

November 4 & 5, 2014, Vancouver

Workshop Included:
Making Strategy a Critical Priority
for Boards

Speakers & Participating Organizations



Course Leader
Anna K. Fung, Q.C.,
TimberWest Forest Corp.



Course Leader
David W. Anderson,
The Anderson Governance Group



Dave T. Baspaly,
Infocus Management Consulting



Terry Clark,
Real Board Solutions



Victor J. Elias,
Pan Ocean International



Eileen Bistrisky,
Effective Leadership Consulting Ltd.



Ludmila Jagielicz,
Western Management Consultants



Candace Nancke,
Loren, Nancke & Company



Denise Nawata,
Farris, Vaughan, Wills & Murphy LLP



Tony S.K. Wong,
Prophecy Coal Corp.



Anthony C. Taylor,
**SME Strategy
Management Consulting**

Mike Bell,
Enviso

Anita Braha,
Vancity

Omar Ladak,
Noverra Capital Partners

4th Strategic Planning for Boards

Explore the role of the Board in effective strategic planning

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
- CEO's 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!



COURSE LEADERS

ANNA K. FUNG, Q.C.

Anna K. Fung, Q.C. is Vice President, Legal & General Counsel at **TimberWest Forest Corp.** She is a sought after speaker on ethics, professional responsibility and other legal, compliance and corporate governance issues.

DAVID W. ANDERSON

David Anderson is the Founder of **The Anderson Governance Group** and the Anderson Leadership Group. He serves as board and CEO advisor for public, crown and private organizations, including some of the world's most respected financial institutions based in Canada.

CO-LECTURERS

DAVE T. BASPALY

Dave T. Baspaly is Principal at **Infocus Management Consulting**. He is an experienced corporate leader and a Certified Management Consultant with a ability to bring diverse interests together to achieve collaboration and co-operation.

MIKE BELL

Mike Bell is Co-founder, President and CEO at **Envivo**.

EILEEN BISTRISKY

Eileen Bistrisky is President & CEO of **Effective Leadership Consulting**. She helps businesses and professional associations gain clarity on their vision, mission and core values, while agreeing upon overall strategic priorities.

ANITA BRAHA

Anita Braha is Vice-Chair of the Board of Directors at **Vancity**.

TERRY CLARK

Terry J. Clark is Founder and President of **Real Board Solutions**. For the past 19 years, he has advised hundreds of Boards of Directors and their senior staff members on Board development, strategic planning, recruitment, and mentorship/coaching.

VICTOR J. ELIAS

Victor Elias is President and General Counsel at **Pan Ocean International**. He has significant experience in assisting corporate boards and management in preparation for strategic ventures involving trans-border and trans-cultural issues.

LUDMILA JAGIELLICZ

Ludmila Jagiellicz is Director and a management consultant at **Western Management Consultants**. Her practice combines strategic planning and governance advisory services with assessments of organizational effectiveness.

OMAR LADAK

Omar Ladak is CEO & Managing Director, **Noverra Capital Partners**.

CANDACE NANCKE

Candace Nancke is Past Chair of the Board of Governors for Certified General Accountants Association of British Columbia and Managing Partner at **Loren, Nancke & Company**.

DENISE NAWATA

Denise Nawata is a Partner at **Farris, Vaughan, Wills & Murphy LLP**. Denise has experience in a broad range of transactions including debt and equity financings, mergers involving both public and private companies.

ANTHONY C. TAYLOR

Anthony C. Taylor is Principal Consultant and Chief Strategist at **SME Strategy Management Consulting**.

TONY S.K. WONG

Tony S.K. Wong is General Counsel & Corporate Secretary at **Prophecy Coal Corp.**

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, from the outset, it must work towards creating a longer-range vision, setting priorities, and laying the foundation for the development of a 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
- Strategic planning responsibilities of CEOs
- 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 and 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

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, providing it with relevant and material information.

- Ensuring that the board is receiving adequate information
- Assessing directors' information needs
- 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 risk decision making
- 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 work best when they consist of members that possess the right combination of skills in order to have effective inputs into corporate strategy. 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
- Key qualities to look for in board members for the purpose of strategic planning

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

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 communication of the strategy. This session will examine the board's role in monitoring performance against set goals, indicators and objectives.

