

C O R P O R A T E B R I E F I N G S E R I E S

RISK MANAGEMENT  
&  
THE EXECUTIVE TEAM

*Reducing Risk by Having the Right People*

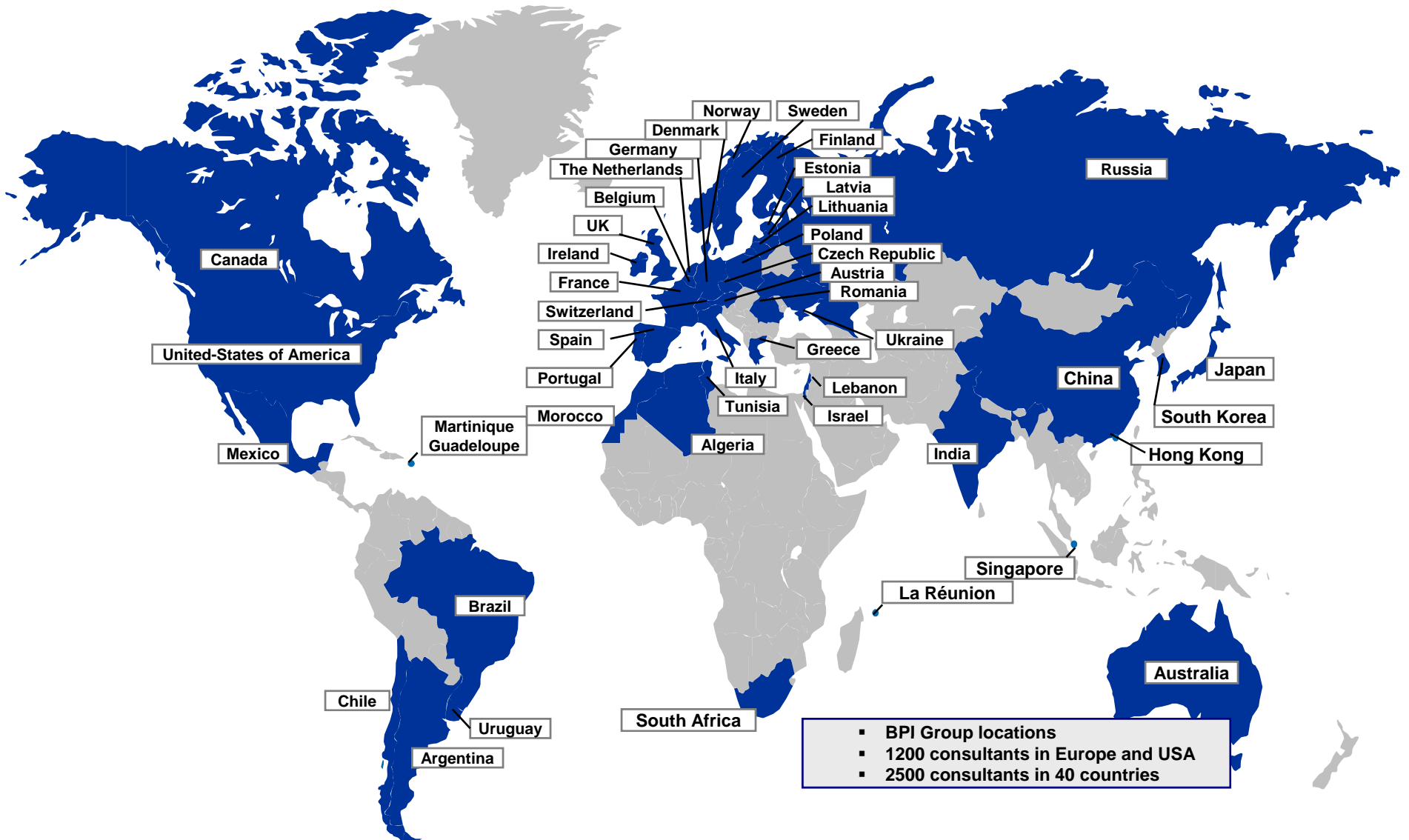


April 15<sup>th</sup>, 2009

# Agenda

- 7:30 am Registration & Breakfast
- 8:00 am Welcome & Introductions
- 8:10 am Presentation
- 8:30 am Panel Discussion
- 9:00 am Audience Q & A
- 9:25 am Wrap up
- 9:30 am Close

