explains. “If you hire the right people, they’ll provide outstanding service. Unrivalled service drives revenues and satisfies the bottom line for the properties’ owners and for our company.”

Community engagement also plays a role in the company’s success. Whether it’s through Heather’s role on the boards of Tourism Toronto and the Travel Industry Association of Canada, or her championing of the Royal York’s seven-year participation in CIBC’s Run for the Cure, The Fairmont Royal York is a fixture in the local community. For example, hundreds of colleagues have participated in the Run for the Cure and collectively have raised more than $250,000. What started as a show of solidarity for several breast cancer survivors on the housekeeping staff has become an annual tradition that galvanizes the staff.

The perks of the job have been a bonus: a private meeting with The Queen, at Her Majesty’s request;
According to Kevin, three main features distinguish FRHI Hotels & Resorts: a portfolio of distinctive properties; the approach to customer engagement and delivery of unique and meaningful travel experiences; and the strong ties of each hotel to its local community. “We’re not the largest hotel company in the world,” he says, “but I do think we have the most impressive collection of luxury hotels in the world.” There are the famous ones — the aforementioned Plaza Hotel, Raffles Singapore, and The Savoy — as well as Canadian historic landmarks Fairmont Le Château Frontenac and The Fairmont Banff Springs. But there are also some spectacular new ones, such as China’s Fairmont Nanjing, which resembles a giant Chinese lantern, or the recently opened Fairmont Baku in Azerbaijan, designed in the shape of a flame.

“They are amazing physical structures,” he says, “but we have to put the hospitality element into play, because they’re just empty shells without the people, both the colleagues (staff) and the guests.”

Top-rate hospitality also sets FRHI hotels apart, Kevin says. “We strive for customer engagement, not merely satisfaction. It’s not just a matter of simply handing over a room key or processing a credit card. Staff are trained to anticipate guests’ needs and empowered to go the extra mile to ensure stays are memorable and meaningful.”

Another feature that sets these hotels apart is that they aren’t designed in a cookie-cutter fashion. “We’re unlike other brands, which offer uniformity,” Kevin explains. “Their hotel in Paris looks very much like the one in Omaha, for example.” Kevin explains FRHI hotels embrace their differences, from the modern, sleek Swissôtel to the art deco masterpieces, such as London’s The Savoy and Shanghai’s Fairmont Peace Hotel. “We don’t want guests to walk into one of our lobbies and think, ‘ah, another Fairmont.’ We want them to feel they’re in a hotel that is a vibrant part of the local landscape.”

In his weekly travels, Kevin nearly always stays at an FRHI property, all the better to assess the hotels’ operations. Occasionally, though, he’ll check out the competition, striving for anonymity so that he receives the same treatment as other guests. A recent trip to Toronto provided the opportunity to evaluate the Shangri-La. “When I checked in, I saw that I’d been upgraded, so I thought I’d been recognized. Then, when the front-desk agent escorted me to my room, I was sure of it. So I asked, ‘Is this your standard service? Do you always escort guests to their rooms?’ And the agent said, “Oh no, that’s just for you, Mr. Frid. I used to work with you at the Delta Ottawa 15 years ago!”

The former junior bellman and occasional front-desk helper remembers well what it’s like to be on the front lines. When asked whether any lessons learned from his early days in the industry still apply today, Kevin doesn’t hesitate. “The industry has changed tremendously over the years in many respects, but the basic fundamentals have not. When someone walks through the doors of one of our hotels, extending a great hand of hospitality is still the fundamental basis of all that we do.”

FRHI Hotels & Resorts

- 1887 – The Raffles Hotel in Singapore opens
- 1888 – Canadian Pacific Hotels opens The Banff Springs Hotel. Later acquires Princess and Fairmont hotels in the 1990s, adopting the Fairmont name for its international appeal
- 1980 – Swissôtel opens its first hotel in a partnership between SwissAir and Nestlé; merges with Raffles in 2000, and with Fairmont in 2006, thereby creating FRHI Hotels & Resorts.
- 108 properties under management
- 45,000 employees worldwide
- 40,000 guestrooms worldwide
- 30+ hotels in development

having President Barack Obama greet her with a cheery, “Hi Heather, how are you?” on his arrival for a G20 meeting in 2010. “He’d been briefed in advance, of course,” she laughs. “But it was still a bit surreal.” These have been memorable moments, but it’s also a 24/7 kind of job. During her six-year stint as General Manager, when anything happened at the hotel — and incidents tend to happen at night and on weekends — she would get the call, and her team would spring into action.

“No two days were ever the same,” she says. “And the colleagues here are phenomenal. We did a lot of great things together.”

She may be at corporate headquarters now, but her affection for the Royal York is obvious. When crossing the lobby at the conclusion of the interview for this story, Heather spotted some litter on the carpet. She stooped to pick it up and continued on her way. It’s the little things that count in the hotel business, after all.
The Little Car-Sharing

1 shared car replaces 6–8 private vehicles on the roads
Kevin McLaughlin, BCom’89, ardent environmentalist and AutoShare President, is living proof that what’s good for the environment can also be good for the bottom line.

BY SHELLEY PLEITER

Kevin McLaughlin hasn’t owned a car since 1990. Bought shortly after he graduated from Queen’s Commerce in 1989, the BMW 2002 was quickly sold after he returned from a life-altering trip he’d embarked on that autumn. Today, the founder and President of AutoShare gets around Toronto with his wife and two young sons by bicycle, on foot, or in a car from the company’s fleet of 300 vehicles.

