

12th

Leadership Succession Management

Driving corporate results through effective leadership
succession planning and talent management

January 14, 15 & 16, 2009, Toronto

"Many ideas, tools and concepts learned from presenters. I would like to take back and apply to my organization ASAP!"

"Enjoyed the emerging common themes. Very helpful in organizing my thinking around this issue. Excellent networking opportunity!"

"Benefited from networking & learning practical "how to" methodologies."

"Lots of great ideas and food for thought. Also, some great contacts."

"Excellent content!"

optional workshops

LEADING-EDGE COACHING PRACTICES TO SUPPORT LEADERSHIP DEVELOPMENT

Sabine Fischer, BA, CPCC, Principal & Founder, **Integra Leadership**

INTEGRATING DIVERSITY & EQUITY INTO THE SUCCESSION MANAGEMENT PROCESS

Lynn Bennett, Executive/Leadership Coach, **Leadership Intelligence Inc.**

participating organizations

BELL CANADA
CAMPBELL COMPANY OF CANADA
CENTRAL WEST CCAC
CHAMBERS & ASSOCIATES
DELTA HOTELS
EXPORT DEVELOPMENT CANADA
HAY GROUP
HEWITT ASSOCIATES
HOLT RENFREW

HUDSON'S BAY COMPANY
INTEGRA LEADERSHIP
LEADERSHIP INTELLIGENCE INC.
MUNICIPAL PROPERTY ASSESSMENT CORPORATION
ONTARIO MINISTRY OF TRANSPORTATION
PORTER AIRLINES INC.
ROYAL CANADIAN MINT
UNIVERSITY OF TORONTO

conference highlights

- Understand how changes in the Canadian labour force are affecting leadership initiatives
- Examine proven methods the Royal Canadian Mint uses when designing and implementing a leadership succession program
- Hear how Export Development Canada incorporates analytical tools into its talent management process
- Learn about U of T's mentoring leadership program
- Explore approaches for building leadership capability
- Unearth winning strategies for integrating diversity into the succession management process

Dear Colleague:

Strong leadership is the engine that drives your company's growth and performance. However, it is becoming harder to identify, train and retain strong leaders than ever before. And with so many executives reaching retirement, recruitment initiatives can hardly keep up to fill the talent pool.

Is your organization effectively planning for the future? What does it take to develop and successfully implement a world-class leadership development and succession planning program? And how can you measure the bottom-line impact of your succession planning program? Understanding the depth of your talent pool is critical in today's business environment. Organizations around the world are now faced with the challenge to either revamp their current leadership succession management program or design a new plan from scratch.

Federated Press' 12th Leadership Succession Management conference will take you beyond lofty concepts and theories and examine actual case studies in leadership succession planning and talent management so that you can more effectively understand how to contribute to the long-term success of your company and even increase shareholder value. Hear from Canada's top corporations and leading industry experts, including:

Bell Canada, Campbell Company of Canada, Central West CCAC, Chambers & Associates, Delta Hotels, Export Development Canada, Hewitt Associates, Holt Renfrew, Hudson's Bay Company, Integra Leadership, Leadership Intelligence Inc., Municipal Property Assessment Corporation, Ontario Ministry of Transportation, Porter Airlines Inc., Royal Canadian Mint and University of Toronto.

As they discuss:

- Developing and implementing proven methods for managing a leadership succession program
- Implementing a company culture based on talent development
- Identifying and developing high potentials
- Analytical approaches and tools for assessing talent management
- Integrating diversity into the succession management process
- Best practices for coaching future leaders
- Tips and advice for overcoming common succession planning obstacles and pitfalls
- Engaging and retaining high performers with a well developed talent management strategy
- Utilizing mentoring leadership programs in succession planning initiatives

Take a great leap forward towards a more successful and strategic leadership succession program. Register today at 416-665-6868 or 1-800-363-0722.

We look forward to seeing you at the conference!

