

Two-Day Event!

March 27 & 28, 2014, Toronto

Inaugural

Strategic Planning for Boards

Explore the role of the Board in effective strategic planning

Workshop Included:
**Monitoring Strategic Plan Implementation: Benchmarks
For Effective Strategy Oversight**



Course Leader
C.L.F. (Lee)
Watchorn,
Equitable Life of
Canada



Course Leader
Richard
Leblanc,
York University



Fay Booker,
Booker and
Associates



John T. Dinner,
John T Dinner
Board
Governance
Services



Wanda M.
Doroz,
Quorum Group
of Companies
and QT2 Inc.



Françoise
Guénette,
Intact Financial
Corporation



Deborah Rosati,
Sears Canada



Alan W.
Kennedy,
Gibson
Kennedy &
Company



Peter Yien,
Deloitte LLP



Ron Schwartz,
Adante
Consulting Inc.



L. Brian Swartz,
Aecon Group
Inc.

participating organizations

Adante Consulting Inc.
Aecon Group Inc.
Booker and Associates
Deloitte LLP
Equitable Life of Canada
Gibson Kennedy & Company

Intact Financial Corporation
John T Dinner Board Governance Services
Quorum Group of Companies and QT2 Inc.
Sears Canada
York University

who should attend

CEOs; Directors & Officers; CFOs, CIOs, Division Heads, VPs & Directors of operations, finance, IT, audit, risk, HR, marketing and key professionals involved in strategic planning & implementation

course highlights

- Engaging in what will be accomplished not how to achieve the results
- CEOs strategic planning responsibilities
- Ensuring alignment of the strategic plans with all other plans within the organization
- Creating an active role for the board without usurping management's role
- Using strategic plan to allocate corporate resources
- Linking risk management to the strategic planning process
- Key information on the assumptions underlying the strategy
- Need for insights from outside the industry
- Main pitfalls of strategic planning from a board's perspective
- Communicating goals and the need for change

COURSE LEADERS

C.L.F. (LEE) WATCHORN

Lee Watchorn is President of the Watchorn Advisory Group, a company he established to provide advice to senior business leaders, primarily in financial services. He is a **Director of Equitable Life of Canada** and currently chairs the Audit Committee of the Board.

RICHARD LEBLANC

Richard Leblanc is Associate Professor Governance Law & Ethics at **York University**. His applied research has been used by, and he has advised, financial and securities regulators.

CO-LECTURERS

FAY BOOKER

Fay M. Booker is Managing Director at **Booker & Associates**. She has extensive experience in three core and interrelated areas: corporate governance, enterprise risk management and organizational effectiveness.

JOHN T. DINNER

John Dinner is President of **John T. Dinner Board Governance Services**. For more than 17 years, he has been helping clients across sectors and across Canada achieve their organizational objectives through excellence in board governance.

WANDA M. DOROSZ

Wanda Dorosz is Managing Partner with **Quorum Growth Inc.** Wanda is a founder, Managing Partner and CEO of Quorum, a private equity boutique that started in 1987.

FRANÇOISE GUÉNETTE

Françoise Guénette is Senior Vice-President of Corporate & Legal Services and Governance, **Intact Financial Corporation**. She has held her current positions that include compliance since joining the Company in 1997.

ALAN W. KENNEDY

Alan Kennedy is a Partner at **Gibson Kennedy & Company**. Alan's practice focuses exclusively on communication of strategy, risk, and values for boards.

DEBORAH ROSATI

Deborah Rosati is a Corporate Director at **Sears Canada** with more than 25 years in financial, operational and strategic management in the retail and technology sector.

RON SCHWARTZ

Ron Schwartz is the Managing Partner at **Adante**. He is a senior executive, with experience in business strategy and execution, technology strategy and implementation.

L. BRIAN SWARTZ

L. Brian Swartz is Senior Vice President, Legal and Commercial at **Aecon Group Inc.** Mr. Swartz has a broad portfolio of responsibilities at Aecon.