# BPI Locations



# Introductions

- PANEL:
  - **Sylvia Chrominska,**  
*Group Head, Global Human Resources & Communications, Scotiabank*
  - **Tony Ianni,**  
*President, Ernst & Young Orenda Corporate Finance*
  - **Paul Schneider,**  
*Managing Partner, BPI U.S. Partners*
- MODERATOR:
  - **Don McCreesh,**  
*President, The Garnet Group*
- PRESENTER:
  - **Dr. Jack Muskat,**  
*Managing Director, Talent & Organizational Consulting, Verity International Limited*

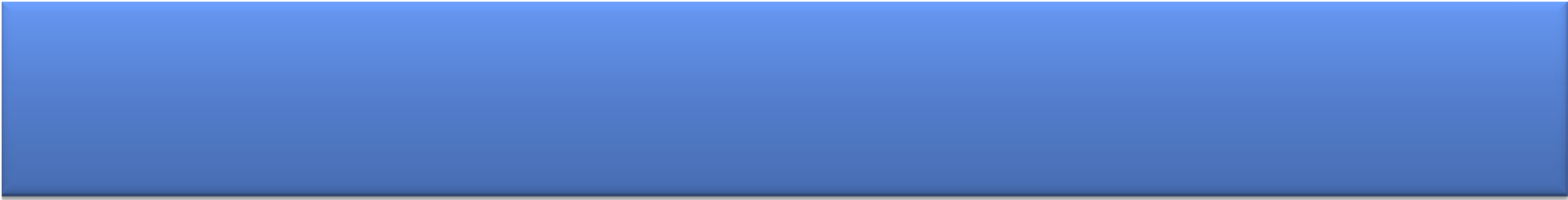
# Assessment as a Risk Management Tool

*"Do I know who my people are?"*

Dr. Jack Muskat  
Managing Director,  
Talent & Organizational Consulting

# Our Objectives

- Why Assessment is Critical to Business Success
- What We Mean by Assessment – The Verity Approach
- Fitting It All Together – Principles for success



BOMBARDIER  
**BOMBARDIER**

AIR CANADA  
**AIR CANADA** 

GENERAL MOTERS



NORTEL  
**NORTEL**

**AIG**

AMERICAN INTERNATIONAL GROUP

# Types of People Risks

Executive Level

## ENTERPRISE RISK – The Success or Failure of the Business

- The role of the board and the CEO – “Horses for Courses”.
- What are the strengths of the leadership team?
- How do we best work as a team?
- How do we leverage our capabilities?

Upper Management

## SUCCESSION RISK – Filling the Leadership Pipeline

- Are we investing the right dollars in the right people?  
False Positives (*The Charmers*)  
False Negatives (*The Wallflowers*)
- Flat organization – little room to move.

High Potentials

## FLIGHT RISK – Identification and Development of High Potentials

- Lack of agreement around the table.
- Confusing performance and potential.
- Lack of commitment or time to develop.
- Talent hoarding.

New Hires

## RECRUITMENT RISK – Becoming the Employer of Choice

- Attracting the “Best and Brightest”.
- Restoring values and trust.

# Verity's Assessment Approach

## Understanding the Organization

### *What is our Business?*

- Strategy/Direction
- Challenges/Issues
- Barriers to Success

### *What is our Culture?*

- Communication Style
- Morale and Performance
- Values, Beliefs, Customs

### *How does our Culture Support our Business?*

- Case Study: The Failure of GM

## Leadership Competencies

### *What must our People Do?*

- **Manage the business** – set direction, execute, achieve results
- **Lead others** – select, develop, build teams, manage conflict, lead the organization
- **Manage oneself** – personal effectiveness, integrity, self-awareness, maturity, balance

### *Do Competencies Support Business Objectives?*

- Are people doing the right things?
- Are we measuring the right things?

## Personal/Behavioural Characteristics

### *Assessing Managerial Talent*

1. Completion of a test battery of psychological instruments which measure:
  - Intellectual Style
  - Interpersonal Relations
  - Personality
  - Motivation
2. Participation in an in-depth biographical interview
3. Consultant integrates tests and interview findings
4. Developmental Recommendations (Culture/Fit)

