

CEOs: Masters of juggling responsibilities

Quick. What human qualities come to mind when I say Chief Executive Officer (CEO)?

Are you thinking, "humility, honesty and generosity?" Or are the words, "arrogance, unethical and greedy" closer to what came to mind?

Based on the stories we've been exposed to about business executives, you might assume that many CEOs fall into the latter category. We are all familiar with the scandals perpetrated by leaders at Enron, Tyco, Global Crossing, WorldCom and Qwest, to name a few. And who doesn't love a good story about fraud, greed and extravagant personal use of company resources? Most of us have gossiped over the conduct of Martha Stewart or, more recently, Conrad Black, with colleagues and friends and made CEO jokes. It seems that the once-respected office of the CEO has been besmirched.

Meanwhile, the vast majority of CEOs are successfully leading their organizations through tough challenges and doing so effectively, with integrity and even humility. This makes sense, if you consider for a moment how one becomes a CEO.

Contrary to popular theory, CEOs do not scratch their way to the top by stepping on their colleagues' backs. In most cases CEOs are consistently high achieving performers who are well educated and have been promoted repeatedly because of their business acumen, strategic agility, sense of vision, and exceptional talent with people.

Being the CEO and industry leader is a heavy responsibility. It is where the buck

HANNA
DUNN

HUMAN CAPITAL



stops. The CEO is the person who balances the sometimes conflicting needs of employees, customers, board members, shareholders, government, community members and other stakeholders. S/he does this juggling act with everyone watching and bears the ultimate accountability for the outcomes – good or bad. How do the best CEOs do it?

Mississauga is home to dozens of leading organizations, many employing thousands of people globally. The CEOs of these organizations are known to many of us, if not in person, then by name and by reputation. They are committed leaders who don't appreciate being tainted by the actions of some of their notorious

counterparts at other companies.

Recently, I asked to meet with Ray Patrick of Mary Kay Cosmetics Canada after yet another business acquaintance told me what a nice person he is.

Patrick, the president and CEO for the past two decades, graciously accepted and openly answered a number of questions about the life of a CEO.

He is a humble man who has great pride in his organization. "It's not all about me," he says, "it's about the team." He spoke of his discouragement at hearing about the misdeeds of other CEOs. He personally has no tolerance for dishonesty, holding himself and his employees to the "highest ethical plane" that Mary Kay Ash herself espoused.

Mark Jones is another Mississauga president and CEO who already inspires compliments, although he has only headed up AstraZeneca Canada, headquartered in Mississauga, for the past four months.

Imported from AstraZeneca in England, Jones is acclimating himself to our community and chatted with me enthusiastically about his role. He talked about the importance of CEOs to be positive role models for others and to live up to the trust that is bestowed upon them.

He feels disappointed by CEOs who, "get lost." To Jones, the CEOs that "get it" realize that it is the position of CEO that is important. "The greatness is in the role, not the person," he says.

What does Jones think of CEOs he's met here and in Europe? What strikes him is that CEOs are not only committed to their businesses and people, but are involved in the community, giving of their personal time for fundraising and charitable events.

Paul Lucas, the long time president and CEO of GlaxoSmithKline in Mississauga, took time to answer my questions by email, even though he was out of the country. An active member of the Mississauga business community for many years, Lucas agrees that the majority of CEOs are effective leaders.

"The CEOs I've met are very dedicated to business and the local community, and



Ray Patrick Mark Jones Paul Lucas

Advice to CEOs

Ray Patrick:

"Be humble, honest and ethical. Respect people".

Mark Jones: *"Listen.*

You'll learn a lot and sharpen your approach."

Paul Lucas: *"Build a strong leadership team."*

they give freely of their time."

Do CEOs really find it "lonely at the top?" Yes, they can, according to a select group of CEOs brought together for the 10th annual PricewaterhouseCoopers Global CEO survey.

When it comes to strategic thinking, there is a common pattern among CEOs. The survey says they tend to rely on colleagues and their internal teams for three things: data flow, analysis and a view from the front line of the business.

But they also draw on external views to shape the vision and validate their strategic course.

