



Leadership 2009: Developing Strategic Management Capacity

Monday, **December 7**, and
Tuesday, **December 8**, 2009

The Sutton Place Hotel • Toronto



Insights and perspectives from Canadian leaders, including:

Alberta G. Cefis, Executive Vice-President and
Head, Global Transaction Banking, Scotiabank

Paul Douglas, Chief Executive Officer,
PCL Constructors Inc.

Justin R. Fogarty, Partner, Davis LLP

Ron McKerlie, Deputy Minister, Associate
Secretary to Cabinet, and Member, Executive
Committee, Government of Ontario

Hari K. Panday, President and Chief Executive
Officer, North American Region, ICICI Wealth
Management Inc.

Courtney Pratt, Chairman and Chief Executive
Officer, Toronto Region Research Alliance and
Author, *Into the Blast Furnace: The Forging of
a CEO's Conscience*

Leadership experts and pathway guides from KnightsbridgeMICA

Liane M. Davey, Principal and Central Region
Team Lead

Catharine A. Larkin, Director

Vince Molinaro, Managing Director

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Ensure leadership is part of the solution and not part of the problem.

The Conference Board of Canada's President and Chief Executive Officer, Anne Golden, recently commented that "...the news these days gives one ample grounds for discouragement about the calibre of leadership in public and private sector organizations. Whether in the financial services sector, the auto industry, or government, failure of leadership dominates the headlines. The fact that these failures come in the wake of decades' worth of publications, advice, and training programs from acknowledged "experts" in leadership development provides all the more reason for cynicism."

Since Anne made these comments, the economic outlook has improved. Although many experts have identified "green shoots," nearly all agree that any recovery will be hard going and only organizations that identify new opportunities will prosper. Now is the time to get leadership right.

If "business as usual" is no longer working, what about "leadership as usual"?

I'd like to invite you to change how you view leadership in your organization, learn about tools to build leadership capacity, and get answers to your toughest leadership questions, including:

- what skills and qualities do leaders need now and in the future?
- how to develop or find skills quickly enough to make a difference?
- how can leaders energize and build readiness for an unknown future?
- as the economy rebounds, do you have the right leaders in the right roles?

Leadership 2009: Developing Strategic Management Capacity will help you refine your organization's leadership capabilities and ensure it's able to successfully execute its business strategy.

Insights and practical approaches to help you build leadership capacity.

This event combines the in-depth expertise of KnightsbridgeMICA with the perspectives and insights of Canadian leaders who have faced unique leadership challenges. If you're still struggling with "leadership as usual," you can't afford to miss this multidimensional, thought-provoking, and practical event.

Join us, and ensure your human capital strategy increases leadership capacity and genuinely addresses the needs of your business.

Sincerely,

Bill Robertson

Executive Director, Conference Programs

P.S. The right leadership is essential across your organization. Bring a cross-functional team and take advantage of our Team Offers! Visit www.conferenceboard.ca/conf or call 1-800-267-0666 for more information.

Build a stronger future with leadership and change management expertise.

Today's problems won't be solved overnight. There's no quick fix, but the solution begins with leadership that's right for the new environment. Meet the leadership experts and explore practical ways to create and lead a workforce with the flexibility, capability, and passion to thrive in a rapidly changing and disruptive environment.



DAY 1—MONDAY, DECEMBER 7, 2009

7:30 a.m. Registration and Continental Breakfast

8:00 a.m. Opening Remarks from the Conference Facilitator and Leadership Pathway Guides

Interactive Dialogue Session: What Does “Leadership” Mean to You?

Conference Facilitator

John Brewer, Executive Conference Developer,
The Conference Board of Canada

Pathway Guides

Liane M. Davey, Principal and Central Region Team Lead,
KnightsbridgeMICA

Catharine A. Larkin, Director, KnightsbridgeMICA

Vince Molinaro, Managing Director, KnightsbridgeMICA

The opening exercise will explore what you mean by leadership and its role in your organization. This single, simple question will help you reflect on your experiences with and impressions of leadership, and compare and contrast your perspectives with those of other conference participants.

