



**Market Yourself Smarter
Discussion Forum**

**Executive Unplugged on “Corporate Balance”
Discussion Summary**

Toronto, ON
Thursday, September 22, 2005
7:30 a.m. – 9:30 a.m.

Executives Unplugged on “Corporate Balance” Discussion Forum

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Love Your Career.

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Discussion Forum Moderator

Catharine Fennell
President, Market Yourself Smarter

Discussion Forum Panelists

Richard Peddie
President & CEO, Maple Leaf Sports and Entertainment Ltd.

Joe Jackman
EVP Marketing, Loblaw Group of Companies

Susan Black
President, Catalyst Canada

Howard Breen
Chairman & CEO MacLaren McCann Canada

See pages 12-17 for panelist's biographies.

The following notes are a summary of the panel discussion and participant dialogue from the

**Market Yourself Smarter Discussion Forum
September 22 2005
7:30am-9:30am
Arcadian Court, Toronto, ON, Canada.**

DEFINING CORPORATE BALANCE

Panelists shared a leader’s perspective, stating that true corporate balance is a balance between the expectations of shareholders -- with the needs of the workforce, customers, community -- while staying true to the organizations core values.

Further, in today’s increasingly complex workplace, organizations must balance gender, generational and cultural diversity. Joe Jackman said ‘for organizations to be successful, the feet on the ground must be, look and feel like the world at large’.

More organizations are filling vacant senior executive positions from within, wherever possible. So, they must reflect the community and consumers at all ranks in the organization in order to ensure maximum returns on investment for shareholders. This happens by diligently and effectively managing talent.

Talent management begins with the hiring process. Organizations are attempting to minimize regrettable turnover (i.e. losing top talent and promising people) by increasingly assessing values, attitudes and perceptions prior to hiring. The closer the values of the organization and the values of the individual match, the less likely they are to look for opportunities for employment elsewhere.

To leverage talent leaders and managers we need to facilitate employee engagement. Joe Jackman said, “We all make a difference to an organization. We can shape a workplace by how we behave.”

WOMEN in SENIOR POSITIONS

Susan Black shared the result of recent Catalyst research which identifies that organization dynamics are subtle, complex and that still today, organizations are often less welcoming to women than men. Women, despite their technical capacity for a senior position, need to carefully navigate the corporate culture by becoming aware of unspoken norms and understanding organizational politics.

She further described that for formal and informal mentoring and networking to be effective, they must take into consideration gender and generational diversity.

Panelists dispelled the myth that women prefer to be at home with the kids – in fact many women are deeply committed to both their family and their career.

Joe Jackman said, “employers have to suck it up” and support employees with family responsibility and other outside obligations and commitments – not just because it makes business and economic sense but because it is the right thing to do.” At Loblaw Group of Companies, 33% of the senior management team is women.

It is one’s ability to do the job, not whether they *have* or *have not* got family responsibilities, that will determine a person’s suitability for a leadership position.

Susan also busted the pipeline myth i.e. as women move up the management ranks they will assume more leadership roles. She said that women have made up 50% of business school graduates for the past 15-20 years and yet today only 14.4% of corporate executive positions are held by women.

Howard Breen suggested that “women are not checking out of corporate Canada more than men – they just happen to be more visible, and when they leave everyone notices.”

She explained that many women are not opting out – many are, in fact, simply putting their careers on hold for short periods of time. Employers need to be tolerant of these career pauses and help women integrate back into the work environment following a leave.

LEADERSHIP

Balancing employees’ needs with organizational needs requires that all players (management and employees) must take responsibility for their own individual health and well-being and leaders need to make sure the environment is supportive and effective. Therefore, it is incumbent upon employees to know what is expected of them, to manage their stress and remain focused on important objectives. Howard Breen said, “We are all the guardians of your own time”.

Panelists also described how the organization culture is set in large part by executive leaders. Leaders need to acknowledge stress in the workplace. And, they need to keep the lines of communication open by continually seeking input from across the organization.

Effective leaders are individuals that consistently seize opportunities that help advance the companies’ ability to grow and deliver a return to shareholders. At Maple Leaf Sports and Entertainment, Richard Peddie explained that they see maternity leaves as an opportunity for cross functional moves and leadership development. They top-up benefits during maternity leaves as a strategy to retain top talent.

Joe Jackman said that “women have an extraordinary ability to make connections and relate to each other, customers and the community”. Panelist agreed that having women throughout the organization can help companies more effectively reach their performance and profit objectives.

“Senior leaders must display their commitment to employees through their action.” Howard Breen. “

LEADERS MODELING BALANCE

How do you simplify your life?

Know what I am prepared to do...Know what I am prepared no to do...and do it. – Howard Breen

Surround myself with great people and reward them for loyalty... have a great right hand – Richard Peddie

Stop doing things that don't matter...do things that make me happy – Joe Jackman

Define success...set boundaries...make tradeoffs...say no to non critical things *guilt free*. – Susan Black

ADVICE TO OTHERS

Richard Peddie suggested that, men and women in their early careers should, when looking for work or considering a job offer;”1) do your homework, 2) know where you are going, 3) know what you stand for, and 4) look for *fit* with an organization, not just the job.”