## Feedback and Development

### *Turning Insight into Action*

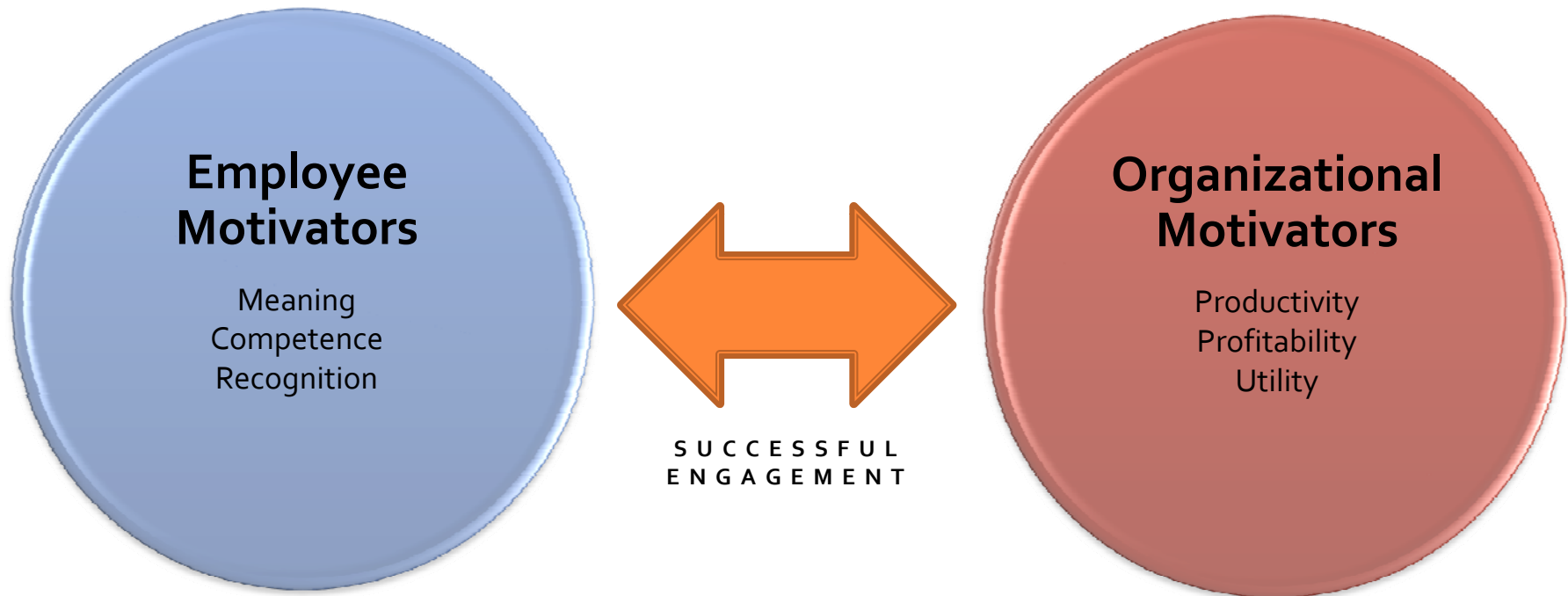
#### *For the Employee*

- Consultant facilitates the application of insights into action plan
- Coaching /Mentoring
- New assignments

#### *For the Employer*

- Employer gains insight into employee bench strength, their talents, motivators, and passions
- Gains competitive advantage through an engaged and productive workforce

# A Dynamic Process



# Fitting It All Together – Principles for Success

## **Culture “Eats” Strategy**

- It must support the business and attract the right people.

## **Competencies Relevant to Business Outcomes**

- Behavioural, observable, and reliable. How nimble are we?

## **Assess “People”, not “Competencies”**

- Hire for passion, interest and intelligence.

## **Link Assessment Findings to Business Results**

- Additional sources of information (360, observation, self-report).

## **Organizational Support “Walk the Talk”**

- Provide meaningful development opportunities.

## **Recognize and Reward Appropriately**

- Reduce the “noise” in the system.
- Attract and keep the best.

# Panel Discussion

- **Sylvia Chrominska**, *Scotiabank*
- **Tony Ianni**, *Ernst & Young Orenda Corporate Finance*
- **Paul Schneider**, *BPI U.S. Partners*
- **Dr. Jack Muskat**, *Verity*

MODERATOR

**Don McCreesh**, *The Garnet Group*

# Closing Remarks

**Elizabeth Stevenson**

Managing Director,  
Executive Advisory Services  
Career Management & Transition



# Supporting Our Panelist Charities



Women's College Hospital,

<http://www.womenscollegehospital.ca>



Multiple Myeloma Research Foundation

[www.multiplemyeloma.org](http://www.multiplemyeloma.org)



The Children's Wish Foundation

[www.childrenswish.ca](http://www.childrenswish.ca)



Imagine Canada

<http://www.imaginecanada.ca/>