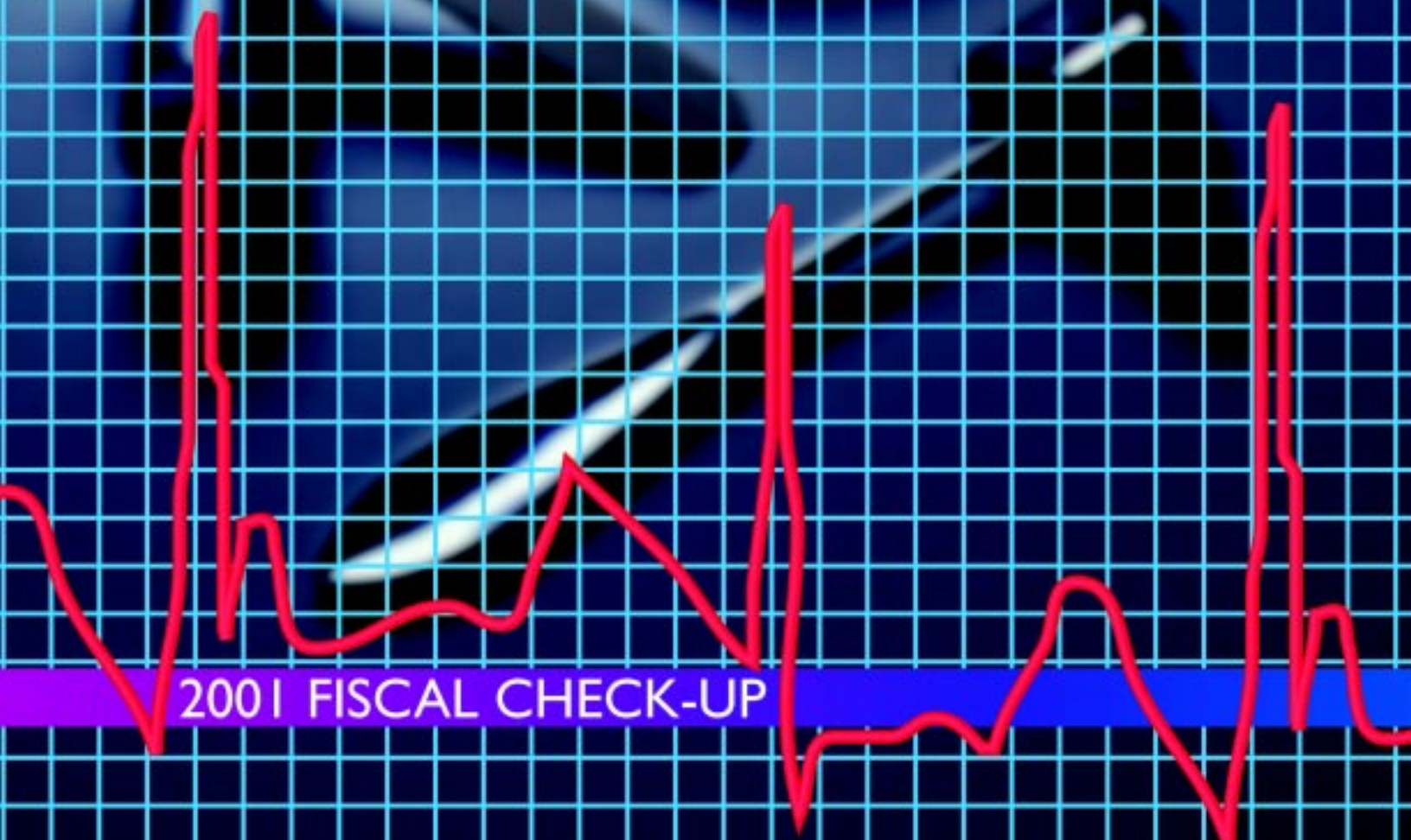
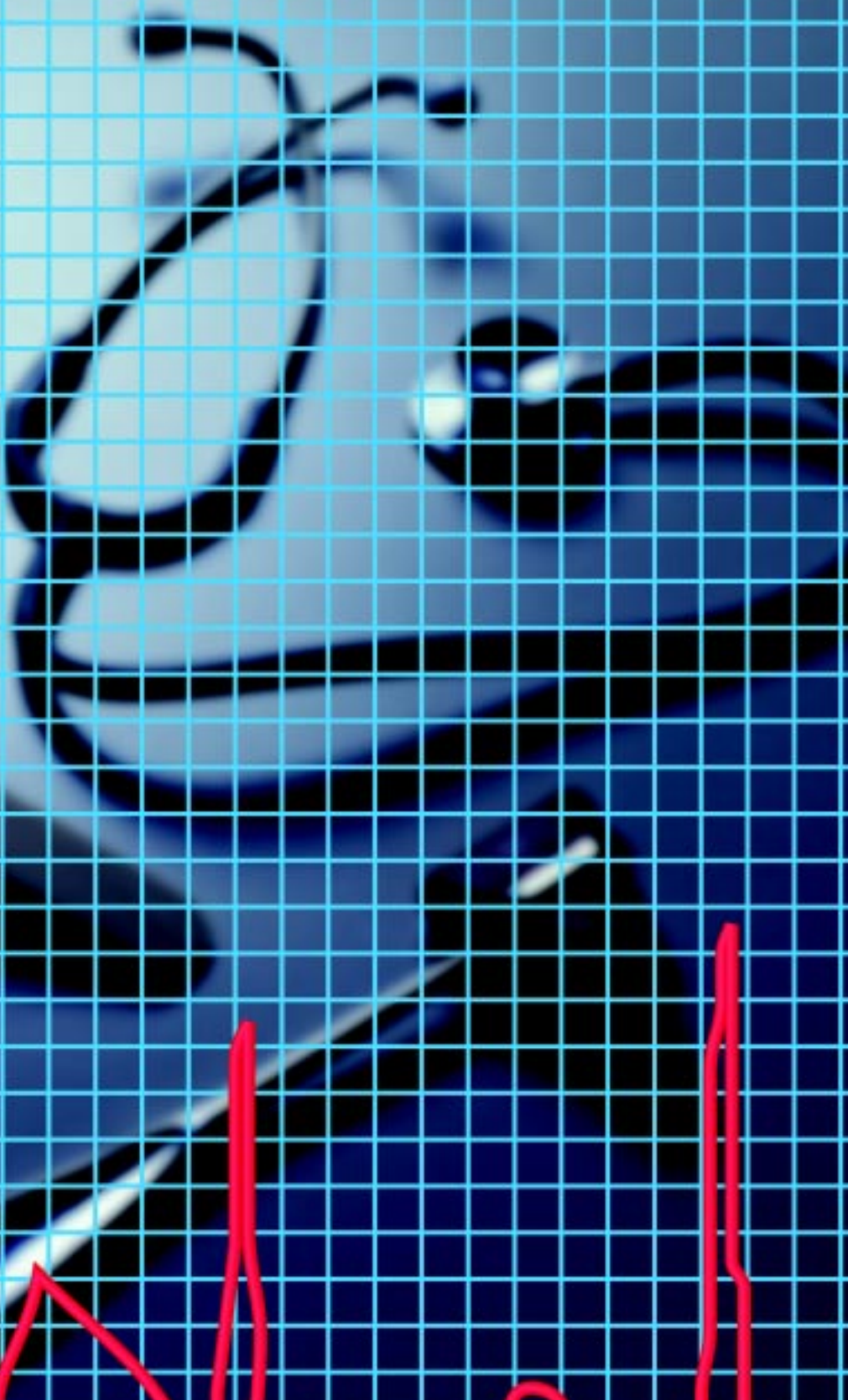