We will continue to expect to do more with less...24/7 is here to stay...baby boomers will start to retire soon. “Figure out where you are willing to invest first, then your career decisions will come easier,” suggested Susan Black. “You can’t do it all at once – think about the tradeoff you are prepared to make, ask potential employers what number of hours is the standard for professional in the firm, what supports are available for career interruptions and what status does work-life have in the organization so you can make informed career decisions.”

“Surround yourself without standing people”, suggested Howard Breen. “Smart people figure out how to achieve their own balance.”

If you are successful you will figure out how to “pull it off”. You will develop a knack for juggling many priorities at work and at home. And you will learn as you go,” said Joe Jackman. “Your work and life are not necessarily separate polar opposites, you can meld them together.”

THE FUTURE

Howard Breen suggests that “*progress is being made, albeit too slow for some.*” He encouraged leaders to ‘take the long view’ that focusing on quarterly results is not good enough. We need to look inside the company and outside the country for ideas and best practices.

Richard Peddie said, “*it is time senior leaders figured it out.*”

Susan Black said “*the workforce can sustain overdrive mode forever.*”

Joe Jackman said “*an effective leader has a team that carries the weight – no one person should ever need to be there all the time.*”



About the Panelists

RICARD PEDDIE, President and CEO, Maple Leaf Sports & Entertainment

From Colgate, Koolaid and the Hostess Munchies ... to the Pillsbury Doughboy and Toronto’s world-class SkyDome ... to TSN and The Discovery Channel ... and now to the Leafs and Raptors, Richard Peddie has spent his entire career proving that bringing a consumer and customer focus to three different industries results in success.

A native of Windsor, Peddie graduated in 1970 from the University of Windsor with an Honours Bachelor of Commerce degree. He then joined Colgate Palmolive in sales and marketing.

In 1973, he joined General Foods and after a progression of more senior positions, he was promoted to the position of President of Hostess Foods. Then in 1985, Richard left General Foods to become President & CEO of Pillsbury Canada. While at Pillsbury, the company was chosen as one of Canada’s “100 Best Companies” by the Financial Post and Richard was awarded the Donald B. McCaskill Award for Marketing Excellence in Canada.

In 1989, after 19 years in packaged goods, Richard Peddie made a major switch in his career and accepted the top job as President & CEO of Toronto’s SkyDome. During his five years at SkyDome, he helped to host over 1,000 events and entertain over 29 million guests. In addition, SkyDome was chosen as the Stadium of the Year four years running, and in 1992, Peddie was chosen as the North American Facility Manager of the Year.

In March 1995, Richard was appointed President & COO of Labatt Communications (TSN, The Discovery Channel, Dome Productions). In July of that year, Richard was one of the individuals in the management-led consortium that purchased the company and renamed it NetStar Communications.

Then, in December 1996, Richard took on the exciting job as President & CEO of the Toronto Raptors Basketball Club, thus fulfilling an NBA dream he had since he was a teenager. In March 1998, he was named President & CEO of Maple Leaf Sports & Entertainment Ltd. heading up the Toronto Raptors, Toronto Maple Leafs and Air Canada Centre, as well as Leafs TV and Raptors NBA TV.

JOE JACKMAN, EVP Marketing, Loblaw Group of Companies Ltd.

Joe Jackman is the Executive Vice President of Marketing for Loblaw Group of Companies Limited, responsible for brand image and marketing communications across a national portfolio of retail banners, sites and product brands.

Joe is formerly the Chairman and Chief Creative Officer of Perennial Inc, a brand consultancy and creative services company he co-founded in 1989. During his 16 years as retail strategist and creative consultant, Joe worked with major retailers and brand marketers across North America to clarify their brand positioning and align customer-facing elements, from image to packaging to store design and communication, into more cohesive and compelling brand experiences. Joe's approach can be summed up as "Build the brand while making the sale."

Joe holds a diploma in Industrial Design from Fanshawe College, London, and is a member of the Campaign Cabinet for Ryerson University's Faculty of Business.

SUSAN BLACK, Ph.D., President, Catalyst Canada

As President of Catalyst’s Canadian office, Susan Black has been charged with bringing Catalyst’s expertise and services to the Canadian market. Under her leadership, Catalyst has served a wide range of Canadian organizations from across the country and across a variety of industries. Dr. Black has led advisory service and speaking engagements for organizations including Bell Canada, BMO Financial Group, the Department of Transportation, IBM Canada, Manitoba Telecom Services, Nortel Networks, Queens University, RBC Financial Group, Scotiabank, and the University of Toronto.