PETER YIEN

Peter Yien is a Partner at **Deloitte LLP**. He has extensive experience in risk assessments, process improvements and internal controls.

COURSE PROGRAM

BOARD INVOLVEMENT BEFORE THE STRATEGIC PLANNING PROCESS BEGINS: PROVIDING ADVICE IN ESTABLISHING LONG-TERM GOALS - DEFINING VISION, MISSION AND VALUES OF ORGANIZATION

One of the board's main responsibilities is to help set strategic direction for their organization. As such it must from the outset work towards creating a longer-range vision, setting priorities, and setting the stage for the development of strategic plan. This session will examine the board involvement before the strategic planning process begins.

- Providing advice in establishing long-term goals
- Defining vision, mission and values of organization
- Providing input on the critical strategic issues and the proposed strategic direction
- Engaging in what will be accomplished not how to achieve the results

CEO-BOARD RELATIONSHIP IN STRATEGY PROCESS: AVOID USURPING ROLE OF CEO AND TOP MANAGEMENT - MAPPING OUT A STRATEGY AGENDA WITH THE BOARD

While there is no perfect delineation or separation of board and management roles in strategy development, the board and CEO each have traditional strategic decision-making roles. Ideally, the board and management collaboratively pursue strategic alignment. This session will look at the CEO-board relationship in strategy process.

- Evaluation of strategic decisions by the board of directors
- Overview of the role of the board
- CEOs strategic planning responsibilities
- Need for an open, trust-based board culture that embraces diverse views

SUPPLEMENTARY COURSE MATERIAL

Federated Press is now providing delegates with access to an innovative new database containing at least 25 interactive multimedia presentations by leading experts including approximately 20 hours of lectures on the topics covered by this course, including all slides and speakers' papers. See the list of presentations on page 4.



AV Proceedings

Audio/video segments clickable slide by slide
Papers and overheads also included
Print any of the material for your own use

COURSE PROGRAM

MAKING STRATEGY A CRITICAL PRIORITY FOR BOARD: CREATING A STRATEGY-FOCUSED BOARD

While the concept of making strategic planning a critical board priority might seem obvious, boards continue to struggle with maintaining a strategic focus. This session will explore how to go about elevating strategic planning and ongoing oversight and focus on the board agenda.

- The role of strategy in unifying the board and management
- Aligning board and management expectations regarding responsibility for strategy development and monitoring
- Establishing a well-designed strategic planning process
- Creating an active role for the board without usurping management's role

ASSESSING RESOURCES ADEQUACY FOR STRATEGY EXECUTION

Even the best strategy will not succeed if a company lacks or fails to dedicate sufficient resources for achieving strategic goals. This session will examine the board's role in conducting an assessment of its resources in order to determine if the organization has the adequate resources to execute the strategy

- Determining what is needed to carry out strategic plan
- Assessing current resources available
- Ensuring flexibility in the plan
- Using strategic plan to allocate corporate resources

ALIGNING STRATEGY WITH RISK MANAGEMENT

Aligning both risk management and strategic planning results in the ability to focus on events and strategies that really matter. The risks and opportunities associated with strategic objectives should be clearly identified, discussed, understood and monitored by the board. This discussion highlights best practices for aligning strategy with risk management.

- Linking risk management to the strategic planning process
- Using strategic planning and monitoring processes for effective decision making with respect to risk management
- Matching risks with strategic planning objectives and outcomes
- Identifying potential risks proactively

WHAT BOARDS NEED TO KNOW : PROVIDING BOARD WITH SUFFICIENT INFORMATION TO EVALUATE THE STRATEGY

It is imperative for directors to have sufficient information to assist in the establishment and evaluation of a strategic plan. Successful boards have high expectations when it comes to getting the right information so they can contribute their input in the strategy planning process. This session will examine the type of information required by boards for successful strategic planning.