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2001 FISCAL CHECK-UP

WIL PROFILE: MICHELLE CARINCI

Michelle (McBride) Carinci, recently installed CEO and president of the Atlantic Lottery Corp. (ALC), personifies the old adage of pulling oneself up by one's own bootstraps.

At the "ripe old age of eighteen," Carinci was a new wife and mother embarking on a career without a formal education. Over the next two decades, she would rise to the top of the British Columbia Lottery Corporation as executive vice president before leaving to join GTECH Corp.

Relocating to Rhode Island, she married Jan Carinci. They married and in 2001 became the proud new parents of daughter Lia. For the past three years, Carinci held the positions of vice president of the marketing and customer relations divisions with GTECH.

A marketing whiz, Carinci is now returning back to Canada (where she originally launched her lottery career) to become the new president and CEO of ALC.

Carinci is blazing new ground as the first woman to be named president of a multi-provincial Canadian lottery organization.

"There are endless stories about how tough it was to grow up in a predominantly male environment balancing personal life with a career and trying to make a meaningful contribution to both," said Carinci. "But the bottom line is 'that's life.'"

GROWING UP

Carinci was one of five children in a family where her father believed no task was impossible. As a young girl, her fondest and most predominant memories are of being challenged and always trying something new.

"My Dad was a tremendous influence as he wanted all five of his children to try everything and I do mean everything," said Carinci. "He taught us that you do not have to be the best but you do have to give it your best.

So while my mother was teaching me to figure skate, my father had the front picks filed off another pair of skates so I could learn to play hockey.

"In between teaching his children to play every sport possible, he had me learning French (to live up to my name which was not common back then) and playing the piano, while my mother gave me the passion I have for cooking and interacting with people from all walks of life," added Carinci. "The foundation was set for my ability to multi-task and belief that you must lead by example."

CAREER CHOICES

Looking back, Carinci said it all sounds so easy; however, it certainly wasn't the case.

At the young age of 18, Carinci was married, raising a family and starting a job. Her career began (as did her education) working for Guy Simonis (then general manager of the Western Canada Lottery Foundation).