Kevin is one of 12,500 people who use AutoShare, Toronto’s first and only locally owned car-sharing company. He fits the profile of the typical customer: a resident of the downtown who doesn’t drive to work, has a postsecondary education, and is in the 20-to-50 age demographic (Kevin is 47). He deviates from the model in that his primary motivation is concern for the environment. For most of his customers, it’s all about convenience and saving money. They like the flexibility of reserving a car (by phone, online or via their mobile device), then using a smart card to access their vehicle of choice, from one of 175 lots, usually within a five- to ten-minute walk. The cost: a mere $10 per hour, including gas and insurance. It’s ideal for those needing to get to a late-night hockey practice, or for a trip to Ikea. For Kevin, it’s always been about the environment, but he’s learned to craft his message so that it resonates with a wide audience.
“We started off really focusing on the environmental side of things,” he explains. “Our corporate colours were green. Our message was, ‘it’s good for you and the environment’. Eventually, we realized that most people were seeing beyond that, and were looking at the convenience and cost savings. So, like that old TV commercial, we figured ‘if Mikey likes it, we’ll just tell him it tastes good’. We still have a very strong commitment to the environment. Hybrid vehicles make up 25 per cent of our fleet, and we’ve been pioneers in helping to bring electric cars into the city. First and foremost, though, we have to be a financially sustainable business.”

Kevin’s passion for environmental causes was sparked by an encounter with a “mountain of plastic water bottles stashed behind picturesque huts on a beach in Thailand,” he says. He came upon it during his post-graduation backpacking trip through Asia and Australia, and was troubled by the environmental implications. The 20th anniversary of Earth Day in 1990 fuelled media coverage and late-night discussions with his fellow young travellers. He’d left Canada anticipating that his journey would help him decide between a career in law or one in commercial real estate. Instead, he returned to Toronto later that year knowing that he wanted to work in the environmental field.

Subsequently, he met Geoff Cape (BA’89), with whom he would co-found the Evergreen Foundation, a non-profit focused on the environment. He moved to Vancouver to open the foundation’s office there and spent six years in the trenches, raising awareness and funds for a variety of initiatives focused on connecting people with nature in the city. The grind of the fundraising component took its toll, so when he heard that a new TV station was coming to Vancouver, he signed on as its first employee. He’d had high hopes of becoming a pioneering environmental reporter, and while some of his stories were picked up nationally, he found the TV-news business too competitive for his taste. He’d also been moonlighting as a co-founder of Vancouver’s Cooperative Auto Network (CAN), only the second such company in North America, modelled on Quebec’s pioneering Communauto.

“It was very grassroots when we started,” he recalls. “We had to invent it as we went along.” Encouraged by the potential, Kevin decided that if it could work in Vancouver, Toronto might also be ripe for such a venture. “I had a network there and knew I could land at my parents’ place. I’d done well in investing in technology stocks in the ’90s, so I was able to return to Toronto with a bit of a nest egg.”

He found a partner and in late 1998, the pair launched AutoShare with two staff, three cars and 16 customers. “We started off working from our homes,” Kevin recalls. “Fairly soon, we realized the importance of finding office space. In a way, we were lucky to have launched AutoShare during a recession. The car-sharing business is somewhat out of synch with recessions, because when people are thinking about saving money, it’s good for us. It can be more difficult to get financing, but you can find and assemble a team of people more easily and cheaply, and office space is less expensive.”

The two partners worked together for three and half years, then endured what Kevin calls “a messy business divorce.” After a lengthy litigation that took up most of 2002, Kevin was able to buy out his partner. “The company was more or less bankrupt when I bought it. I borrowed a lot of money to get it back on track, but it felt good to be able to run the business the way I felt it needed to be run.” The lesson learned, says Kevin, is to have a ‘shotgun clause’ — a mechanism to enable a partner to be bought out, or to buy out the other partner(s), using a pre-agreed compensation formula.

His Commerce background turned out to be invaluable in the early years. “Accounting was my least favourite course at school, but it turned out to be the most beneficial. Today, when I’m mentoring people wanting to start a business, I always tell...
maybe we were running a Ponzi scheme, saying ‘Don’t worry – you’ll get a car’, when there were no cars to be had.”

Legitimacy isn’t an issue any more, but encroaching competition is. The little, local car-sharing company, with its staff of 25 and annual revenues of $6M, has now been joined by some major players; U.S.-based ZipCar, Avis, Budget and Daimler Mercedes-Benz have all entered the Toronto market. While Kevin isn’t quite putting out a welcome mat for these interlopers, he’s confident that AutoShare will continue to thrive. “Word of mouth is big in our business,” Kevin explains. “Long before social media and smart phones, 50 per cent of our business came through word of mouth. When people would hear that a friend was using our services, it often convinced them that it was a legitimate and worthwhile choice. And their friends would often sell them on it, saying ‘Why renew your insurance? Why own a car? You should give this a try – it’s great.’”

While the company boasts customers from ages 21 to 81, the majority are young people in their late 20s and early thirties. “Our market research has shown that there are changes in life that trigger a decision to join AutoShare,” Kevin explains. “We seem to catch a lot of people in their late 20s, when they start having serious relationships, we think. They may not move in together, but they’re doing things with another person, getting a bit more serious, that’s when they decide to make a commitment to joining AutoShare.” Other triggers include a new job, a relationship break-up, or a move to a new apartment or condo.

