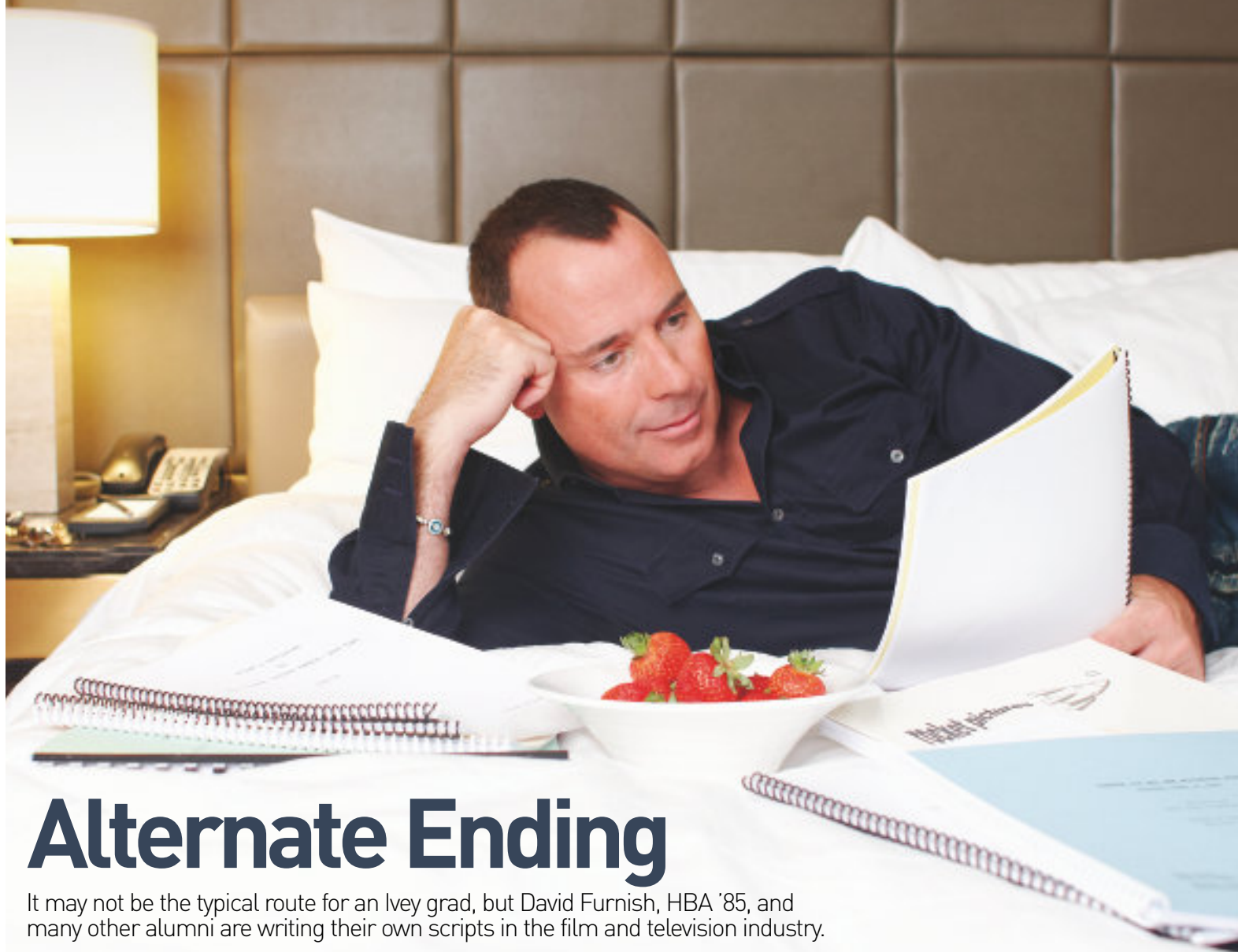


# Intouch



## Alternate Ending

It may not be the typical route for an Ivey grad, but David Furnish, HBA '85, and many other alumni are writing their own scripts in the film and television industry.

# Case Study

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

Richard Ivey School of Business  
The University of Western Ontario

# IVEY

## CHANGING GOALS A MANAGER'S CAREER OBJECTIVES USED TO BE SO CLEAR, BUT WHAT NOW?

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"Congratulations!" The President and Chief Executive Officer of Orange Computers slapped Kenji Kato on the back and said, "I'm so pleased that we'll be working together. We make a great team." Despite these encouraging words, Kato felt uncertain.

Kenji Kato, 42, was the Director of Finance for the Canadian division of a major computer manufacturer. For more than 15 years, he had been dedicated to his career and now, when the opportunity to attain his executive stripes was before him, he couldn't understand why he was conflicted. It was Friday and he had the weekend before he had to formally accept the role of Chief Financial Officer for the worldwide organization.

Since he was a youngster growing up in Toronto, Kato had been groomed for success. His family's values were clear—focus on your education, work hard, be a loyal and dedicated employee, and good things will come your way.

Kato attended university at a well-known university in central Canada. He earned an undergrad degree in mechanical engineering, and worked as a consulting engineer for three years. He was accepted to the Richard Ivey School of Business and graduated with his MBA in 1994.

Thanks to this impressive pedigree and his strong quantitative skills, Kato was aggressively recruited. He joined the leading computer company in the world and moved up the ranks quickly. In 2004 he was head-hunted away from this company by Orange Computer's Canadian division. He became a Director of Finance and his career continued to thrive. His work took him frequently across the country and he had significant interaction with Orange's world headquarters in Silicon Valley.

On the personal front, Kato married Carrie, his long-time girlfriend, a few years after graduating from Ivey. She had a successful career as a pharmaceutical representative. They were a successful, upwardly mobile couple, with lots of disposable income. They ate out at the best restaurants, traveled on long weekend jaunts and drove luxury cars. They were the picture of success. Children had never been in the picture.

Until five years ago, Carrie was in her late 30s and she realized that it was now or never. Their son, Jamie, was born in 2003, that he was usually busy with her work. When Jamie arrived, there were conflicting demands. In the beginning, Kato resented it, feeling that he was doing the best for his family by focusing on his career.

Now that Jamie was five years old, he was enrolled in hockey and skiing in the winter and in soccer in the summer. He was taking piano lessons too. All of these activities took time but something strange happened to Kenji. As Jamie grew and from home. He started to resent bringing home a full briefcase.

Orange's Chief Financial Officer in Silicon Valley had been with the company since their IPO in the late 1980s, and had profited handsomely from stock options. Recently, he had decided that it was time to start enjoying the fruits of his success and announced that he would retire in the fall of 2009. The CEO promptly offered Kato the position.

This is what Kato had strived for, yet there was a growing pain in the pit of his stomach. What criteria should Kato use to frame his decision? What should Kenji Kato do?

This exclusive Intouch case was created by Glenn Yonemitsu, MBA '89, Partner, NEXT Strategic Advisors. © [yonemitsu.mba@ivey.uwo.ca](mailto:yonemitsu.mba@ivey.uwo.ca)  
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CONFLICTING OBJECTIVES

CAREER / FAMILY