8:15 a.m. Plenary Session 1 Pathway Session: The Road to Building Leadership Capacity

In the first Pathway session, the Pathway Guides will present the results of the delegates’ Pathway Survey and assess the state of Canadian companies in building strong leadership capacity. Topics for discussion will include:

- determining leadership requirements
- planning for succession
- assessing leaders
- implementing development programs
- creating a strong leadership culture
- sustaining momentum
- evaluating impact

Subsequent sessions will explore these issues in greater depth, as they outline a comprehensive approach to leadership planning, development, and culture.

9:15 a.m. Plenary Session 2

Leader’s View: Leadership for the Global Marketplace

Justin R. Fogarty, Partner, Davis LLP

Hari K. Panday, President and Chief Executive Officer,
North American Region, ICICI Wealth Management Inc.

Hari Panday founded ICICI Bank Canada in 2003 and this year received the Indo-Canada Chamber of Commerce’s Corporate Executive of the Year Award.

As President and Chief Executive Officer of Wealth Management, Hari has overseen the rapid Canadian expansion of India’s second largest bank and the establishment of its brand in Canada. Hari brings a valuable international perspective on the issue of leadership and the steps Canadian organizations must take to ensure they have the right leaders to execute strategy in a global context.

In this wide ranging discussion of leadership, Hari will be joined by leading litigator and business advisor, Justin Fogarty.

10:00 a.m. Networking Break

10:30 a.m. Plenary Session 3 Pathway Session: Mapping Leadership Capacity and Planning for the Future

Having defined the specific leadership needs of your organization, you must identify the positions that are critical to your organization’s success. A comprehensive risk analysis will identify potential gaps, help assess leaders relative to your chosen leadership model, and determine the organization’s overall leadership capacity.

The Pathway Guides will facilitate this discussion of how to:

- create a talent pool of internal successors for critical roles
- develop a strategy for external talent sourcing
- mitigate risks in vulnerable roles
- build an accurate snapshot of current leadership strengths and gaps
- conduct personal leadership debriefs that build development commitment
- improve talent planning through leadership capacity measurement

11:30 a.m. Plenary Session 4

Improving Results with Inspirational Leadership

Catharine A. Larkin, Director, KnightsbridgeMICA

Almost everyone agrees that leaders need a vision but, in the words of respected leadership expert, Prem Benimadhu, “vision without action is hallucination.” This session will focus on how leaders facilitate the transition to action and, while planning and resourcing play a part, the fundamental need for leaders is to inspire others.

Find out how one international organization and its leader’s efforts to create energy and action focused on a vision. This story moves from a theatre stage to Wembley Stadium to the Air Canada Centre as the Chief Executive Officer and executive team work to create an enthusiastic, organization-wide focus on implementing the business strategy.

12:15 p.m. Luncheon and Keynote Presentation

Making Tough Decisions in a Tough Environment

Courtney Pratt, Chairman and Chief Executive Officer, Toronto Region Research Alliance, and Author, *Into the Blast Furnace: The Forging of a CEO’s Conscience*

Long recognized as one of Canada’s pre-eminent business leaders, Courtney Pratt has most recently been identified with his work at bankrupt steelmaker Stelco, a story he has eloquently captured in the book *Into the Blast Furnace*. Courtney will reflect on his experience with organizations facing tough challenges that threaten their survival, and will share his insights into what it takes to formulate and execute a viable business strategy against the odds.

1:45 p.m. Plenary Session 5

Pathway Session: Implementing your Development Agenda

After you’ve determined organizational leadership requirements, developed a succession plan, and assessed your leaders, it’s time to start implementing your development agenda. Implementation involves targeted development and coaching for high performance.

This session will address how to:

- execute robust development plans that accelerate successors to “ready now” status
- maximize effectiveness through targeted coaching
- present a credible succession plan to the Board of Directors

2:45 p.m. Refreshment Break

3:00 p.m. Plenary Session 6

Panel Discussion: Leadership and the Board of Directors

Moderator

Vince Molinaro, Managing Director, KnightsbridgeMICA

Panellists

Glenna Carr, Chair of the Board, Atomic Energy of Canada Limited

Courtney Pratt, Chairman and Chief Executive Officer, Toronto region Research Alliance, and Author, *Into the Blast Furnace: The Forging of a CEO’s Conscience*

David M. Williams, Chair of the Board of Directors, Shoppers Drug Mart Corporation

After the Enron debacle and the dotcom bust, jurisdictions around the world responded with increased regulation of organizations and their boards. The aim was to create greater accountability among those charged with overseeing the activities and performance of public companies. Despite all the new regulation, the financial meltdown in the U.S. and worldwide in 2008 again showed many boards failing to provide the oversight and insight expected by shareholders and the general public.