- Ensuring board receives adequate information to effectively input strategy decisions
- Key information on the assumptions underlying the strategy
- Informing the board of alternative strategies that may have been considered
- Arranging for director immersion in business operations through briefings and site visits

CREATING A STRATEGY-FOCUSED BOARD: CONSIDERATIONS IN THE COMPOSITION & ORGANIZATION OF BOARD

The effectiveness with which boards engage in strategic planning depends heavily on the board's composition. Board's work best when

they consist of a mix of industry experts and board members from outside the industry. This session will look at best practices for building strategic capability into board composition.

- Role of industry experts
- Need for insights from outside the industry
- Developing camaraderie and effective working relationships

AVOIDING STRATEGIC PLANNING FAILURE - THE NEED FOR AN INTEGRATED AND ALIGNED APPROACH IN STRATEGIC PLANNING AND EXECUTION

While engaging in comprehensive strategic planning is almost a necessity for ongoing success, it in itself is not a guarantee for achieving future goals. This session will explore the main challenges of strategic planning from a board perspective with tips for creating an integrated and innovative approach to strategy and strategic planning.

- Managing the complexities of strategic planning
- Main pitfalls of strategic planning from a board perspective
- Best practices for strategic effectiveness

BOARD'S ROLE IN MANAGING ORGANIZATIONAL CHANGE NEEDED FOR STRATEGY IMPLEMENTATION

Often the strategic planning process will result in the need for significant organizational change in order to achieve strategic goals. This session looks at the Board's role in managing organizational change needed for strategy implementation.

- Communicating goals and the need for change
- The role of leaders in driving change
- Aligning the organization behind the strategic plan

ENSURING TRANSPARENCY & ADEQUACY OF STRATEGY COMMUNICATION

To improve the board's effectiveness in strategic planning, members require frequent, high-quality interaction as well as transparent and candid communication from management. This session will explore management ability to assist the board in its strategic planning process through transparent communications and providing it with relevant and material information.

- Ensuring that the Board is receiving adequate information
- Assessing directors
- How to compile and disseminate necessary information to the board
- Finding the right level for board communications: neither too tactical nor too high-level
- Improving the quality of Board communications

WORKSHOP

MONITORING STRATEGIC PLAN IMPLEMENTATION: BENCHMARKS FOR EFFECTIVE STRATEGY OVERSIGHT

A key aspect in the board's role in strategy planning is to actively monitor management's execution of approved strategic plans as well as the transparency and adequacy of internal and external communication of the strategy. However, the level of board involvement in monitoring organizational strategy has not received enough focused attention. This session will examine the board's role in monitoring performance against set goals, indicators and objectives.

- Obtaining regular input from senior management on the key goals and measures in the strategic plan
- Establishing methods for monitoring and updating the strategic plan
- Establishing a written plan for the board's monitoring of the strategic plan

MULTIMEDIA

Your registration includes an interactive multimedia CD-ROM comprising the following presentations from recent Federated Press courses and conferences. They are presented in their entirety with complete audio and accompanying slides.

For an additional \$175 to the registration fee, you can receive the multimedia proceedings of this course on CD-ROM, containing all presentations given at this event. If not registered for the event, the cost of this CD, is \$599.

To receive the presentations described below as well as the presentations given at the event, the cost is \$799.

Boards in Action: Practical Ways to Identify and Mitigate Risk

Jean Iozzo
Watermark Human Capital Consulting

Advising Boards in Major Transactions

Andrew Gray
Torys LLP

Designing a Compensation Plan to Suit Your Company, Board and Shareholders

Nick Bishop
The Wynford Group

Advising Boards in Major Transaction – Acquisition Agreements

Valerie C. Mann
Lawson Lundell LLP

What's Good for Women is Good for Governance: So Why Are There So Few Women on Corporate Boards?

Deborah Gillis
Catalyst Canada Inc.