- Monitoring performance against set goals, indicators and objectives
- Discussion of strategic plan implementation progress on every board meeting agenda
- Obtaining regular input from senior management on the key goals
- Establishing methods for monitoring and updating the strategic plan

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. The board plays a key role in leading this change and smoothing out the transition during the plan's implementation. This session looks at the board's role in managing organizational change needed for strategy implementation.

- Developing a planned process of change
- Communicating goals and the need for change
- Managing resistance to change and building a sustained commitment to change
- Role of leaders in driving change

WHAT BOARDS NEED TO KNOW

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 types of information required by boards for successful strategic planning.

- Ensuring the board receives adequate information to contribute effectively to strategy decisions
- Reviewing with the board the key 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

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 its 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

WORKSHOP

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 workshop will explore how to go about elevating strategic planning and ongoing oversight and focus on the board agenda.

- 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 in collaboration with management's role

PROCEEDINGS



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 the course on CD-ROM, containing all presentations given at 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 \$799.00.

Inspiring Informed Involvement to Achieve Strategic Goals

Virginia Butler-Alderman
Manulife Financial

Quantifying and Mitigating Operational and Strategic Risk

Mark Strang
Scotiabank

Strategic Roadmap to Prioritizing and Selecting BPR Initiatives

Meredith Ng
Ainsworth Inc.

Beyond Buzzwords: Communicating the Strategic Plan

Alan W. Kennedy
Gibson Kennedy & Company

Strategic Planning Tools

Bill Newman
Greater Toronto Airports Authority

Communicating the Strategic Plan

Stacey Karpman
Future Electronics Inc.

Avoiding Pitfalls in Strategic Planning

Barry Nelson
Practical Management of Canada Inc.

The Strategic Planning Process

Ken Smith
Dundee Associates

Conducting an Industry Analysis

Jon Heppenstall
Staples

Strategy Implementation Best Practices

David Proulx
Research in Motion

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 Board's Role in Technology Investment Oversight

Robert D. Matheson
Glenbriar Technologies 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

Ensuring Legal & Ethical Conduct by the Corporation & the Board

Derek S.T. Baldwin
IBIS Corporation

Situational Analysis

Derek S.T. Baldwin
IBIS Corporation

Bringing Social Media into the Strategic Planning Process

Michael Rabinovici
AR Communications Inc.

The Board's Role in the ERM Framework

Fay Booker
Booker and Associates

Board Risk Oversight in M&As and Takeovers

John Lark
Coherent Advice Inc.

Overseeing Risk Management from a Board Perspective

Alan Curleigh
Northstar Trade Finance Inc.

Assessing Director Succession Planning, Board Composition and Structure

Richard Leblanc, CMC, BSc, MBA, LLB, JD, LLM, PhD
York University

Best Practices for Strategic Recruitment & Talent Management Alignment

David S. Cohen
Strategic Action Group, Ltd.

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: Four Seasons Hotel, 791 West Georgia Street, Vancouver, B.C. V6C 274

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 October 21, 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 **October 28, 2014**

Phone: 1-800-363-0722 Toronto: (416) 665-6868 Fax: (416) 665-7733

TO REGISTER FOR 4TH STRATEGIC PLANNING FOR BOARDS

Name _____
 Title _____ Department _____
 Approving Manager Name _____
 Approving Manager Title _____
 Organization _____
 Address _____
 City _____ Province _____ Postal Code _____
 Telephone _____ Fax _____ e-mail _____
 Please bill my credit card: AMEX VISA Mastercard
 # _____ Expiration date: ____ / ____
 Signature : _____
 Payment enclosed: Please invoice. PO Number: _____

REGISTRATION COSTS

NUMBER OF PARTICIPANTS:
 COURSE: \$1975
 COURSE + PROCEEDINGS CD-ROM:
 \$1975 + \$175 = \$2150
 PROCEEDINGS CD-ROM: \$599
 PROCEEDINGS plus multimedia presentations:
 \$799
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