"Now anyone who has met Guy



will know that he doesn't suffer fools gladly and is a remarkable teacher and



Above: Michelle (age 4)

mentor that is demanding to say the least," conceded Carinci. "It was a good thing my Dad had prepared me well! Windows were opened for this 20-year-old high school graduate and mother that seemed at the time too high up to jump through. However, I decided to jump through them without really knowing if the parachute would open. As the lottery grew, the opportunities did too; however, I had absolutely no experience to draw from and so, looking back, I think that fear of failure must have played a tremendous part in my success. Over the years I learned that playing to win was much more effective than the early mode I was in of 'playing not to lose.' Over time, I forged on with the support of too many to name, a belief in one's self and a great 'Guy' cheering me on."

Carinci describes the opportunity to give a presentation in 1993 on the history of lotto at the Intertoto conference in Sweden as a definitive moment in her career. Simonis arranged that she would follow the keynote speaker, Lothar "Pete" Lammers, known affectionately to all as the "Father of Lotto 6/49."

"My first thoughts were that I am not a director and I am not a male yet this traditionally conservative group was willing to put me front and center," said Carinci. "Fear abounded. To make matters worse, the topic was a review of the success and failures of lotto around the globe which means this presentation was bound to offend some if it was to have any meaning at all. This experience was an epiphany! The presentation was candid but packaged in an entertaining way and was thereafter referred to often by the experts and I didn't turn into a pumpkin!"

On the personal side, Carinci said one of the most definitive moments was while her daughter Laura was taking Marketing Communications at BCIT and told her all the students had

mentors in the business community. “When asked who she had selected, she answered matter of factly, ‘why you of course Mom.’ I call these SEE’s—significant emotional events that change the way we view the world and ourselves,” explained Carinci.

MOTHERHOOD

For Carinci, resolving the issue of combining motherhood and work was never an issue when Laura was born.

“Thirty years ago, there were very few women in the environment that I worked in having to balance their work schedule between measles, Christmas concerts and Girl Guides,” said Carinci. “So no, it wasn’t easy, but it never occurred to me that I would be limited by my gender. The environment was healthy and I was probably a little naïve. The rest is history. The moral of the story to all those male or female is to keep your eyes open for opportunity. If you are not confident,

fake it—listen and learn, learn, learn, work smart and hard and get involved in everything as you never know where the opportunities are going to arise.”

Carinci maintains that staying focused on what’s important, not worrying about things you can’t control and, of course, taking care of yourself is critical.

“Raising my daughter Laura (who is 29) while building a career is certainly is one of my greatest achievements,” said Carinci. “I enjoyed it so much I am doing it all over again! This year, Jan and I became the proud parents of our daughter Lia only four months before starting as the CEO and president of the Atlantic Lottery Corporation. No words can express the feeling of being blessed twice with such precious gifts.”

What is the most important thing she can teach her children? “A belief in yourself, work ethic, relationships and education are all things that I hope both Laura and Lia have and will learn from us,” she said.

MANAGEMENT STYLE

Carinci describes her management style as situational. She can be collaborative, consultative or commanding, depending on the situation. “I am a strong believer in an interdependent model that has the right balance between promoting and rewarding teamwork and individual achievement,” she said.

Do women face glass ceilings in the lottery industry? “While the glass ceiling is certainly still around, it need not be a barrier to success for women of today,” said Carinci. “Fortunately, there are those who will continue to directly influence change but not all will have the passion to do so. Others will make choices to work successfully within corporations that are gender blind or to build their own business. Indirectly, that too will have an impact on removing the walls that exist today.

“There will always be hurdles of some sort in the business world,” she



added. “On the whole, I believe that both men and women can and will write their own script if they have the drive and are willing to take the necessary risks to do so. I don’t consciously coach or lead men or women differently as the ingredients for success are universal. As a leader, I try to lead by example and focus on the positive and provide the challenges and environment necessary to create a learning organization.”

Ultimately, Carinci believes that people want to perform at the top of their game.

“The future is very bright for all of us—male or female—if we accept that the sharing of knowledge is much more powerful than not sharing it, that the whole is greater than the sum of the parts and each of us is accountable for the success or failure of the team,” said Carinci. “It’s a bit like golf (my other favorite pastime); it all appears to be so simple and yet is endlessly complex.”



Below (from left): Phyllis Sawyer (Michelle’s Mom), Michelle Carinci and daughters Lia and Laura



MICHELLE J. CARINCI

Position: President and CEO, Atlantic Lottery Corporation

Years in lottery industry: 26 years

Birthday: May 8

Age: 48

Horoscope sign: Taurus

Spouse’s name: Jan

Children: Laura (29) and Lia (6 months)

Favorite cuisine(s): Italian, Thai

Favorite music: Italian (Bocelli to Dean Martin)

Favorite author: Sharon Kaye Penman

Favorite book: Atlas Shrugged

Woman most admired in the world: Too many to name

Favorite quote: “Learners will inherit the earth while the experienced are beautifully equipped to live in a world that no longer exists.”

Greatest personal achievement: The respect and love of my husband and children