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“We have a solid fan base,” says Kevin. “A lot of our customers really do love the service. I like to think Autoshare does the best job in the city — that we’re the solution for people who thought that the choice was either owning a car or living life as a hermit. The reality is that now you can live a perfectly normal life without owning a car. In fact, you can be a lot happier and richer for it.”

Kevin is a distant relative of auto-industry pioneer Sam McLaughlin, whose McLaughlin Motor Car Co. brought Buick to Canada, and merged with Chevrolet in 1919 to create General Motors.

Kevin is a distant relative of auto-industry pioneer Sam McLaughlin, whose McLaughlin Motor Car Co. brought Buick to Canada, and merged with Chevrolet in 1919 to create General Motors.

50% =  Average decrease in vehicle emissions when people ditch their vehicles and join a car-sharing service.

$25K – $30K – Typical one-time cost of a parking spot at a downtown Toronto condo
$0 – Parking cost when picking up an AutoShare car from a reserved spot in a condo’s lot
1946
Barbara Rogers (BCom) died Nov. 8, aged 88, in hospital in Kingston, after a long illness with cancer. She is survived by Arnold, her husband of 64 years; children Gregory (Leianne) and Grant (Joanne); and grandchildren Jason, Kate, Erin and Jonathan. Her interests included finance and community education affairs, travelling, playing bridge and making some 300 dolls for needy children around the world.

1947
Donald “Don” MacArthur (BCom) passed away Nov. 21 in Calgary, aged 87. He worked for London Life Insurance in Calgary, Regina, Kingston and London prior to returning to Calgary upon his retirement. He is survived by his wife of 61 years, Lois (MacLennan) and children Carol (Gordon) Ryley, Blair (Deborah) and Paul (Jann), as well as seven grandchildren, his brother Peter, BSc’60, (Rosemary), and his large extended family.

1948
Helen (Armstrong) Bronskill (BCom) is shown at the spring convocation with her granddaughter Simone Enns, BSc(Eng)’13, of Three Hills, Alta.

1951
James (Jim) White (BCom) passed away Monday, Oct. 21, 2013, aged 84, at the Southampton Care Centre, near his home in Port Elgin, Ont. He grew up on a farm outside Pickering, Ont., and, following his graduation from Queen’s, worked as an accountant at Abitibi Paper, Famous Players Theatres and Waterford Crystal Canada. He was the Secretary Treasurer at the last when he retired to Port Elgin in 1989. He is survived by Beverly (Craig), his wife of 52 years, son Craig, daughter Alexandra, grandchildren Lucas and Leah and members of his extended family.

1958
Walker McKay Smith (BCom, LLB’62) died Feb. 8 at home in Chatham, Ont. He is survived by his sister Amelia (Smith) Farquharson (Arts’63) and her children James (BCom’97) and Catherine. Walker practised law in Toronto until 2003 and then retired to Chatham to run the family business, Gray’s China Hall, started by his grandfather in 1902.

1966
Tom Kinnear (BCom, LLD’02, PhD), a distinguished member of Queen’s School of Business’s Advisory Board, on Nov. 4 received a Lifetime Achievement award from the Ann Arbor-based Michigan Venture Capital Association. He is the D. Maynard Phelps Professor of Business Administration, Ross School of Business, University of Michigan at the University of Michigan’s Stephen M. Ross School of Business. He is also Chairman of the Venture Michigan Fund, which oversees two funds totalling $215 million that invest in venture capital funds that make deals in the state of Michigan.

1969
Elliott Jacobson (MBA) was awarded the Queen Elizabeth II Diamond Jubilee Award in 2012 for community service. He was nominated by the Canadian Liver Foundation in recognition of his long service as its Treasurer, and is also Treasurer and Vice Chair of Dixon Hall, a Toronto social services agency. In 2013, he was elected a Fellow (FCPA, FCA) of the Institute of Chartered Accountants of Ontario.
1970

David Nesbitt (MBA) in September was appointed Chief Executive Officer of Kima Capital Management Limited, a Hong-Kong-based pan-Asian hedge fund. A long-time Hong Kong resident, David is active in the local community, having served as the past President of the Canadian Chamber of Commerce in Hong Kong (2012-2013) and founder of the Nesbitt Centre, a local organization for 50 international special-needs young adults.

1971

Paul Cherry (BCom) received the prestigious Institute of Chartered Accountants of Ontario (ICAO) Award of Outstanding Merit, the highest honour that the Institute can bestow upon its members. The award recognizes conspicuous and sustained service to or on behalf of the profession, and was presented at a dinner in Toronto in September. In December, Paul was invested as an Officer of the Order of Canada at a ceremony officiated by Governor General David Johnston.

1972

John Abbott (BCom) and Laurie (Gauchie) Abbott (BSc’71) are pictured at the Icebar in Stockholm, Sweden. They recently returned from a retirement trip that included visits to Germany and Austria, and a Balkan cruise that stopped in Norway, Sweden, Finland, Russia, Estonia and Denmark. John is settling into semi-retirement as a “White Hatter” volunteer at the Calgary airport. On his first day, he met a Queen’s grad and they did an Òil Thigh, to the delight of bystanders.

1974

Royce Nettleton (BCom) is shown astride his horse Figaro, a Russian Warmblood. Both ride in the Cavalry Squadron of the Governor General’s Horse Guards and have been honoured to escort Royals and their Canadian representatives at the Queen’s Plate and the Royal Winter Fair. They are also weekly visitors at Royce’s local Tim Hortons drive-through in Oshawa, to pick up a coffee or hot chocolate. Royce is looking forward to seeing his classmates at their 40th anniversary at next fall’s Homecoming.

