

England in 1946. His daughter was now seven years old, and she wondered what this man was doing in her house that's what they were asked to do. All we've been asked to do is wash our hands, wear a mask, and get vaccinated. We can do that. We need to keep getting people vaccinated. We need to get out of this, because this is difficult. This is the first meeting of graduation here at Simon Fraser for a few years, and you people are lucky that we've got the sunshine and we have this wonderful setting.

I also wanted to just tell you something about the history of Simon Fraser. Originally, this university was supposed to be called Fraser University, in honour of the river. Think about the initials. And somebody did realize that those initials weren't going to work, so the first president of the Simon Fraser was Patrick McTaggart, who was born in Edinburgh and was proud of his Scottish heritage. So he decided that the name of the university should be Simon Fraser University. Now, I always believe that it was because of the explorer, Simon Fraser, which you probably don't know about the Simon Fraser the explorer— he was born in New York State.

But it was not named after Simon Fraser the Explorer, it was named after the Lord Lovat, the 15th Lord Lovat, 25th leader of the clan, Fraser. Lord Lovat had been a soldier in the territorial army. He retired, but when war broke out, he came back in to train commandos. He won a Military Cross for an invasion into a French village, and he won the Distinguished Service Order at the Dieppe with the Canadians, where his commandos went and knocked out the guns. They were the only people that had a specific duty to do it Dieppe and they did manage them.

On D-day, he landed with his commandos, and he turned to his piper, and he played the pipes. And the piper said but the orders were to play the pipes and he said, ah those are the English orders, you and I are Scottish. And Bill Millen played his pipe and marched the commandos ashore. The Canadian soldiers asked their German prisoners, "Why didn't you shoot him?" and the answer was "We thought he was crazy, and you don't shoot a crazy man." So, that's who it is. After D-days, he relieved the sixth airborne division at the Pegasus bridge. And if you've seen a , you'll see some of that story. ee 14 (ean)-4 () (9)

So, my advice to you is to find a mentor. A mentor that you watch how they operate, who you can talk to, who you can learn what their tricks are, and people that you admire. You can learn from seminars, but only so much. The only seminar that I really remember from me from my time in public health was a seminar called Getting Yes. The person's point was that most agencies, governments, offices, the answer to every question is. And so, he was telling us to turn it around and allow our staff to say yes. And we were able to accomplish so much more once we started to say yes to things. We said we will post the inspection reports from the public health inspectors that helped us a lot. When I said that I would give the newspapers the beach sampling results they could call and get them themselves- it made a lot of difference.

Those of you graduating today probably don't realize that at the bottom of your certificate, in invisible ink, is the words you are a leader. We know that people with degrees earn more than people without degrees. Part of that is because you have opportunities to take leadership positions, you have opportunities to move into it if you join the military and you have a degree, you are commissioned. You automatically get a leadership role. So, take that leadership role, make it better, and always remember your job is to protect the people who work for you from the people that you report to. You take the problems, they do the work. Get them the tools to do the work.

And also remember something, that when you're talking, you're not learning. So, listen. Let your staff do their jobs, do not hover over their shoulders. Trust them and always hire people smarter than you. Because throughout my career, it was the smart people that I worked with, that I listened to and did what they told me to do. That is important. Always listen to your staff and let them do their job.

In the end, my motto is quite simple lead follow or get the hell out of the way. Thank you very much.