

BOARD GAMES™: THE ART OF CHAIRMANSHIP

Date: June 9, 2009

Location: Royal York Hotel, Toronto

Time: continental breakfast 8:30; session: 9:00 to 4:00

Getting diverse people to focus and reach consensus while promoting challenge and change- this is the #1 job of a chair, and requires extraordinary skills.

This one-day event is for board and committee chairs and directors who want to be more effective in the chair. Most boards and committees have largely succeeded in defining structure, charter, roles and responsibilities, but culture and behaviour are at least as important to effective functioning.

In addition to examining the roles and responsibilities of the Chair this workshop will you give an opportunity to practice new skills through interactive simulations of board/committee meetings. With instant feedback from your peers, a skilled facilitator and experts in boardroom functioning, you will leave with a greater sense of your capacity for this challenging and rewarding role.

You will: Practice chairmanship in interactive board games that simulate board and committee meetings. And, you will:

- Receive instant constructive feedback and practical suggestions on your chairmanship style from your peers and our panel of experienced observers
- Learn how to identify and work with different personality types and problem-solving preferences, including understanding and recognizing how each is motivated and inspired in different ways
- Gain insight into the timing of meeting leadership, from dealing with dissent to knowing when to call for the vote.
- Learn how to deal with underperforming board members
- Avoid pitfalls in director peer evaluation and the evaluation of the CEO
- Learn techniques for building consensus and resolving disputes
- Understand the roles and responsibilities of the Chair

Opening Session: The Role of the Chair in the Governance of the Organization

- ✓ In this opening session participants will discuss the role of the chair and its unique challenges.

Personalities: Recognizing and Working with the Four Main Types:

- ✓ Board Game 1: In this simulated peer evaluation session, the Chair of the board is having a one-on-one meeting with one of the directors to review their peer evaluation. The director is not altogether happy with the results of the evaluation. Practice working with each of the four main personality types.

Putting it Together: Board Game 2

- ✓ Board Game 2: Your board is in an in-camera meeting to discuss a performance issue with respect to the CEO. This interactive board game provides participants with an opportunity to practice chairing meetings and getting people of different personality types and preferences to work together.

Putting it Together: Board Game 3

- ✓ Board Game 3: In this board game, half of the board is convinced that a merger with the larger company is the best strategy for increasing shareholder value, the other half of the board is of the opinion, rather, that an aggressive acquisition strategy is the course best taken. Decide for yourself when to call for the vote.

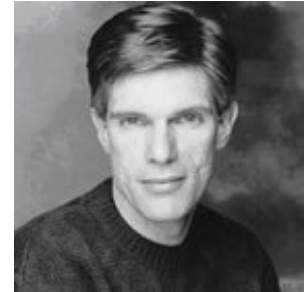
Roundtable

- ✓ Open and frank dialogue with your peers on what works, what doesn't and what can be done about it!

Facilitator: David Brown
Executive Director,
Brown Governance Inc.



Special Guest
Peter Gardiner-Harding,
Partner, Plays That Work



David A.H. Brown, B.Comm. (Hons), C.Dir, Executive Director, Brown Governance

David Brown is Canada's leading thinker, speaker, writer and practitioner in corporate governance. Since 1995, David has co-founded the International Corporate Governance Centre in Montreal, the National Awards in Governance in Toronto, the Public Enterprise Governance Centre in Ottawa, and the Directors College in Niagara. Having served both as a CEO and a Board member, David is well-positioned to help corporations deal with issues at the boardroom level. David is the author of the definitive Canadian chapter in "Corporate Governance Around the World" (Routledge: 2008), the international handbook of corporate governance. He is on the faculty of the University of Toronto's St. Michael's College and McMaster University's Directors College, where he teaches corporate governance, corporate social responsibility, finance and risk oversight. David currently serves as a member of Enbridge Inc.'s Expert Advisory Committee on corporate social responsibility, the Community Foundation of Ottawa's Vital Signs committee, and the Auditor General of Canada's Annual Report Awards adjudication panel.

Peter Gardiner-Harding, Partner, playsthatwork

Peter Gardiner-Harding is an actor and learning facilitator. Originally trained as a Chartered Accountant, his diverse vocations bring a certain balance to his artistic exploration within client companies. He co-founded Focus Management Group in 1989 and, under the name Dramatic Solutions, produces an experiential based training product which brings the spirit of theatrical discipline to business. As well as taking on such traditional stage roles as actor, director and production leader, Mr. Gardiner-Harding's theatrical career, including corporate theatre has encompassed a variety of projects including writing and performing scripts and characters used in corporate training activities. He has created various business simulation projects, which often span up to one week and include processes performed both in and out of character. Mr. Gardiner-Harding has extensive experience in the counselling, financial and planning areas having spent ten years in the banking and stock brokerage industries and two years lecturing in accounting at The University of Toronto prior to starting playsthatwork. He has read Theology at Trinity College, Toronto and volunteers as a spiritual counsellor to inmates at the Mimico Correctional Centre for Men. Mr. Gardiner-Harding is also an active member of L'Artivism, a group of artists who volunteer internationally in classrooms around the world, helping children understand themselves and others through the arts.