1976

Bill Bryck (BCom) was appointed President and CEO of Build Toronto, a real estate and development corporation owned by the City of Toronto. Its mandate is to generate greater value from the city’s real estate holdings and to be a leader in city building initiatives. Previously he served at Queen’s as Acting Vice Principal, Operations and Finance, from 2009 to 2010. Bill and Kate (Catherine Totten, BCom’76) reside in Toronto.

1977

James “Jim” Buttrey (BCom) died suddenly at his home on Howe Island, near Kingston, Ont., on Sept. 12, 2013, aged 60. He is survived by his wife Maria (Ethier), daughters Lil, Gracie and Johnna, and members of his extended family.

QSB loses a tireless ambassador and friend

Robert “Rob” Buller (MBA 77, BA’71) passed away unexpectedly on October 20, 2013, at his home in Nanaimo, B.C. He proudly served with the 48th Highlander Regiment of Canada (Lieutenant) and was a former Director of Alumni Relations at Queen’s. His career covered a diverse spectrum, including the hospitality industry and management consulting, but his greatest satisfaction came from teaching in local colleges and working as an advisor to students in the Queen’s Executive and Cornell-Queen’s Executive MBA programs. He was a mentor for new advisors and the many students he assisted over the years greatly appreciated both his support and his boundless enthusiasm. He made a point of including a stop at Queen’s, at his own expense, during his annual visits to Ontario, and was a tireless ambassador in promoting the school’s programs and initiatives. He was also active in his local community in supporting the Vancouver Symphony, Vancouver Museum, Vancouver Planning Commission, Fraser River Discovery Centre, VanDusen Gardens, Canadian Power Squadron, and many more. Rob is survived by his longtime partner Karen Lubin, brother Kenneth, and members of his extended family.
On Tuesday, September 10, Men’s Hockey alumni, players, coaches and friends gathered for the first annual Paul Stothart Memorial Golf Tournament. The event supports the Gaels’ Men’s Hockey program and honours Paul Stothart (MBA’82, BSc’80), who passed away in 2012. Paul was a member of the 1981 Championship team that captured the OUA title and his record as the Gaels’ all-time leading scorer still stands. He played for Team Canada in 1983.

Members of the 1981 team came out to remember Paul, reminisce with former teammates and coaches, and golf at Deer Creek Golf Course in Ajax, Ont. The tournament and reunion brought together 144 members of the Men’s Hockey community, and funds raised will support the Men’s Hockey booster club. Taylor Clements, a 2nd year player from Toronto, was the first recipient of the Paul Stothart Memorial Award for athletic excellence and academic achievement by a varsity men’s hockey player.

Eric Windeler (BCom), founder of The Jack Project (www.thejackproject.org), was the recipient of the 2013 Champion of Mental Health Award in the ‘community, individual’ category, presented by the Canadian Alliance on Mental Illness and Mental Health (CAMIMH). Eric and his fellow 2013 CAMIMH award winners were honoured at a gala event in Ottawa attended by Governor General David Johnston (Law’66, LLD’91) and former Ontario Premier and then-MP Bob Rae.
1983
Sheila Cooke-Witt (MBA) and husband Karsten Witt (MBA) completed a two-year circumnavigation of the world in their 55-foot X-Yacht GUNVØR XL. More than 60 family members and friends took part in their sailing adventure. John Thompson (Artsci’81, MBA’83) and Ellen Thompson (MBA’83) flew from Ghana, where John is with Nestlé, to South Africa just for a visit during the ship’s stopover at Cape Town. Sheila and Karsten are now settling back into the ‘real world’ at their home in Hamburg, Germany, where Sheila is a teacher and translator and Karsten is President of Witt & Sohn AG, a multinational manufacturer of industrial fans.

1984
Carol (Mazur) Hood (BCom) and her husband, Ed, travelled from Toronto to Australia in March 2013 to visit their daughter, Jacquie Carl (BSc’14 – Kinesiology), who was on exchange in Perth.

1985
John Monroe (MBA) continues to reside in Quebec City, where he has been for the past eight years, working for CGI Inc. as a computer consultant. He was the head official for the Men’s Quebec Eastern Provincial Last-Chance Bonspiel in the 2012-13 curling season. In Feb. 2013, he was an official at the World Junior Curling Championships in Sochi, Russia, and he hopes to return for the Olympics in February. If successful, this would mark the fourth time he has worked at an Olympic Games. His own 2012-13 curling season ended with the team he skips winning the Jacques Cartier Curling Club’s Tuesday Night League. John can be contacted at johnwhmonro@aol.com

1986
Brian Lenahan (BCom), currently Portfolio Director at TD Bank Group in Toronto, is pursuing a doctorate in Business Administration at Capella University in Minneapolis, Minn. His dissertation topic is ‘The Impact of Innovation Speed on Business Innovation Success’.

1987
Doug McCutcheon (BCom) in June was appointed President of Longview Asset Management Ltd., a private, independent investment-management firm based in Toronto. Previously, Doug had a 25-year career in the financial services industry based in London, U.K., starting with S.G.Warburg & Co. Ltd. and continuing with its successor firm, UBS. Most recently, he was a UBS Managing Director and Head of Healthcare Investment Banking in Europe, the Middle East, Africa, and Asia Pacific.

1988
Nancy (Fenwick) Vanvakas (BCom) graduated with a Master of Theological Studies from Tyndale Seminary in November 2012.