PS. Don't miss our optional workshops on Leading-Edge Coaching Practices to Support Leadership Development and Integrating Diversity & Equity into the Succession Management Process

who should attend

Presidents, Vice-Presidents, Directors, Managers and Consultants in: Human Resources, Organizational Development, Succession Planning, Training and Development, Employee Relations, and Talent Management

Audio/Video segments clickable slide by slide
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12th Leadership Succession Management

Wednesday, Thursday & Friday, January 14, 15 & 16, 2009 • Registration: 8:00–9:00

SESSION 1

Wednesday, January 14th

IMPLEMENTING A LEADERSHIP SUCCESSION MANAGEMENT PROGRAM IN TODAY'S ENVIRONMENT

John De Veyra, Principal,
Hewitt Associates

9:00-9:45

**CHANGES IN THE CANADIAN LABOUR FORCE:
DEVELOPING AND RETAINING TOMORROW'S LEADERS**
Debra Newman, Vice-President, People, Porter Airlines Inc.

This session will discuss Porter Airline's journey in selecting its leadership team. Learn about the challenges during the start up phase of the airline, how key individuals are retained and what the airline is doing to develop the next wave of leaders.

- The Porter story: the airline industry and challenges unique to it in the area of leadership succession
- Questions to ask to determine your organization's ability to grow great leaders
- Lessons learned and future focus

9:45-10:30

**CASE STUDY: ANALYTICAL APPROACHES & TOOLS
FOR ASSESSING TALENT MANAGEMENT AT
EXPORT DEVELOPMENT CANADA**

*Susanne Laperle, Senior Vice-President, Human Resources,
Export Development Canada*

Useful talent management requires a foundation rooted in accurate data, such as performance history, behavioural analysis and profiling. This case study presentation will examine how analytical approaches and tools are used as part of the talent management cycle program at Export Development Canada.

- Identifying the key positions
- Identifying the potential successors
- Identifying the gap and gathering data
- Assessing diversity statistics
- Determining the development plans for the potential successors
- Conducting talent review meetings on an annual basis
- Ensuring high potential employees are assigned to a coach

10:30-10:45 NETWORKING BREAK

10:45-11:30

**LEADERSHIP SUCCESSION - A PROCESS THAT
WORKS FOR DELTA HOTELS**

*William J. Pallett, Senior Vice-President, People & Quality,
Delta Hotels*

Delta Hotels is consistently recognized as a leader for its approach towards developing people. This session will outline the key components of Delta Hotels' leadership development and succession planning process that has enabled it to continue to meet the demands of its growth plan. Learn about the various approaches, systems and tools Delta Hotels has incorporated in its Selection, Learning and Development (SLD) Process.

- Developing leaders: the need for a structured process
- Key success factors and best practices
- Tools and benchmarks to measure the success of leadership development in your organization

11:30-12:15

**CASE STUDY: DESIGNING & IMPLEMENTING A LEADERSHIP
SUCCESSION PROGRAM AT ROYAL CANADIAN MINT**

*Craig Szelestowski, Vice-President, Human Resources,
Royal Canadian Mint*

The process of designing and then implementing a leadership succession program should not be taken lightly. If properly executed, the organizational benefits can be tremendous. This case study presentation will examine how the Royal Canadian Mint has developed and implemented proven methods for managing its leadership succession program.

- How to align a leadership succession plan with business strategy
- Obtaining senior management buy-in
- Tips to creating a sustainable succession program
- Lessons learned

12:15-1:15 LUNCH

SESSION 2

Wednesday, January 14th

IDENTIFYING AND ENCOURAGING THE LEADERS OF TOMORROW

John De Veyra, Principal,
Hewitt Associates

1:15-2:00

GROWING OUR OWN

*Cheryl Watterson, Manager Organizational Development,
Central West CCAC*
*Nancy Saxton, Manager Client Services,
Central West CCAC*

The CCAC's "Growing our Own" leadership development initiative uses the metaphor of a garden as a framework for leadership development programming that focuses on four elements; seeding, growing, blooming and pollinating (Henein and Morissette, 2007). In this case study presentation, the Central West CCAC will share strategies and best practices in developing a leadership development program as a succession planning strategy in a small to mid sized organization.

