



CONFERENCE SUMMARY

Toronto | October 21, 2016



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THE ART OF LEADERSHIP

Strong leaders inspire.

They establish a shared mission and define a clear path to growth and success. They enable organizations to develop dynamic corporate cultures, engaged and loyal employees and sustainable long-term growth.

The Art of Leadership features world-class leaders who deliver relevant and actionable insight about the key principles that propel organizational success. It is an opportunity to hear first-hand stories about strong and effective leadership in action.

The Art of Leadership is a unique forum that explores how leadership is impacted by the intersection of science and art. It looks at how successful leaders use a variety of approaches to empower creativity, innovation and cohesive teams to move their organizations forward.



Dr. Seonaid
CHARLESWORTH



Sir Ken
ROBINSON



Ron
TITE



Peter
ACETO



Michael
BUNGAY STANIER



Neil
PASRICHA



Marshall
GOLDSMITH



Bill
WILLIAMS

Dr. Seonaid CHARLESWORTH

Vice President, Executive Assessment &
Succession, Lee Hecht Harrison Knightsbridge

LEADERSHIP ASSESSMENT & SUCCESSION PLANNING



People Decisions Matter

According to Seonaid, the most important decisions we will ever make are the decisions about people. There are three major reasons: there is a monetary cost, there is a snowball effect, and there is a personal cost (such as even costing you your job).

Intuitive Thinking

Intuitive thinking is the habitual and automatic type of thinking. It is very good for things like social situations; however, when making decisions about the future, decisions in different contexts and decisions about people who are unlike us, intuitive thinking is not accurate.

The Biases of Intuitive Thinking

There are three common pitfalls to intuitive thinking. The first is that we don't judge people and make decisions based on who they are; we make decisions about people based on how they make us feel. An example of how this isn't always accurate: the most common traits of people pleasers,

“ *The most important decisions we make are about people.* ”

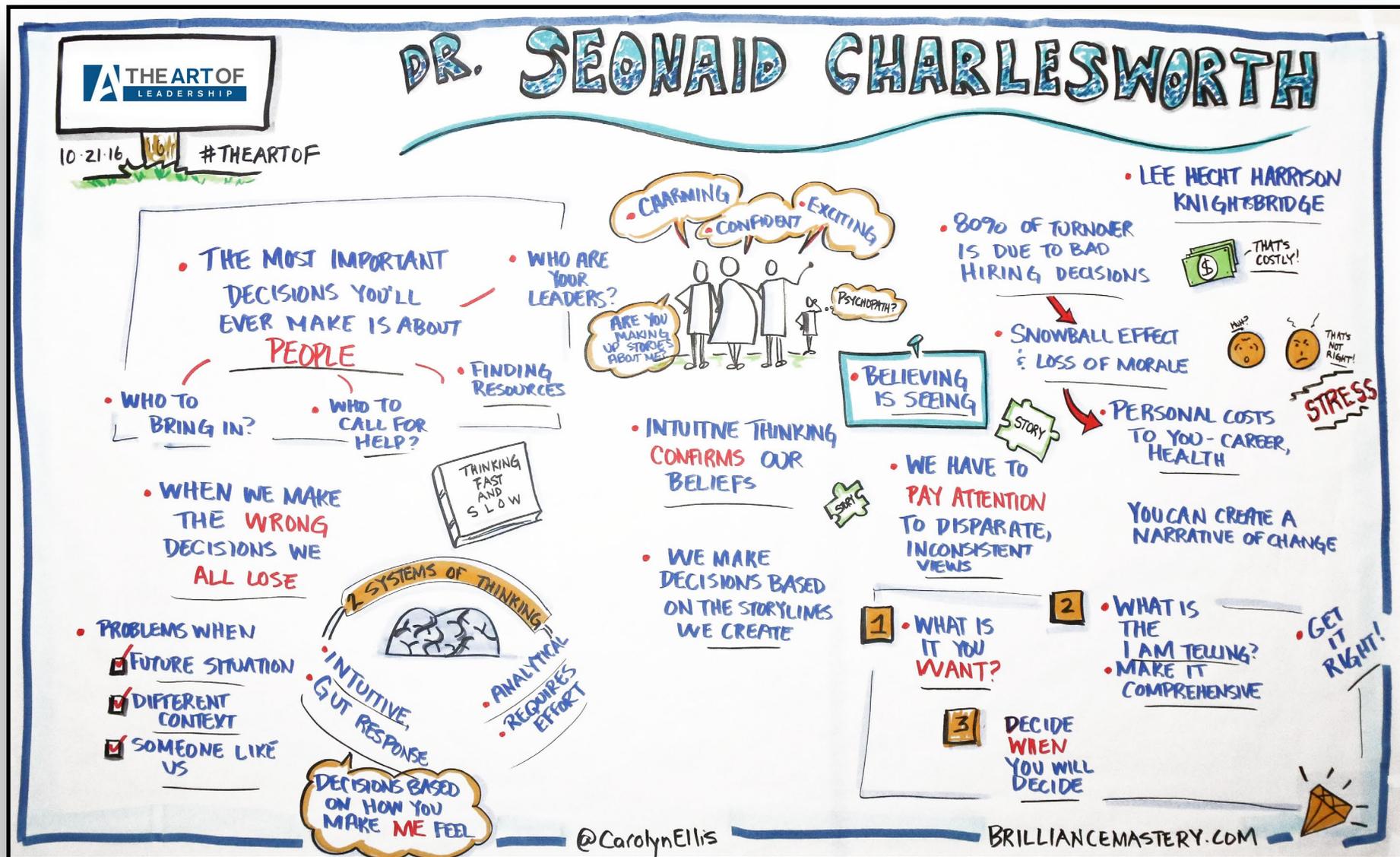
the ones we tend to get along with best (charming, confident and exciting) are also the most common traits of psychopaths. The second way intuitive thinking fails us is that we only pay attention to information that confirms our beliefs – this is why we tend to believe in horoscopes and in first impressions. The last way, is because we make up stories about people and we make excuses for them.