1991
Sharon Parker (MBA) is taking her business, Change Leadership Consulting, in a new direction, after working for the federal government for ten years, and Accenture for ten years before that. She’s excited to be focusing on working with corporate executives to improve their ‘Change IQ’, by offering presentations, executive team coaching and in-house workshops. Visit www.CoreShift.ca or email Sharon@CoreShift.ca.

1993
Bruce Sellery (BCom) has released his second book. The Moolala Guide to Rockin’ your RRSP is a follow-up to his personal finance book, Moolala, a best seller on The Globe and Mail’s business-book list. Bruce writes a column for Moneysense Magazine, is a regular contributor to CBC TV’s Lang & O’Leary Exchange, and speaks about personal finance at events across the country. He lives with his family in Toronto.

1995
George Rossolatos (BCom) and his wife Zoe, along with sons Nicholas (5), and Taso (2), welcomed two new members to their family; Sofia and Alexia were born on May 2, 2013.

1996
Stephen Goldsmith (MBA) reports ‘a major change in direction’ after selling his sports and entertainment business to join Toronto’s Mount Sinai Hospital as its Managing Director.
Frank Mirabelli (EMBA) was appointed Chief Operating Officer of First General Canada in April 2013. In his new role, he is responsible for strategy development and execution in the Canadian property restoration market. Frank and his wife Lisa were also blessed with the arrival of a daughter, Julianna Livia, on April 13, 2013.

Jon Nichols (BCom) married Leigh Austin on Aug. 10, 2013 in Kitchener, Ont. They are living and working in Santa Cruz, Cal., with their cats Ray and Chloe.

Ruth Rappini (EMBA) published her first book, Vittorio’s Journey: An Italian Immigrant’s Story in October 2013. The book details the true story of her father, from boyhood in Bologna during the ’30s to immigration to Canada in the ’50s after surviving a sinking submarine and imprisonment in Allied POW camps in Britain and the U.S. during the ’40s. Vittorio’s Journey fits into the broader historical record of all those who fought, suffered, or perished on both sides during this tragic period of modern history.

Michael Spence (BCom) and his wife Amanda are thrilled to announce the birth of healthy twins, Cameron (6 lbs 7 oz) and Paige (6 lbs 3 oz), on Nov. 12, 2012, siblings to Wesley. The family currently lives in Toronto, where Michael works at CBRE Limited, a commercial real estate company. He can be reached at michael.spence@cbre.com

Year at Osprey Capital Partners in 2012. He oversees the firm’s energy, logistics and infrastructure practice, and is a frequent speaker at various industry and investment conferences. He attributes most of his success to his Queen’s education.

Lukasz Drazdzewski (BCom) has recently moved to Paris, where he works with BNP Paribas as Deputy Head of Financing, responsible for Algeria and Ukraine.

Richard Francki (EMBA) is Assistant Vice-President, responsible for Campus Services and Business Operations, at York University, a position he’s held since Nov. 2010. He and Joan still enjoy sailing vacations on Lake Ontario and ski vacations in the Laurentians, where they’ve acquired a chalet. They recently celebrated the christening of their third grandchild, Juliette.

Matt Aaronson (BCom, Artsci’98) and his wife Kate Sanderson (Artsci’98), along with big sisters Alex (8) and Caroline (5), are thrilled to welcome the newest addition to their family, Sarah, born in June 2013. The family continues to live in Chicago, where Matt is Partner & Managing Director at The Boston Consulting Group and Kate is Vice President, Human Resources, at Aon plc.

Alan Crossley (EMBA) has completed his transition into the investment banking industry and was named Partner of the

Doing business in India & China?

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• Classroom sessions, led by top CEIBS and IIMB faculty
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*Costs include all instructional sessions and field visits; airfare is extra.

For more information or to register, contact Gloria Saccon, Director, Executive MBA, at gsaccon@business.queensu.ca or 613.533.6918
Ross Hunt (EMBA) joined Böhler-Uddeholm Ltd. Canada in the role of President in September 2013.

John Lynch (EMBA) has been appointed Vice President of Regulatory Affairs at Monsanto Canada Inc. Monsanto produces seed brands in large- and small-acre crops, and develops seed traits and technologies to benefit farmers. It also manufactures the world’s best-selling herbicide, Roundup®, and other herbicides used by farmers, consumers and lawn-and-garden professionals.

Prem Rawal (BCom) moved in the summer of 2013 to Ottawa, where he continues to serve, with the rank of major, as a lawyer with the Canadian Military Prosecution Service.

2000

Cyril Goddeeris (BCom) and his wife Erica are pleased to introduce to the Queen’s community their son, Colton James Goddeeris, born Mar. 27, 2013, who “is proud to wear his Queen’s School of Business bib,” Cyril reports.

2001

Nancy Bong (BCom) married James Ruebenacker on May 11, 2013 at Manhattan Penthouse in New York City. The couple was blessed to have so many Comm’01 classmates travel to The Big Apple to share their special day. Pictured are Kathleen Wheelihan (BCom’01), Nancy Hoo, James and Nancy, Lindsay Tanner (Artsc’01), Kimberley Davis (BCom’01) and Janice Lin. Nancy works at Neuberger Berman in asset management sales for private bank clients, and James is an energy trader enrolled part-time in the MBA program at NYU.

Paul Fitchett (BCom) and Kathleen Wheelihan (BCom) are thrilled to announce the birth of their daughter, Alice Elizabeth Fitchett, born on June 27, 2013.

2003

Karsten Cramer (BCom) was a very good sport about the error in his Alumni Note in the Summer 2013 issue. We mistakenly referred to him as ‘her’ and regret the mistake.

