

and intelligence; consular cases; the new International Platform Branch; and resource management.

OW: *Did you have any preconceived notions of DFAIT prior to starting this job?*

SR: DFAIT enjoys a certain rich reputation around town and I think most people view it as a very formidable place from the point of view of talent and ability, and its role as the fulcrum of Canada's diplomacy. Coming in the door, I would say without any reservation whatsoever that the perceptions I had about the talent level here are accurate. People work incredibly hard with great diligence and with a lot of passion for their chosen role.

OW: *What do you bring into this role?*

SR: I've had varying levels of international exposure so I'm not a total novice to the issues facing the department. I have significant experience in operational management and that is something that I can bring to this place. I think that my background and my experience in that area, for as long as I'm here, can be of use—particularly because of the Transformation Agenda and efforts in areas like the Chief Financial Officer model. At one time, I was Chief Financial Officer of the Canada Revenue Agency. I've been kind of steeped in that sort of world and Len and I have agreed that is an area where I can also lend a hand. What DFAIT is going through today in terms of transformation is something that I am quite familiar with. I can be a good source of experience in terms of change management and the challenges that we will be facing.

OW: *What are your main objectives?*

SR: Before you even talk about program objectives, my number one objective is to learn as much as I can, as fast as I can. When you come to an organization where one of the predominant characteristics is that most of the people have done this their whole career, you are faced with this formidable body of expertise in the sorts of things that this place does on any given day. That is an interesting challenge to an outsider. In terms of program and policy work, I've been spending a lot of time on Canada-U.S. issues. This is an area that is quite familiar to me from previous jobs I have had. I have also been studying the new Americas strategy and trying to contribute what I can, as quickly as I can, to ensure that it is launched effectively and that we see good traction in the first year of its existence.

OW: *What are your biggest challenges?*

SR: Coming in here, I didn't know the place and I didn't know the culture. I didn't know the little characteristics that fit together to make the whole tapestry of an

organization. And so, getting to know those things, and getting to know the people, are all important to me. It is a fascinating place with a massive agenda and, in the early going, there is not a day that I do not go home feeling relatively humbled by the experience I've just had.



STRONG SUPPORT: Stephen Rigby is accompanied by his staff, Maher Doleh (Program Officer) and Nancy-Louise Hustins, (Director/Chief of Staff).

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OW: *What are your expectations of Headquarters and of missions with respect to serving Canadian interests?*

SR: I think we have to understand Canadian interests—both at a government and individual level. Probably our biggest challenge is in maintaining that level of understanding and resolving those two perspectives in our day-to-day operations.

OW: *What can staff expect of you?*

SR: I approach the job with some humility. As I've said, I'm a newcomer, so people can expect a lot of questions for some time to come. I try to conduct myself by the old saying: "Take the job seriously but not yourself." In that context, I think you can and should have fun at work. The last thing I would say is that I always fall back on basic logic to guide me through unfamiliar territory—the idea that C should follow B, which follows A, and none of the steps in the sequence should be missing. In their conversations with me, most people will find me working for that kind of natural flow and rhythm.