How to Improve The Accuracy of Decisions

Because of all the ways intuitive thinking

fails us, Seonaid says that using analytical thinking (which requires more effort) is better suited for the workplace. Using this type of thinking there are three ways to improve the accuracy of decisions: think about what you want (not just out of the options you're given, but overall what you want), what the story you're telling yourself is (ask for an outside assessment, that way they won't have the same bias as you), and decide when you will decide (making decisions too late can have consequences that we didn't plan for).





Sir Ken ROBINSON

Internationally Acclaimed Expert on Creativity & Innovation and New York Times Bestselling Author

CULTURE & INNOVATION



Learning's Natural but Mostly Cultural

Everyone is born with profound talents. Different and unique talents. Sir Ken Robinson says that Human Resources are a lot like natural resources – they are rich but are not always just lying at the surface – you have to dig for them. Human beings are naturally curious and capable of learning, but workplaces and institutions are unintentionally stifling this.

Find Your Passion

Seventy per cent of people in office jobs are uninterested and disengaged from what they're doing. The key to finding engagement is first finding something you're good at, but that you also actually enjoy. What you do can either feed your energy or take it away. If it's something that you hate or administrate, you actually age quicker. While this work will exhaust you, it also causes depression.

Don't Be a Parasite in Your Environment

If we look at a plant, it adapts to its environment and it feeds its environment in return. Parasites, on the

“ People should love what they do so much, that getting paid should surprise them.

other hand, destroy their environment. If we were to apply this thinking to our organizations, we have to adapt, support and sustain our environment in order to survive. Our environment also includes our employees.

Talent is So Often Overlooked

Sir Ken Robinson shares with us that Paul McCartney's music teacher had half of the Beatles sitting in his class, and they were overlooked. Kodak invented digital photography, but it was repressed by the culture of the organization. What are the hidden talents on your team?

You Have the Resources

People have tremendous talent and you have all the resources you need to be successful, innovate and stay relevant right in front of you. Technology has transformed our minds and our physical capacity and culture can only grow if we feed off of each other's ideas.

Diversity of Thought

Twenty-first century leadership is about getting great at working with teams and groups to get diverse people in the same room - diversity can cause ground breaking innovation and greatness.



Ron TITE

Co-Author of Everyone's An Artist, CEO
of The Tite Group & Creativity Expert

CREATIVITY & LEADERSHIP



The Battle for Time

Consumers used to vote with their wallets, but now vote with their time. Right now, our consumers are winning this battle for time. They're more creative than we are, more innovative and more authentic. In order to be great leaders we need to constantly reinvent ourselves.

Time-Sucking Maggots

One step is to identify our time-sucking maggots. We need to become masterfully efficient so that we can spend more of our time on innovation.

Be a Rebel With a Cause

A great way to win the battle for time is to be a rebel with a cause. Everyone has an offer and people are tired of being pitch slapped. Stand for something greater. Values are really easy to write, but people shouldn't read them, they should see them and experience them. Remember, a principle is only a principle when it costs you money.

Be a Storyteller

Your story is more important than

"I don't care about your values. I shouldn't read them on your website, I should experience them."

your data. We always say that we are not storytellers, but yet when we are talking about something that is real, and that we are passionate enough about, we are able to tell it again and again and again.