Nilufer Erdebil (MBA, BSc(Eng)’96) recently launched Spring2 Innovation, an innovation and marketing consulting firm that helps technology companies commercialize products and services. She is also Chair of the Ottawa branch of Canadian Women in Communications and Technology. Contact her at nilufer@Spring2Innovation.com

Tina Thomas (EMBA) was recently named 2013 Communicator of the Year by the International Association of Business Communicators’ Edmonton branch. Tina is the Director of Marketing, Communications and Fund Development at the Edmonton Public Library.

2004

Karen (Sortwell) Abel (BCom) and her husband Chris are pleased to announce the arrival of a daughter, Hannah Alice Abel, born Apr. 30, 2013 in Northampton, U.K. Karen can be reached at karensortwell@gmail.com.

Jennifer (Krentz) Robitaille (BCom) and her husband Mathieu welcomed their first child, Theodore, on Jan. 16, 2013. The family resides in Toronto.

Lucas Smith (MBA) has been appointed Regional Vice President for MHPM Project Managers Inc. in Saskatoon. His role involves leading the newly created Prairie Region, which encompasses Saskatchewan, Manitoba and Northern Ontario.

2005

Marcus Daniels (AMBA) became the Managing Director of Extreme Startups, where he hunts for ‘rockstar’ founders and funds digital startups. Active founding investors include Extreme Venture Partners, Business Development Bank of Canada, Relay Ventures and Rho Canada Ventures. Marcus reports
that he’s looking forward to seeing more Queen’s grads apply (at www.ExtremeStartups.com) and take the entrepreneur plunge to try to build Canada’s next billion-dollar business.

Joanna Griffiths (BCom) is the founder and CEO of Knix Wear, a high-tech women’s underwear brand. Knix Wear, recently launched via a crowdsourcing campaign on Indiegogo, secured a large pre-order from Hudson’s Bay Company in the process. This marks the first time a major retailer has purchased a brand as a result of crowdfunding.

Peter Lukomskyj (EMBA) was recently named to Business in Vancouver magazine’s 2013 “Forty under 40” list and plans to join fellow honorees at a gala in January at the Fairmont Waterfront Hotel.

Jason Rioux (BCom), after a 12-year run with Ontario Power Generation as Director of Business Development, has left to pursue an exciting entrepreneurial venture.

He founded Workbench Corp. to deliver high-performing energy projects for clients, using his “rubber-hits-the-road” gas and power expertise. He’s also carving a path in developing residential structures using recycled steel shipping containers, and has a project under way for an off-grid cabin near Bobcaygeon, Ont. Follow the action at Seacontainercabin.com

Jessica Shain (BCom) and Tim Usher-Jones (BCom) were married at the Art Gallery of Ontario on April 27, 2013.

2008

Daniel Andrew (BCom) of Two Birds Apparel has launched an online storefront to meet the demand for ethical, locally sourced and fashionable apparel. Daniel is Two Birds’ co-founder and an experienced sustainability consultant, based in Toronto. Check out the online catalogue at www.twobirdsapparel.com

Bryan Leung (AMBA) celebrated a few anniversaries this past September. He and his partners at the marketing firm Strong Coffee celebrated three years of excitement and growth. This award-winning boutique agency specializes in everything web and represents how a ‘modern’ advertising agency operates. He also celebrated his fourth anniversary as Executive Director of totalBarça, a news site for supporters of FC Barcelona at totalBarça.com. This volunteer organization is run by a team of 35 soccer enthusiasts from around the globe; its net proceeds are donated to UNICEF. And last, but not least, Bryan and his wife Sonya recently celebrated their sixth wedding anniversary.

2009

Tyler Barrack (BCom) is now in his second year of the MBA program at Northwestern University’s Kellogg School of Management. Tyler was recently named a McGowan Fellow by a program that honours top MBA students at select business schools in the U.S. McGowan Fellows, chosen by the William G. McGowan Charitable Fund, are in the top 5% of their class, and also show leadership ability and commitment to public service and ethics. While at Queen’s, Tyler co-founded a chapter of Free the Children. Following graduation, he joined The Boston Consulting Group as a management consultant. There, he co-founded a mentorship program to match at-risk students with business, medical and legal professionals. At Kellogg, he has pursued his career goals in sports management through his work with the Sports Business Club and Hockey Club. This past summer, he interned with the Chicago Cubs.

Bram Bregman (AMBA) has accepted a new position as Vice President, Community Building for the Jewish Federation of Ottawa, the central communal organization representing the views and interests of the Ottawa Jewish community.

Adam (MBA) and Heather (BCom’02) Gordon are pleased to announce the birth of their first child, Abigail Mary Elizabeth, born Oct. 11, 2013. Says Adam, “Abigail is currently residing with her parents, in the Beaches (Toronto), until she can make enough money to get out on her own.” Friends are welcome to email adam@maxsold.com or heatherellencampbell@hotmail.com

Jim McAllister (EMBA) moved to Shanghai and is Head of Asia Swine Marketing on the Global Strategic Marketing team at Merial, a Sanofi company. Merial is a world-leading animal-health company that provides a comprehensive range of products to enhance the health, well-being and performance of a wide range of animals.
Enrolled in the Commerce program, before switching to the Arts and Sciences faculty, but maintained close ties with many members of the Comm’09 class.

2010

Leslie Dunning (MBA) celebrated a major milestone: 35 years of service with the Canadian Red Cross. She is currently the Director General, Violence and Abuse Prevention, working to advance the growth of the Canadian Red Cross’s education programs to prevent violence, bullying and abuse.