Susan Black has many years of experience working with corporations to assess the issues and challenges surrounding women in business. Her own experience combined with Catalyst’s 40 years of knowledge give Dr. Black the tools to evaluate your corporate culture and implement solutions in areas such as change management, career development, and retention. As Catalyst’s spokesperson in Canada, she has appeared on Canada AM and has been widely interviewed by national and regional press on the issues facing women in Canadian business.

Dr. Black also has extensive experience working within the financial services world. She began her career in the commercial banking industry, where she spent several years as a lending officer with Chemical Bank in Toronto and New York. After receiving her M.B.A. from Harvard Business School, she returned to the workforce as a management consultant specializing in strategy consulting with Oliver, Wyman & Company and later as an investment banker focused on real estate and corporate finance with ScotiaMcLeod.

Dr. Black also has a B.A. from Yale University and a Ph.D. from York University.

HOWARD BREEN , Chairman and CEO, MacLAREN McCANN Canada

Howard Breen was appointed Chairman and CEO of MacLaren McCann Canada in September 2003 to lead business growth strategies across all company divisions and galvanize the organization in its delivery of fully integrated marketing communications services.

MacLaren McCann, a \$100 million marketing and communications company, is a member of McCann-Erickson WorldGroup, one of the world's leading integrated brand communications organizations with operations in more than 130 countries. MacLaren McCann (MM) companies include (MM) Advertising, Brandid, Edge Productions, (MM) Healthcare, (MM) Interactive, M2 Universal, McCleery Productions, McGill Productions, (MM) Momentum, (MM) Retail and Torre Lazur McCann.

Mr. Breen has more than 25 years of experience building brands in both Canada and the United States and is well known for his superior business and leadership skills. He has a diverse background in the marketing communications industry, working both on the agency and client side with multi-national companies.

Prior to joining MacLaren McCann, he worked with Young & Rubicam Advertising in Chicago as Chairman and CEO, North American Regions, and Director of Acquisitions. He has also held executive positions in Canada with the advertising agencies BBDO and Young & Rubicam Advertising. On the client side, he has worked with such blue chip companies as General Foods, Pepsi Co. and Johnson & Johnson Inc.

With offices in Vancouver, Calgary, Toronto and Montreal, MacLaren McCann’s clients include such marketers as General Motors of Canada, Johnson & Johnson Inc., Cadbury Adams, Coca-Cola Ltd., Labatt Breweries of Canada, McNeil Consumer Healthcare, Microsoft Canada Co., Nestlé Canada Inc., Rogers Communications Inc., Sony of Canada Ltd., Wendy’s Restaurants of Canada.



About Catharine Fennell

President, Market Yourself Smarter
A Catalyst, Connector and Provocateur

Catharine is President of Market Yourself Smarter; a national organization which produces high profile events and corporate programs for the high achieving career person and progressive corporate employers. Catharine founded Market Yourself Smarter after dropping out of a very fast-paced corporate career to start a family and realizing there were few “corporate” options for the senior career person who wanted to continue working but not log air miles and 14-hour days.

Catharine believes that people can have it all and should LOVE THEIR CAREER. She is dedicated to working with career people and corporate Canada to change the way employers and employees connect, measure success and attract and retain talent.

Catharine is an active public speaker and moderator of the Market Yourself Smarter series. Catharine speaks audiences across North America on topics including Community Cultivation, Marketing “With” Women, Not “To” Women, Building Brands That Talk, Success as a Career Mom, Career-Preneurship and Achieving Success on Your Terms.

Prior to launching Market Yourself Smarter, Catharine was based out of New York and held the positions of Vice President, Marketing for BOWNE Internet Solutions and Vice President, Marketing, Mediconsult. Catharine started her career as Director of Marketing, Dermablend with Johnson Products and then took a position as Account Director with Brandworks Communications working on clients including Loblaw's Presidents Choice, The Globe and Mail and North American Watch.

Catharine Chairs an Allocations Panel for the United Way of Greater Toronto. She also sits on the Boards of Jackman Community Daycare and of Texas-based Birthmarks.com Foundation. Catharine is happily married with two daughters under five.

About Market Yourself Smarter

Market Yourself Smarter, launched in 2002, is a National organization which produces high profile public events, work-life clinics and customized internal corporate programs that celebrate and support the high achieving, top performing career person who is looking for more.

Market Yourself Smarter works with progressive organizations who believe in creating a diverse workplace and flexible work culture that will foster success and loyalty and attract Canada’s top talent.

Market Yourself Smarter is cultivating a National community of career people and business leaders with the goal of mobilizing the collective voice as a catalyst for meaningful industry change.

Market Yourself Smarter = BE ‘SMARTER’. LOVE YOUR CAREER = make the right career choices, make a difference, be yourself, set boundaries and create harmony between work and family.

- S** Self. Don’t sell out.
- M** Make a difference.
- A** Attitude. Set the tone.
- R** Results, not “desk miles”.
- T** Trust yourself and your instincts.
- E** Empathy. Be mindful of people around you.
- R** Room. Make room for yourself. Set boundaries.

Contact Us

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