****

9B18C037

matt gray (C): change plan

Matt Gray wrote this case under the supervision of [Mary Crossan](https://iveypubs.my.salesforce.com/003A000001CqbJq) solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentiality.

*This publication may not be transmitted, photocopied, digitized, or otherwise reproduced in any form or by any means without the permission of the copyright holder. Reproduction of this material is not covered under authorization by any reproduction rights organization. To order copies or request permission to reproduce materials, contact Ivey Publishing, Ivey Business School, Western University, London, Ontario, Canada, N6G 0N1; (t) 519.661.3208; (e)* [*cases@ivey.ca*](mailto:cases@ivey.ca)*;* [*www.iveycases.com*](http://www.iveycases.com)*.*

Copyright © 2018, Ivey Business School Foundation Version: 2018-09-21

About six months into his new role as an associate with a leading Canadian investment bank, Matt knew something was wrong, as he did not feel like himself. He had known that his new job would be demanding. He had spent the better part of a year numbing himself to this reality through how he described the role to himself and others. However, he had been unprepared for the work environment he entered.

Matt worked with leaders that both lacked respect for people’s time and were not open to finding ways to improve. This situation had resulted in what at first had seemed to be small sacrifices, such as changing dinner plans with his wife or cancelling plans to meet friends, but ultimately it had resulted in prioritizing work above everything else. Matt realized he was in a work environment where success was simply defined by how many hours you worked.

It would take Matt nine more months to fully come to the realization that he needed to leave his current role, a decision that would be sparked by the arrival of a letter in the mail. During his time at Ivey Business School (Ivey), Matt had taken the Transformational Leadershipelective. As part of the course curriculum, he had written himself a letter outlining the type of leader he would be one year after graduating from Ivey. The letter Matt had written to himself sat unopened for five months as he could not bear to open it. It was this realization that his professional and personal life had deviated so far from what he had described in the letter that sparked Matt to consider his next steps.

Perhaps he could persist in trying to change the culture of the organization although he had already tried to do so on a small scale without results. There was always the chance that a shift in leadership might open up possibilities for change, but there was, of course, no certainty around whether or when such a shift might occur. If he were to pursue a new role, it wasn’t clear how he would proceed. Could he find a new role with his current employer that would be more aligned to his value set, or would he need to seek a role with a new firm that promoted a different work environment? As Matt put the finishing touches on his résumé, he was unsure about how to move forward.