2011

Tina Bailey (EMBA, MPA’06) has taken on the role of Executive Director of the Community Foundation for Kingston & Area. This independent, local charitable organization aims to strengthen the community by providing leadership on issues of broad community concern, facilitating philanthropy and building endowments to fund community projects. It is part of a network of 191 such foundations across Canada that are focused on helping Canadians invest in building strong and resilient places to live, work and play.

Chander Sharma (CQ-EMBA) joined forces with Subhas Mukhopadhyay to launch BizXL Solutions Inc., a management consulting firm focused on delivering strategic business partnership to maximize value creation for sustainable competitive advantage leading to Total Business Excellence (TBE).

BizXL specializes in maximizing shareholder value by supporting businesses through business transformation, change management, and the development of a progressive and responsive culture. Contact Chander at 416.619.7953 or info@bizxlsolutions.com

Bob Sprague (EMBA) was appointed Director of Pharmacy Policy for Alberta Health in Sept. 2013. He helps lead a team that advises and develops province-wide pharmacy policies on healthcare initiatives, primarily directed to the Pharmaceutical Funding and Guidance Branch. The position is based in Edmonton, however Bob continues to live in Calgary.

Jeff Gallant (BCom) is now offering his own investment portfolio through Alignvest Capital Management in Toronto. You can reach him at jgallant@alignvest.com

Orly Hayut (EMBA) relocated to San Francisco, Cal., to pursue a marketing role at Genentech — one of the world’s largest global pharmaceutical/biotech organizations — a wholly owned affiliate of F. Hoffmann-La Roche Ltd. In addition to loving the local wine, produce, fresh seafood and other California wonders, Orly is thrilled to have made the move to Genentech. She is already making her mark, having been nominated for multiple awards highlighting the work she has done in helping allergic asthma patients in the U.S. learn more about treatment options for their condition.

Women of Influence events are proudly sponsored by Queen’s School of Business.

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Hector Larrazabal (MBA) has launched Adventures Nation, a publishing company focusing on travel, multiculturalism, and entrepreneurship for children. He has published his own first book for children, Indian Lemonade, which is available online and at select stores in Calgary. (See qsb.ca/magazine/startups for more.)

Patricia McLeod (MBA) has moved to ENMAX Corporation and was promoted to Vice President, Corporate Responsibility, accountable for the compliance, ethics, corporate sustainability and policy governance programs for the ENMAX group of companies.

Sonja Verbeek (EMBA, MPA’01, BA’87) recently joined the senior management team of the Kingston Police as Director of Human Resources, after 16 years at Queen’s. Sonja had worked as a Project Officer with the CIDA-funded Queen’s Family Medicine Development Program in the Balkans from 1997 to 2004. For the past nine years, she was Director, Office of the Vice-Principal (Research), where she played a key role in such initiatives as the renewal of the Queen’s Strategic Research Plan and the launching of the Queen’s research magazine, (e)AFFECT.

2012

Sidd Mukherjee (EMBA) is the Corporate Contracts Manager at Bantrel, a company with 30 years of experience in project engineering and management. In Feb. 2013, he delivered a lecture on contract management to an engineering management class at the University of Calgary, and in Sept. he spoke at the Canadian Oil & Gas Contract Management conference in Calgary. He reports that sharing his knowledge and giving back to his community are sources of great satisfaction.

2013

Dylan DiLecce (BCom) founded Sovereign, a progressive, upscale casual clothing company in Toronto that launched in Nov. 2013, just six months after he graduated.

Dave Watson (AMBA) and his wife Julia are proud to announce the birth of their son, Alec Robert Allan Watson, born Feb. 3, 2013 in Calgary, Alta.

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Chris Smeets (EMBA) is now Manager of Quality Assurance, Maintenance Operations, with Air Canada rouge in Toronto. He reports that this opportunity will provide him with the challenge he was seeking and the ability and freedom to build from the lessons learned through the Queen’s MBA program. Chris reports being very excited to help grow this new venture into a sustainable organization that provides something special to the lesser-travel market.

a hectic time for Kajal; after graduating in May, he changed jobs and is now Director of Finance at the Ontario Genomics Institute. He lives with his family in Mississauga.

Classmates modelled the inaugural collection at the launch (pictured in photo on previous page, from left, are Elizabeth Westgate, Utsav Gandhi, Dylan and Ryan Seager; absent is fellow classmate/model Angela Wong). As a completely online retailer, Dylan looks forward to building the brand while continuing to work for real estate internet company BuzzBuzzHome. Visit www.svrgn.ca (See qsb.ca/magazine/startups for more.)

Kajal Palan (CQ-EMBA) and his wife Hina were excited to welcome their twin boys, Shiven and Shyam, in September. It’s been Three QSB alumnae among Canada’s most powerful women

For the past ten years, the Women’s Executive Network (WXN) has been compiling a list of the 100 most influential women in Canada. This year’s honorees, celebrated at a gala in Toronto Dec. 4, included three QSB alumnae — a corporate executive, a trailblazer and a Hall of Fame inductee.

Shauneen Bruder, MBA’84, is the EVP and Head of Operations at RBC. A previous winner (as reported in QSB Magazine, Spring 2009), Shauneen received a Scotiabank Corporate Executive Award. These honour leaders with “innovative and strategic minds,” who have enhanced the corporate performance of their organization and demonstrated commitment to their employees and communities.