Why Boards Fail: Red Flags for Governance of Crown Corporations

Jon Singleton
Office of the Auditor General, Manitoba

Internal Auditing & Crown Corporation Boards

Nancy Rector, BBA, BSc(CS), CA, CISA, CIA, CISSP
Deloitte LLP

Warning Signs: Risk Management for Crown Corporation Boards

Jacques J. Levesque
Transform Management Consulting

Recruiting and Selecting Directors: Criteria & Processes for Agencies, Boards & Commissions (ABCS) VS. the Private Sector

Robert A. Splane
Agriculture Financial Services Corporation (AFSC)

Relationship With the Corporate Boards and Audit Committees: Their Impact On the CFO

Elliott M. Jacobson
Mintz & Partners LLP

Boards Under Duress - Shareholder's View

Robert G. Bertram
Ontario Teachers' Pension Plan Board

Avoiding and Resolving Conflicts of Interest: Elected Officials on Public Sector Boards

Frank Hart
Saskatchewan Crown Investments Corp.

Should Public Boards Play a Bigger Role in CEO Selection?

Dr. Victor Rabinovitch
Canadian Museum of Civilization Corporation

Policy update – Orientation, Assessment and Performance of Boards of Crown Corporations.

Anne C. Soucie
Atlantic Pilotage Authority

Successful Governance Practices: Lessons for Non-Profit Boards

Susan Dallhoff
Strategic Leverage Partners Inc.

Advising the Board on Outside Advisors

Nick Argue
Ernst & Young LLP

Effectively Managing Board and Committee Meetings

Dean Readman
The Vancouver Fraser Port Authority

Managing Board/Committee Meetings

Anna K. Fung
Intrawest ULC

Using HR Metrics in Improving Organizational Decision Making

Pierre Lebel
Presidents of Enterprising Organizations Inc.

Board Preparation for CEO Succession

Garfield Emerson
Fasken Martineau DuMoulin LLP

Annual Board Goals and Work Plans

Libby Burnham
Morrison Brown Sosnovitch, LLP

Governance Renewal - Succession Planning, Board Composition and Structure

Wally Zimmerman
Zimmerman Lawyers

Assisting the Board's Use of Independent Outside Counsel

Rene Sorell
McCarthy Tétrault LLP

Using Assessment to Improve the Way the Board Does Business

David Parmenter
Gowling Lafleur Henderson LLP

Board Size, Composition and Standing Committees

David Michaels
David Michaels' Consulting

Registration: To reserve your place, call Federated Press toll-free at 1-800-363-0722. In Toronto, call (416) 665-6868 or fax to (416) 665-7733. Then mail your payment along with the registration form. Places are limited. Your reservation will be confirmed before the course.

Location: Novotel Toronto Centre Hotel, 45 The Esplanade, Toronto, ON, M5E 1W2

Conditions: Registration covers attendance for one person, the supplementary course material as described in this document, lunch on both days, morning coffee on both days and refreshments during all breaks. The proceedings of the course will be captured on audio or video. Multimedia proceedings with all slides and handouts can be purchased separately on a CD-ROM which will also include the course material.

Time: This course is a two-day event. Registration begins at 8:00 a.m. The morning sessions start promptly at 9:00. The second day ends at 5:00 p.m.

Cancellation: Please note that non-attendance at the course does not entitle the registrant to a refund. In the event that a registrant becomes unable to attend following the deadline for cancellation, a substitute attendee may be delegated. Please notify Federated Press of any changes as soon as possible. Federated Press assumes no liability for changes in program content or speakers. A full refund of the attendance fee will be provided upon cancellation in writing received prior to March 14, 2014. No refunds will be issued after this date.

Discounts: Federated Press has special team discounts. Groups of 3 or more from the same organization receive 15%. For larger groups please call.

Payment must be received prior to March 20, 2014

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TO REGISTER FOR STRATEGIC PLANNING FOR BOARDS

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 Approving Manager Title _____
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 Please bill my credit card: AMEX VISA Mastercard
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REGISTRATION COSTS

NUMBER OF PARTICIPANTS:
 COURSE: \$1975
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