- Succession and leadership challenges at CCAC
- Individualized and group-based development approaches
- Effective development planning
- Leadership development programs in a small to mid sized organization

2:00-2:45

UTILIZING MENTORING LEADERSHIP PROGRAMS IN SUCCESSION PLANNING INITIATIVES AT U OF T

*Rosie Parnass, Director of Organizational and Learning,
University of Toronto*

Mentoring is a key tool in training successors and building capacity in employees. This case study presentation will examine the University of Toronto's mentoring leadership program and explore its role in overall succession planning initiatives.

- Building a mentoring leadership program
- Critical components of a successful mentoring relationship
- Giving mentors the tools they need
- Educating mentees on the importance of skill development and knowledge transfer
- Linking succession planning to organizational goals
- Avoiding common pitfalls

2:45-3:00 NETWORKING BREAK

3:00-3:45

ASSESSING AND BUILDING LEADERSHIP CAPABILITY

John De Veyra, Principal, Hewitt Associates

Does your organization have the leadership strength it requires to effectively deliver its organizational strategy, both now and in the future? Indeed, leadership capability has emerged as a key source of competitive advantage in today's economy. Many organizations consider the issue in terms of ensuring that their organization has some level and calibre of leaders currently in place, but don't always consider that building leadership capability should go beyond simply ensuring leaders are in place. Organizations need to make certain that the leadership skills that they need for the future are developed and nurtured now. This presentation will discuss the ways to measure and build the level of leadership capability in your organization.

- Understanding and leveraging a workforce planning system
- Examining the real internal challenges of launching and sustaining leadership
- Setting up a learning strategy to develop leaders
- Establishing a method of measuring and assessing the level of leadership capability in your organization
- Key steps to sustaining leadership development

3:45-4:30

THE VALUE OF COACHING

Michelle Chambers, CHRP, CTDP, Principal, Chambers & Associates

An organization's coaching practices are an integral component of leadership succession management. This presentation will explore the various options available as well as provide tips to successfully execute strategic coaching initiatives within your organization.

- The value of coaching in leadership succession
- Choosing between internal and external coaches
- Leaders as coaches
- Phases of leadership coaching
- Critical success factors for leadership coaching programs

SESSION 3

Thursday, January 15th

BEST PRACTICES AND LESSONS LEARNED

Stephanie Choquette, Associate Director,
Bell Canada

9:00-9:45

ENGAGING AND RETAINING HIGH PERFORMERS

Richard Victory, Manager, Human Resources, Holt Renfrew

With the labour shortage looming and company loyalty at an all time low, today's organizations need the latest winning strategies when it comes to engaging and retaining high-potential employees. This case study presentation will detail how to engage and retain high performers with a well developed talent management strategy.

- Developing a framework to help maintain employee engagement of high performers
- Identifying the role of human resources in retaining high performing employees across the organization
- Implementing high performer retention programs
- Pitfalls and benefits of embarking on a high potential engagement program in your organization

9:45-10:30

CASE STUDY: A PATHWAY APPROACH TO BUILDING LEADERSHIP CAPABILITY AT BELL

Stephanie Choquette, Associate Director, Leadership Development, Bell Canada

The ability of an organization to identify, grow and retain its leaders is a source of competitive advantage in the current marketplace. This case study will examine the process Bell has put in place to build leadership capability at three distinct managerial levels within the organization. The case study will highlight:

- Why Bell chose the pathway approach to build emerging skills in their leaders
- Bell's three leadership pathways for Essential, Enhanced and Strategic leaders
- How a long-term, emergent approach to building leadership capability is needed in today's organizations

10:30-10:45 NETWORKING BREAK

10:45-11:30

CASE STUDY: LEADERSHIP SUCCESSION AT CAMPBELL COMPANY OF CANADA

Mark Coulter, Manager, Human Resources, Campbell Company of Canada

Leadership succession management is a lot more than recruiting people into your organization or promoting into a vacant role. It is also about retaining talent for the longer term. This is a concept that Campbell Company of Canada kept in mind in designing and implementing their leadership succession program. This case study presentation will examine Campbell Company of Canada's leadership succession program.