Marie Delorme, EMBA‘00, received a Glencore Trailblazers and Trendsetters Award. A recent PhD graduate (UofC), Marie is CEO of The Imagination Group of Companies. She is also Vice-Chair of the Mount Royal University Board of Governors, serves on the RCMP Foundation Board, and is an advisor to two universities. She co-chaired the 2010 Calgary United Way Campaign, which raised over $51 million.

Mary Ann Turcke, BSc(Eng)’88, MBA’97, EVP Field Operations Bell Canada, was named to the WXN Hall of Fame in recognition of her continuing role as one of Canada’s most influential female leaders. Mary Ann is also a member of the Queen’s School of Business Advisory Board.

The WXN is considered Canada’s leading organization dedicated to the advancement of executive women. For its Top 100 list, an independent advisory board selects winners in each of eight categories. Visit www.wxnetwork.com for more information.

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WXN Hall of Fame inductees at the Dec. 4 gala in Toronto – Mary Ann Turcke is at far right.

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VISIONARY DONOR DONALD SOBEY NAMED TO ORDER OF CANADA

On Dec. 30, Governor General David Johnston announced that Donald Sobey, BCom’57, C.M., has been appointed a Member of the Order of Canada in recognition of his contributions as an entrepreneur and philanthropist, notably for founding one of Canada’s leading awards for young artists. The Chairman Emeritus of Empire Company Ltd. has been a visionary donor and longtime supporter of Queen’s School of Business, as the founder of the D&R Sobey Atlantic Scholarship Fund, and a supporter of numerous other initiatives, including the Donald R. Sobey Professorship in International Business. He is also a long-standing member of the School’s Advisory Board. Congratulations to Don from the QSB family of faculty, staff, students and fellow alumni.

CALGARY

More than 100 alumni attended a November event that featured Hal Kvisle, CEO of Talisman Energy Inc. Pictured with the speaker are members of the Calgary Queen’s Business Club executive: Leanne Murphy, AMBA’12; Erin Thomson, AMBA’12; Alex Danzinger, EMBA’05; speaker Hal Kvisle; Tamara Kushnir McGillivray, AMBA’06; and the club’s President, Tim Onyett, EMBA’95.

KINGSTON

Queen’s Business Club Kingston hosted a presentation on innovation by Tamara and Peter Bolger of Farm Girl Mobile Food Co. and QSB Prof. Barry Cross in June. Top row, from left: Peter Bolger, QSB Prof. Tracy Jenkin, BCom’94, MSc’04, PhD’08; Michael Bartlett, MBA’78; QBC Kingston Co-President Matt Hutcheon, BCom’94; and Prof. Barry Cross, MBA’96. Bottom row: Tamara Bolger; Ray Souch, BCom’51; QBC Kingston executive Ahmad Bakhshai, BCom’10; and Shaun Cahill, BSc’07, EMBA’10.
More than 400 alumni and guests celebrated the return of Homecoming during two weekends of festivities in October. Highlights of both weekends included a brunch and tours of the new wing of Goodes Hall, an update on school news from Dean David Saunders, special celebrations for those celebrating their 50th (and higher) anniversary reunions, and a presentation by Queen’s University Investment Counsel executives on this student-run investment fund’s success. Four Commerce classes (of 1948, 1983, 1988 and 1993) and the MBA Class of 1988 raised a total of more than $1.3 million, which they directed toward student financial assistance and faculty fellowships.

October 5th Homecoming Weekend

October 19th Homecoming Weekend

Interested in helping to organize your upcoming class reunion or class-giving campaign? Contact Alix Martin (alexandria.martin@queensu.ca or 613.533.2382) regarding reunions, or Shelley Hamill (hamills@queensu.ca or 613-533-3217) regarding class-gift campaigns. Homecoming 2014 details to come!
Frosh Favourite Things

We asked first-year Commerce students to send us photos of themselves with the one thing they couldn’t leave home without. Here, in their own words, are their favourite things — mementos that brighten their residence rooms and provide some comfort when homesickness strikes.

Erin Tomie (Sault Ste. Marie, Ont.)

This poster was purchased at the 1978 poster sale at none other than Queen’s University. My aunt bought it her first year, and hung it in her Victoria Hall residence room. Having this poster in my room makes me feel like I have a bit of old-school Queen’s with me — that I was meant to come here, if only to bring the poster back to its original home.

Jan Maxime Friedli (Zürich, Switzerland)

Before I left my home to study abroad in a new culture and environment, my closest friends signed my Swiss flag. Being in a foreign country, and in a challenging program at Queen’s, is exciting, but it can also be a scary endeavour. Everything is so much different here, and in the beginning, I was thrown off. The flag was a source of stability for me through this difficult transition. Now, it’s a pleasant reminder of my home in Switzerland that I look forward to returning to. The flag represents my heritage and roots, and how proud I am to call Switzerland home. It’s the most important item in my room and it makes me feel at home in residence.

Wendy Hu (Vancouver, B.C.)

I brought this graffiti-style painting from Vancouver to Kingston, because I don’t want to let go of my artistic side during my time here in Queen’s Commerce. Art holds a significant influence on my life — I’ve won a national coin-design contest held by the Royal Canadian Mint, and have had my paintings displayed in my city’s art gallery. For me, visual art is an outlet for self-expression without fear of the judgment of others. This painting represents my colourful, vibrant and bubbly personality. A quick glance at my painting every morning revitalizes my Commerce soul!
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— Sandra Oldfield, President and CEO, Tinhorn Creek Vineyards

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