



Your CEO "Why"

Interview with MacKay CEO Forums member [Gord Mawhinney, Long View Systems](#). Long View is one of the most powerful IT solutions and services companies in North America with offices across the continent. They are on a mission to build the best and most sustainable team driven IT consulting and procurement organization where as many great people as possible can have healthy lives and prosperous careers by continuously adding value to our clients.

What is your "CEO Why?" and how did you discover it?

For me, the path to being a CEO, and the choice to pursue that role several times in my career, is more about a gravitational pull than a discovery. I would like to say I was deliberate about the pursuit but that would be stretching it. My "why" is rooted in my passion and pursuit of being an exemplary leader and by belief that the only way to sustainable high performance in an organization is through exceptional leadership. Leadership is one of my five core values (along with respect, health, love and continual learning), and important enough to me that I dusted off some rusty academic skills and went back to get a Masters Degree in Leadership when I was in my 40's.

How does your "CEO Why?" inspire you to lead your organization into the future?

I consider the opportunity to be a CEO, or a leader of people and an organization, to be a gift. A gift we should be honoured to have received and one we need to be deeply committed to. From my lens, leadership is the key currency of the 21st century. I developed a leadership philosophy in my graduate studies, one that is based on the pursuit of quality of self, shared vision and collective leadership. Being able to get up every morning and live that pursuit is plenty inspirational for me. We all need an anchor as a CEO, this is mine.

What do you do as the CEO to ensure that your top team and employees all know their Why?

To me this is all about constant discovery and reinforcement as to what is important. At Long View we have this construct called a Career Life Plan. The key element of these CLPs is that it drives alignment of everyone's life plans and goals to their career choices and aspirations. This is critical to my team and people understanding their "why". Every quarter I get to sit down with my team and talk about their CLP and this happens for all of our 1000+ people. That cadence and constant reinforcement is key to people either discovering or staying close to their "why".

What is your favorite book pick on this topic?

I have picked just 2 for this article: think of one as a Western influence and the other as Eastern thought. Peter Senge's [The Fifth Discipline](#) is the first. Although couched as being about the art and practice of the learning organization, it is to me a seminal book on leadership. The 2nd book is [Tao Te Ching](#) by Lao Tzu. The Tao is about a way of life, and is ultimately an excellent guide to exemplary leadership. They are both great reads, just very different.

CEO Leadership Tip 

[Accelerating Organizational Performance Tip: Know and Leverage Your Why](#)

[Gary Breininger](#), MacKay CEO Forums Chair and

CEO Health Tip 

[Building Resilience to Stress](#)

It is important to develop habits that over the long-run build resilience to stress.

Organizational and Executive Coach, has found the key to achieving higher levels of sustained performance and results starts with knowing and leveraging your Why - which is all about what you believe in, and what gives you passion and inspiration.

Below are 4 actions you can take to seize this opportunity:

1. Discover your own Personal Why, and how you demonstrate it to others by asking yourself "What makes me feel successful in my role as CEO?"
2. Use your Personal Why as the basis to create an Organizational Why Message (since the Why of the most successful organizations is always the Why of its Visionary leader)
3. Encourage others on your team to discover their Why, and determine how their Why supports the Why of your organization to drive alignment and engagement
4. Incorporate your organization's Why into your marketing to communicate with authenticity, stand out from competitors, and connect with and attract the very best customers

In moderately stressful times positive habits build physical, mental and cognitive reserves that can be drawn on during periods of more intense pressure. Proper nutrition, regular exercise, adequate sleep and active relaxation techniques are all essential components of a stress management program.

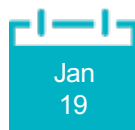
What are you doing today to build physical, mental and cognitive reserves for tomorrow? Don't wait for illness or anxiety - be proactive in taking charge of your health today.

Contributed by [Copeman Healthcare Centre](#)

Events



Breakfast Events



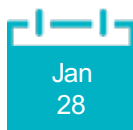
Vancouver 7am-9am
Engaging a Multi-Generational Workforce

CEO PANELISTS:
Dave Brownlie President & CEO, Whistler Blackcomb
Paul Healey President & CEO, BCAA
David Labistour CEO, MEC
Carolyn Tuckwell President & CEO, Boys and Girls Club of South Coast BC

Note: This event is for CEOs only

[Email Nancy for details](#)

Co-hosted with CIBC and Deloitte



Edmonton 7am-9am
Building a High Performance Culture

CEO PANELISTS:
Karen Adams President & CEO, Alberta Pensions Services Corporation
Scott Boyer CEO, CannAm Occupational Testing Services
Chris Nedelmann CEO, Copeman Healthcare
Tom Hodson Former CEO, SMART Technologies; Board member, Calgary Economic Development

Note: This event is for CEOs + their Executive Team

[Email Nancy for details](#)

Co-hosted with Copeman Healthcare

CEO Summits



Toronto 12pm-late

Most Admired Corporate Culture & Most Admired CEO Summit & Gala

This is an exclusive opportunity for our members, and includes the **CEO of the Year Panel** (hosted by Nancy MacKay) - **How to Develop a Winning Culture: Lessons Learned from Most Admired CEO Winners** with panelists:

Marc and Craig Kielburger Co-Founders, Free the Children

Wehuns Tan Managing Director & CEO, Flipp Corporation

David 'Patch' Patchell-Evans Founder & CEO, GoodLife Fitness

Chuck Jeannes CEO, Goldcorp

For Registration Information, please contact [Jane Matthews](#)

Co-hosted with Waterstone

Toronto 7am-late

Best Managed Companies Symposium & Gala

This is an exclusive opportunity for our members, and includes the CEO-only panel (hosted by Nancy MacKay) - **What Best Managed CEOs know: How to be a market leader** with panelists:

Terry Davis CEO, Home Hardware

Elaine Gerrie CEO Gerrie Electric

Jason Pincock CEO, DynalifeDX

Michael Sneyd CEO, Skyline International Development

For Registration Information, please contact [Jane Matthews](#)

Mackay CEO Forums is a national sponsor of this event.

CEO Awards - save the date



Vancouver 11am-3pm

BC Business Top 100 Event

Join us for the 2016 BC Business Legends Luncheon, with Peter Legge & Christine Day. Save the date!

Co-hosted with BC Business

CEO & Executive Forums

Mackay CEO Forums accelerates CEO performance through the highest impact, least time-intensive peer groups for results-oriented CEOs and top executives in Canada. If you would like to explore a forum opportunity, or refer someone to us, please contact [Nancy](#).