- Performance Management: Evaluating all employees based on the actual business results they achieve as well as how they demonstrate key leadership competencies as defined in the Campbell Leadership model
- Succession Management: How the performance management information feeds into Campbell's succession management processes including the assessment of promotability, readiness and key development areas for key talent
- Employee Engagement Development: Campbell's core EE development courses including Inspired Growth, CU, developmental assignments, lateral moves, mentoring and projects
- Talent Evaluation: How Campbell's measures their talent management programs in order to determine success and build a sustainable culture

11:30-12:15

DEVELOPING THE LEADERS OF TOMORROW: LEADERSHIP DEVELOPMENT IN YOUNG EMPLOYEES AT THE ONTARIO MINISTRY OF TRANSPORTATION

Maria Tejada, Manager, Human Resources Branch, Ontario Ministry of Transportation

A major challenge for organizations today is finding, energizing and retaining the best talent as the age profile in the workforce shifts. This case study presentation will look at how the Ontario Ministry of Transportation is working to energize, attract and retain young talent in order to develop the leaders of tomorrow.

- Does your organization distinguish itself and does it attract the young generation with high potential?
- Is your work environment based on performance and does it stimulate leadership development?
- How to generate a greater sense of responsibility in your younger employees
- How to motivate and convey a taste of success to your young employees

12:15-1:15 LUNCH

SESSION 4

Thursday, January 15th

OVERCOMING LEADERSHIP SUCCESSION CHALLENGES

Kathy Brooks, Practice Leader, Leadership and Talent,
Hay Group

1:15-2:00

IS YOUR ORGANIZATION READY FOR SUCCESSION PLANNING?

Lynne Nusyna, Manager, Organizational Development & Training,
Municipal Property Assessment Corporation

This presentation will explore the “readiness” of organizations to develop and execute a successful succession planning process. Too often these initiatives fail or get lost in a myriad of other priorities because the true leadership support and the organizational will was not there to make it happen.

- Where is the impetus for succession planning coming from in the organization?
- Is the leadership group fully supportive of the initiative?
- Does the organizational culture support succession planning?
- Who should lead the effort internally?
- Does the identified success profile for future leadership match the skills and abilities of the current management group? What is a reasonable gap?

2:00-2:45

ORGANIZATIONAL AGILITY & READINESS: WEATHERING THE STORM OF TAKEOVERS AND ACQUISITIONS BY BUILDING A DEEP & ROBUST TALENT PIPELINE

Jennifer Pierce, General Manager Talent Management,
Hudson's Bay Company
Sandra Murray-Leduc, National Succession & Performance Manager,
Hudson's Bay Company

While adopting a strategy to build and nurture talent is critical at any time for most organizations, it becomes absolutely paramount in times of business uncertainty and significant organizational change. It not only enables you to be agile, it also sets you up to be talent ready for the future. Join two of HBCs’ talent management experts who will discuss how:

- Operationalized talent reviews become the backbone to leveraging your talent
- Having ready talent waiting in the wings can minimize business risk
- Tying in the right metrics are key to making rich and impactful assignment decisions
- Knowing your talent sets up the right people against a differentiated banner value proposition
- Reaching deeper into your organization to identify emerging talent pays off
- Having clear and actionable career paths can attract and retain your best

2:45-3:00 NETWORKING BREAK

3:00-4:30

RESPONDING TO A LEADERSHIP SHORTAGE: ACCELERATING THE READINESS OF HIGH POTENTIALS AND SUCCESSION CANDIDATES

Kathy Brooks, Practice Leader, Leadership and Talent, Hay Group

As many leaders throughout organizations prepare for retirement and employees cope with modern pressures, organizations are now scrambling to identify, develop and retain their leaders of tomorrow. This requires new strategies to grow the shrinking talent pool and meet the needs of the next generation of workers. Once identified, a mix of careful planning and development actions ensures that key future leaders not only stay with the organization, but that they are fully prepared to assume key roles when the time is right. This presentation will outline how to deal with a leadership shortage by identifying and developing future leadership talent.