Leading board director Courtney Pratt will examine the need for a greater emphasis on leadership at the board level, and with the panellists will demonstrate



that further regulation cannot on its own ensure high performance. Boards need to emphasize the leadership qualities their members must demonstrate to both avoid future disasters and optimize organizational performance.

4:00 p.m. Plenary Session 7
Leadership Interview: Leadership and Change in the Public Sector

Ron McKerlie, Deputy Minister, Associate Secretary to Cabinet, and Member, Executive Development Committee, Government of Ontario

Experts talk of leadership as if it were a monolithic concept applicable in all situations and environments—even though effective leadership relies very much on its context. One important segment with its own specific leadership requirements is the public sector.

Ron McKerlie will discuss the challenges of developing leadership in the Ontario Public Service, and programs and processes created to ensure the province can deliver services effectively and create the flexibility to respond to rapid, large scale change.

4:30 p.m. Day 1 Adjourns

DAY 2—TUESDAY, DECEMBER 8, 2009

7:30 a.m. Continental Breakfast

8:00 a.m. Interactive Dialogue Session:
Learn, Spurn and Confirm

John Brewer, Executive Conference Developer, The Conference Board of Canada

This session will revisit the discussion of new concepts, beliefs confirmed, and questions about the applicability of new concepts to each delegates' situation and organization.

8:15 a.m. Plenary Session 8
UrgenceLeadership: Building Strong Leadership Capacity in Quebec

Robert Courteau, Senior Vice-President, Business Solutions, DMR Fujitsu

Jean-Charles Lima, Managing Director, Eastern Region, KnightsbridgeMICA

UrgenceLeadership is an ambitious initiative taking place within the business community of Quebec. Over the past couple of years several leading businesses, in partnership with Les Affaires and Knightsbridge have been working on raising awareness to the leadership gap challenges facing Quebec businesses and identifying and implementing strategies for success.

In this session, Robert Courteau and Jean-Charles Lima will share the UrgenceLeadership story and potential implications for other business communities across Canada.

9:15 a.m. Plenary Session 9
Luck, Work, and Capability—An Interview with Alberta Cefis

Alberta G. Cefis, Executive Vice-President and Head, Global Transaction Banking, Scotiabank

Named one of The 25 Most Powerful Women in Banking in 2008 by US Banker magazine, Alberta Cefis, heads up a business unit that provides global business solutions to multinational, corporate, commercial, and small business customers. This broad discussion will explore Alberta's personal approach to leadership and the qualities she believes helped her achieve success, not just on the global stage with Scotiabank, but also as a board member of other organizations such as Opera Atelier.

10:30 a.m. Refreshment Break

10:45 a.m. Plenary Session 10
Boomer Demographics—Fast Track Succession Planning

Paul Douglas, Chief Executive Officer, PCL Constructors Inc.

Leadership positions in Canada are overwhelmingly occupied by baby boomers eligible to retire in the not too distant future. While experts and leaders have discussed the issue of demographic change for many years, few have translated their insights into

concrete action. The result is that many organizations now face a serious demographic “crunch,” where boomers retire in large numbers and their potential replacements are unprepared for the challenges of high level leadership. This causes intense competition for leadership talent, and increases the very real risks of relatively inexperienced individuals taking the reins at the top of organizations.

Paul Douglas will discuss his organization’s response to this looming crisis and how, through accelerating the succession process, they are securing their future success.

11:30 a.m. Plenary Session 11

Closing Discussion—Evaluating the Impact of Leadership and Maintaining Momentum

Leadership is a process, and critical to that process is ensuring the organization maintains its leadership capacity over the long-term and at all levels. The chosen leadership model must become “hard-wired” into core practices, and a fully embedded leadership culture is essential to achieve this.

Lastly, one must be able to assess the ongoing business impact of leadership initiatives. A dashboard of business metrics is ideal to provide periodic updates and demonstrate leadership’s contribution to your organization’s success.

