

5TH

STRATEGIC PLANNING FOR BOARDS

Explore the role of the Board in effective strategic planning

Workshop Included:

Board's Role in Managing Organizational Change Needed for Strategy Implementation

March 10 & 11, 2015, Toronto

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

Two-Day Event!

Speakers & Participating Organizations



Course Leader
Joel Alleyne,
Alleyne Inc.



Course Leader
Richard Leblanc,
York University



Fay Booker,
Booker and Associates



John T. Dinner,
**John T Dinner Board
Governance Services**



John Keefe,
Goodmans LLP



Brian M. Leck,
**Toronto Transit
Commission**



Diane Rodgers,
**AIG Insurance Company
of Canada**



Deborah Rosati,
Sears Canada Inc.



Ron Schwartz,
Adante Consulting Inc.



Jim Stewart,
ProfitPATH



Peter Yien,
Deloitte LLP

COURSE LEADERS

JOEL ALLEYNE

Joel Alleyne is President **Alleyne Inc.** and Chairman of Crucible International Inc. He is a senior executive, with experience in business strategy execution, technology strategy and implementation at the board and C-suite level.

RICHARD LEBLANC

Richard Leblanc is Associate Professor, Governance Law & Ethics at **York University**. He brings to business and professional clients a depth of information from his extensive research and work with boards of directors and training and development of leaders and managers.

CO-LECTURERS

FAY BOOKER

Fay Booker is Managing Partner at **Booker and Associates**. She advises boards and senior management in the areas of corporate governance, risk management, operational effectiveness and strategic planning.

JOHN T. DINNER

John T. Dinner is President at **John T. Dinner Board Governance Services**. His practice focuses on helping organizations leverage the value their boards can deliver and the strategic contribution they make to organizational success.

JOHN KEEFE

John A. Keefe is a Partner at **Goodmans LLP**. He has acted as counsel and provides strategic advice to boards of directors, audit committees and special committees investigating allegations of serious corporate misconduct.

BRIAN M. LECK

Brian M. Leck is Head of Legal & General Counsel at the **Toronto Transit Commission**. As General Counsel, he works with the board to maximize its effectiveness in strategic planning and corporate oversight.

DIANE RODGERS

Diane Rodgers is Vice President and General Counsel at **AIG Insurance Company of Canada**. She has extensive experience in strategic and operational planning and communication of strategy and risk for boards having worked with various boards in Canada and Europe.

DEBORAH ROSATI

Deborah Rosati is Corporate Director & Advisor at **Sears Canada Inc.** Experienced audit committee chair and leader with expertise in financial management, corporate strategy, strategic financing, operations and corporate governance practices.

RON SCHWARTZ

Ron Schwartz is Managing Partner at **Adante Consulting Inc.** His practice involves advising corporations and boards on strategic planning, risk, technology and project management

JIM STEWART

Jim Stewart is the Founding Partner at **ProfitPATH**, a Toronto-based strategy consulting firm. His practice focuses on advising corporations and their boards on effective business growth strategies and then turning those strategies into action.

PETER YIEN

Peter Yien is a Partner in **Deloitte & Touche LLP's** Information & Technology Risk Practice. He advises senior executives and boards on risk management, process improvements and internal controls.

COURSE PROGRAM

BOARD INVOLVEMENT BEFORE THE STRATEGIC PLANNING PROCESS BEGINS

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.

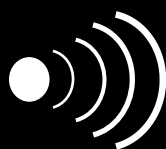
- Providing advice in establishing long-term goals
- Defining vision, mission and values of organization
- Providing input on the critical strategic issues and the proposed strategic direction
- Engaging in what will be accomplished not how to achieve the results

CEO-BOARD RELATIONSHIP IN STRATEGY PROCESS

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

webcast



While nothing compares to the experience of attending the live event, with its enhanced networking opportunities and direct contact with leading experts, for those unable to attend in person FP provides a convenient option to still benefit from this unsurpassed learning experience:

FP's live interactive Webcasts allow you to actively participate in events, from downloading all material distributed by lecturers to asking speakers questions.