- Retirement and its impact on succession planning
- Ensuring long-term success in the midst of the mass exodus of top leaders
- Criteria for evaluating high potentials
- Using experiences, relationships and feedback and formal learning strategies to accelerate development
- Integrating the new leader

OPTIONAL WORKSHOP A

Friday, January 16th, 9:00-noon

LEADING-EDGE COACHING PRACTICES TO SUPPORT LEADERSHIP DEVELOPMENT

Sabine Fischer, BA, CPCC, Principal & Founder, Integra Leadership

As part of an organization's succession process leadership development, coaching is frequently used to engage leaders and high potentials as well as to ensure that they are prepared for an executive role. Since strong leaders do not work in isolation, it is equally important to encourage collaboration and trust within an executive team. Team coaching encourages the management team to work together as a system so that the specific skills and competencies of each individual is used to the fullest. By combining executive and team coaching, decision-making, collaboration and communication will improve, leading to better workplace efficiency and overall organizational performance. This interactive workshop will highlight best practices for using coaching as a leadership development tool.

Tying executive coaching to leadership development:

- Creating successful coaching relationships
- Establishing goals for leadership development
- What skills are needed by leaders?
- Identifying high performers who would benefit from coaching

Team coaching:

- Approaches to team coaching
- What are the best uses of executive team coaching?
- Advantages of team coaching
- Avoiding pitfalls associated with team coaching
- What are the differences between coaching individuals and coaching teams?

Sabine Fischer is a Principal at Integra Leadership. An experienced financial professional and leadership coach, she brings a wealth of international business and personal experience to her client relationships. Sabine is a Certified Professional Co-Active Coach. She trained with The Coaches Training Institute and is a member of the International Coach Federation. Sabine is also a trained mediator through York University and helps organizations deal with conflict through facilitation, mediation and a variety of skills training programs relating to conflict resolution. Sabine is a member of the Alternative Dispute Resolution (ADR) Institute. Sabine has over 10 years experience in investment finance and analysis with RBC Dominion Securities and TD Asset Management. She has also spent several years providing leadership development and training for managers in Germany. In addition, Sabine has designed and delivered curriculum at a provincial adult education institution, which included training for marketing and sales, communication skills and international business management. Sabine merges her appreciation of corporate financial realities with her expertise in performance improvement through coaching and adult learning concepts. She is driven by her conviction that each individual has an innate desire to succeed and contribute meaningfully. It is her personal mission to target superior performance by aligning organizational values and objectives to those of the people within that organization.

OPTIONAL WORKSHOP B

Friday, January 16th, 1:30-4:30

INTEGRATING DIVERSITY & EQUITY INTO THE SUCCESSION MANAGEMENT PROCESS

Lynn Bennett, Executive/Leadership Coach, Leadership Intelligence Inc.

Building and retaining a diverse workforce is a key issue within any organization. Canadian employers are responding to the impetus to undertake a gap analysis by comparing existing developmental and leadership succession management initiatives with requirements under the Employment Equity Act and judicial decisions in recent case law. This adds an additional level of complexity to any succession strategy as you determine the critical skills and competencies your workforce needs to become organizational leaders.

- Incorporating diversity initiatives into your succession planning process
- Identifying initiatives that may be implemented to respond to the need to manage a diverse workforce
- Proactively developing and retaining women and minorities
- Building a talent pool that includes the entire workforce population
- Defining a system for management of future talent that is mindful of new workplace norms

Lynn Bennett is co-founder of Leadership Intelligence, a boutique consulting firm which offers their clients both expertise and an engaging approach to strategic planning, organizational development and change management. As a certified management consultant and executive/leadership coach, Lynn is passionate about helping leaders and organizations realize their unique strengths and capabilities as a means of developing workable strategies to grow and thrive in today's ever-changing environment. Lynn believes that by focusing on our strengths and managing our vulnerabilities we are able to unlock vast energy stores. These energy stores are needed to fuel idea generation, foster collaborative relationships and shape a bountiful future where all can flourish. Serious about her profession, Lynn is currently serving as the President of the Institute of Certified Management Consultants of Ontario (ICMCO) and is an active member of the Canadian Association of Management Consultants (CAMC). As well, she is a member of the Yee Hong Centre for Geriatric Care Board of Directors, sitting as a member of its Human Resources Committee and chairing the Strategic Planning Committee.

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