My discussions with Patrick, Jones and Lucas confirm this pattern. They all confer with their executive team and other staff, as well as trusted external advisors. Lucas adds: "I continuously network with senior leaders in universities, the community and through board involvement. As a CEO you recognize that much rests on your shoulders. At the end of the day, I most often go to my wife for counsel."

Are you about to become a new CEO? Here's some free advice for you.

According to Patrick, "be humble, honest and ethical. Respect people".

Jones says: "Listen. You'll learn a lot and sharpen your approach."

Lucas advises you, "build a strong leadership team – get the best people around you that complement your own knowledge and skills."

The CEOs in this city, or any other, certainly don't need me to defend them. On the contrary, if you are an active member of the Mississauga business community you are already aware of the fine contributions being made by Paul Lucas, Ray Patrick, Mark Jones and other Mississauga CEOs like Linda Kuga Pikulin, (Pepsi Bottling Group Canada), Ronnie Miller, (Hoffman La Roche Canada) and Elyse Allan, (GE Canada).

Let's remember that the often maligned role of CEO is a challenging one. The criticism of those in the role is undeserved by all but a tiny fraction of incumbents.

The office of CEO is a worthy one to aspire to. Those who achieve it deserve our genuine respect and loyal support, unless they prove otherwise.

Hanna Dunn is president of Dunn & Winfield Group Inc. and has been a Human Resources professional in Mississauga for the past 20 years. Feel free to write to her at: hannad@dunnwinfield.com or visit www.dunnwinfield.com for more information about the HR consulting services of her firm.

**NOT HAPPY WITH YOUR CURRENT CLEANERS?
TOO BUSY TO GO LOOKING FOR NEW QUOTES?**

TRY OUR ON-LINE QUOTATION SYSTEM @

WWW.REISCLEANING.CA

WE WILL KEEP YOUR FACILITY CLEAN!



Your new address is around the corner.

Consider us your office away from home. Open a mailbox at The UPS Store. Our mailboxes work as hard as you do, with:

- Secure, 24 hour access to your mail*
- Call-in Mail Check
- A true street address, not just a PO box number
- Package acceptance from all carriers
- Mail holding & forwarding

*Available at participating locations

There is a The UPS Store in your neighbourhood, including:

Queentario Plaza
5 - 2325 Hurontario St
(Hwy 10/At Queensway)
905.277.5555

Sandhillwood Square
8 - 60 Bristol Rd E
At Hurontario (Hwy 10)
905.507.0110

Southdown Plaza
16 - 1375 Southdown Rd
(At Innescott)
905.855.0033

Millcreek Plaza
15 - 6100 Millcreek Dr
(At Erin Mills Parkway)
905.826.0123

Streetsville
3 - 251 Queen St S
(Mississauga Rd. at Thomas)
905.567.3311

Port Credit
117 Lakeshore Rd E
(At Hurontario/Hwy 10)
905.278.1318

International Centre
Hall 6E-6855 Airport Rd
(At Denry Rd)
905.672.7859

High Point Mall
2 - 3415 Dixie Rd
(At Bloor)
905.602.8245

Erinwood Shopping Centre
6 - 2400 Dundas St W
(W. of Erin Mills Pkwy)
905.823.1815

Cooksville Colonnade
5 - 3021 Hurontario St
(At Dundas/Hwy 5)
905.949.8511

Etobicoke
1750 The Queensway
(Across from Sherway Gardens)
416.626.2401

The UPS Store

Which urban planning firm has assisted in planning and designing neighborhoods within each of these premier Brampton residential communities?

FLETCHER'S MEADOW

CREDIT VALLEY

BRAM WEST

BRAM EAST

SPRINGDALE

VALES OF CASTLEMORE

AND IN THE FUTURE...

NORTH WEST BRAMPTON



Michael Gagnon · Lily Law
Jennifer Bozzo

(905) 796-5790

By Appointment Only

Showcase Milton

...more than a Home and Lifestyle Show!

Be part of Milton's largest consumer show
IN THE FASTEST GROWING COMMUNITY IN CANADA!!!

Your competitors will be there! Will you?

For more information, call the Milton Chamber of Commerce at 905-878-0581