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

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

CREATING A STRATEGY-FOCUSED BOARD

The effectiveness with which boards engage in strategic planning depends heavily on the board's composition. Boards perform best when they consist of a mix of industry and value creation experts and leadership who possess the right combination of skills in order to have effective value creation and monitoring over corporate strategy. This session will look at best practices for building strategic capability into board composition and leadership.

- Red flags and best practices of strategic boards
- Role of the Board Chair
- Avoiding entrenchment devices and self interest
- Developing management accountability to the board, and the board to shareholders
- Takeaways for building a high performing board and renewal

AVOIDING STRATEGIC PLANNING FAILURE

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's perspective with tips for creating an integrated and innovative approach to strategy and strategic planning.

- Managing the complexities of strategic planning in a rapidly evolving business world
- Main pitfalls of strategic planning from a board's perspective
- Best practices for strategic effectiveness
- Obstacles in achieving an integrated to strategic planning and execution

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

MAKING STRATEGY A CRITICAL PRIORITY FOR BOARDS

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

WORKSHOP

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
- Managing resistance to change and building a sustained commitment to change
- Aligning the organization behind the strategic plan

PROCEEDINGS

The "Proceedings" is your Web repository of learning resources for this event. It includes:

- the recording of the lectures at the forthcoming event itself, including documentation, slides and audio-visual;
- 25 or more carefully selected additional lectures (below), which are intended as a recommended enrichment of the course content, with many additional topics covered.

The price of the Proceedings (one user licence) is \$299 if you are attending in person or by Webcast; or \$799 otherwise.

Strategy Implementation Best Practices

David Proulx
Research in Motion

Conducting an Industry Analysis

Jon Heppenstall
Staples

Translating Strategy into Action

Jim Love
Chelsea Consulting Group

Developing Performance Outcomes for Measuring Your Strategic Plan

Eric Mézin
Office of Francophone Affairs (Ontario)

Execution of the Strategic Plan

Candice Chow
Purolator Inc.

Putting the 'Strategic' back into Strategic Planning

Anne Donaldson-Page
stratAHEAD

The Strategic Planning Process

Ken Smith
Dundee Associates

Situational Analysis

Derek S.T. Baldwin
IBIS Corporation

Avoiding Pitfalls in Strategic Planning

Barry Nelson
Practical Management of Canada Inc.

Communicating the Strategic Plan

Stacey Karpman
Future Electronics Inc.

Strategic Planning Tools

Bill Newman
Greater Toronto Airports Authority

Beyond Buzzwords: Communicating the Strategic Plan

Alan W. Kennedy
Gibson Kennedy & Company

Bringing Social Media into the Strategic Planning Process

Michael Rabinovici
AR Communications Inc.

The Board's Role in Technology Investment Oversight

Robert D. Matheson
Glenbriar Technologies Inc.

Strategic Roadmap to Prioritizing and Selecting BPR Initiatives

Meredith Ng
Ainsworth Inc.

Developing a Board Performance Monitoring System

Lynn Korbak
Morneau Sobeco

Leadership: Chairman of the Board or Chairman of the Company?

H. Garfield Emerson
Emerson Advisory

Quantifying and Mitigating Operational and Strategic Risk

Mark Strang
Scotiabank

Overseeing Risk Management From a Board Perspective

Alan Curleigh
Northstar Trade Finance Inc.

Ensuring Legal & Ethical Conduct by the Corporation & the Board

Derek S.T. Baldwin
IBIS Corporation

Enterprise Risk Management & the Board: Key Issues

Ron Schwartz
Adante Consulting Inc.

Boards in Action: Practical Ways to Identify and Mitigate Risk

David W. Anderson
The Anderson Governance Group

The Board's Role in the ERM Framework

Margriet Kiel
MNP LLP

The Evolving Role of the General Counsel in Supporting the Board

William G. Gilliland
Fraser Milner Casgrain LLP

Advising Boards in Major Transactions

Neil Herle
TransCanada PipeLines Limited

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: Courtyard by Marriott Downtown Toronto, 475 Yonge Street, Toronto, ON, M4Y 1X7

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.

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 less 15% administration fee will be provided upon cancellation in writing received prior to February 24, 2015. No refunds will be issued after this date.

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Payment must be received prior to March 3, 2015

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