12:15 p.m. One Last Question and Closing Remarks from the Chair

John Brewer, Executive Conference Developer, The Conference Board of Canada

Conference Facilitator, John Brewer, will invite you to reflect briefly on what you’ve learned at this event, and what you plan to do differently upon returning to your organization.

12:30 p.m. Conference Adjourns



The wrong leaders won’t formulate the right strategy.

The quality of leadership in your organization determines the quality of your business strategy. Failed leadership results in flawed and poorly executed strategy, so the first step in moving beyond the recession is to have the right leaders with the right skills and the right tools and support they need to get the job done. This event will show you how.



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This brochure is printed waterless with soy inks on paper made from 50% post consumer recycled content. In addition, our total paper use has been reduced by more than one third.

In Venue

The green house gas emissions resulting from this event are being offset by Zerofootprint, through a variety of ISO 14064 compliant projects in Canada. We encourage our delegates to offset their travel to the event as well, using the calculator provided after registering online. This event is also bullfrogpowered with 100% green electricity. Bullfrog Power will inject carbon-free green power, sourced exclusively from wind power and low-impact hydro producers onto the Ontario electricity grid to match the amount of electricity used by this event.

REGISTRATION

Register now and save!

Register before **October 12, 2009** and **save \$200** with our special early-bird savings.

Get the experts' insights into the state of your organization's leadership capacity

Prior to attending this event you'll be invited to complete a brief survey based on the Leadership Pathway leadership management model. This survey will provide:

- A practical road map of your organization's strategy for building leadership capacity
- A framework to help you identify your current strengths and the leadership gaps you need to fill
- Insight into your own personal development as a leader

The completed surveys will also serve as the starting point for a discussion at the event and help you to "hit the ground running" when the event begins.

Make your organization stand out from the crowd.

Even as the prospects for growth improve and the recession appears to be waning, headlines report more downsizing, restructuring, and workforce realignment. Most experts and leaders agree that this is the beginning of an era of uncertainty and reduced expectations. Your organization needs the right leadership to overcome these challenges and:

- redefine leadership and rebuild trust in leadership
- identify the right talent for current and future challenges
- preserve culture and engagement in the face of disruptive change
- develop an effective human capital strategy that gets results
- build the capability to form and execute strategy
- make the tough decisions to match business activity
- provide opportunities to rising talent and attract new talent
- create a compelling vision in the face of uncertainty
- capitalize on your organization's existing leadership capacity

Fees	Before Oct. 12, 2009	Before Nov. 9, 2009	After Nov. 9, 2009
Forum	\$ 1,535	\$ 1,635	\$ 1,735

Your registration in this event includes the sessions, continental breakfasts, refreshment breaks, luncheon, and a link to speaker presentations.

To Register

Online: www.conferenceboard.ca/conf

Fax: Complete the Fax Registration Form on the back cover and fax form to 613-526-4857

Having trouble registering?

Phone Registrar: 1-800-267-0666 or 613-526-4249

E-mail Registrar: registrar@conferenceboard.ca

All registrations will be confirmed • Program subject to change • Events are GST exempt
Please see www.conferenceboard.ca/conf for our cancellation policy.

Send a team and save!

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Conference fees don't include accommodations. Please contact the hotel directly for reservations, and mention The Conference Board of Canada to receive the **preferred rate of \$153 available until November 16, 2009.**

Hotel and Conference Venue

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Priority Code PDF 2



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YES! Please register the following delegate for this event (4-for-the-price-of-3 team offer available—See www.conferenceboard.ca/conf for details.)

Name	Title	
Organization	Tel	
E-mail	Fax	
Mailing Address		
City	Province	Postal code

Your registration in this event includes the sessions, continental breakfasts, refreshment breaks, luncheon, and a link to speaker presentations.

Fees	Before Oct. 12, 2009	Before Nov. 9, 2009	After Nov. 9, 2009
<input type="checkbox"/> Conference	\$1,535	\$1,635	\$1,735

Please confirm attendance at event functions:

Luncheon: Day 1

Payment method: (all fees are due by the event date) American Express MasterCard VISA Cheque (payable to "The Conference Board of Canada")

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