Master Face-To-Face

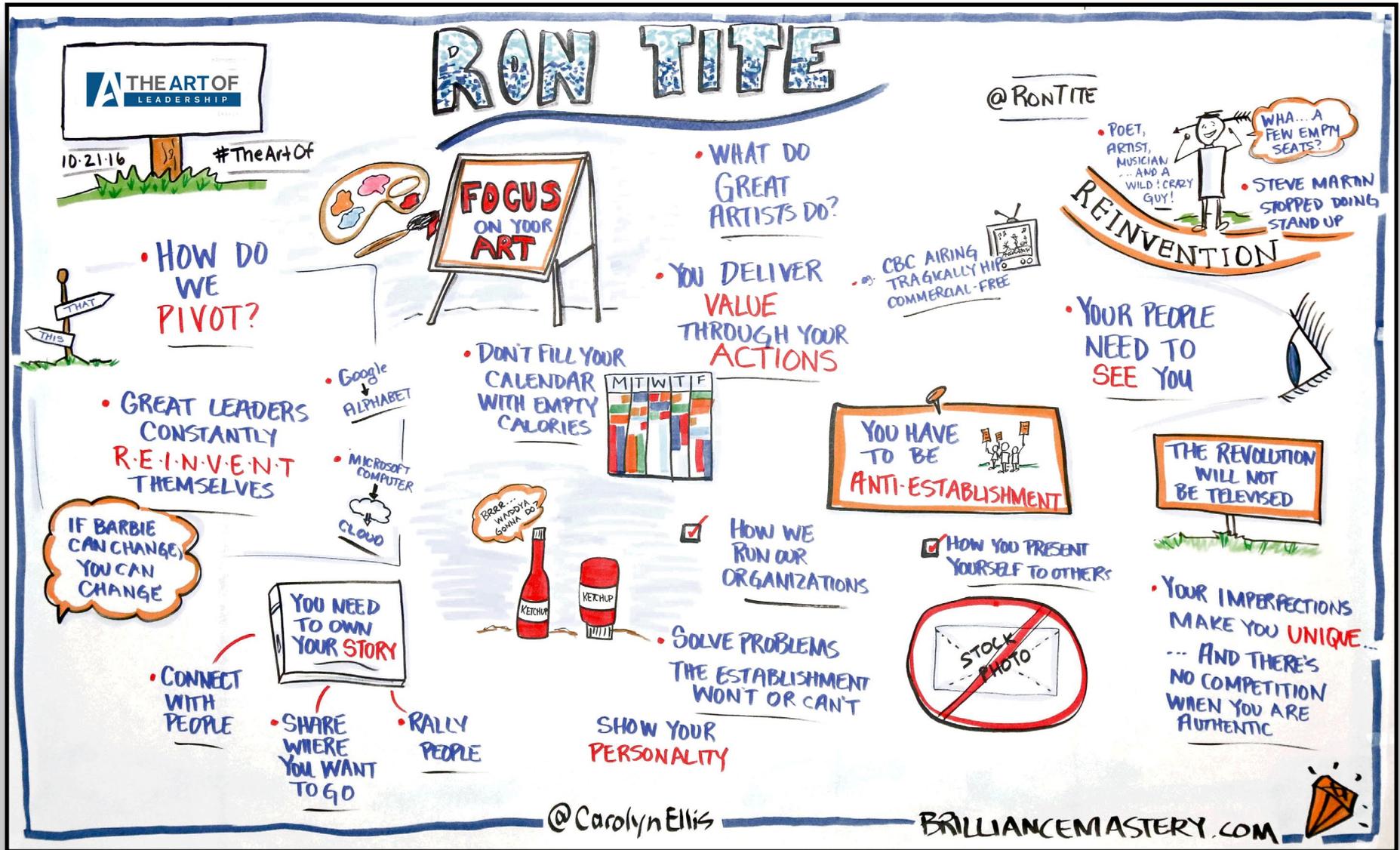
People want authentic, real experiences. It used to be management by walking around, but now it's management by "reply all". As leaders we need to connect with the people in our office – we have to master face-to-face.

Stick it to The Man (Even if It's You)

Finally, be anti-establishment. We can't just assume that because our competition is doing things a certain way, it's the best way. You will be wiped out and won't see it coming this way, so solve the problems that the establishment won't. With the internet and the pace of innovation, your real competition isn't the building down the street offering a similar service, but the 16-year-old in his basement coming up with an idea that makes you irrelevant. It's not a problem until somebody solves it.



VISUAL SUMMARY



Peter ACETO

President & CEO of Tangerine and
Bestselling Author of Weology

MODERATED CONVERSATION



We Before Me

Peter's not your typical CEO. He believes it's our job as leaders to help our employees want to be at work, not have to. In his conversation on stage with Ron Tite, Peter encourages us to change the conversation around leadership by inspiring us to explore what he calls "Weology": how everyone wins when "We", the collective, comes before "Me", the individual.

Hire The Challengers

It starts with who we hire. We then need to provide a platform for everyone to be heard, regardless of what their official title is within the organization. Leaders need to be transparent and open. Not everything should start from the top down; ideas can start below and influence the top as well.

People First

Peter says that putting people first in the short term, allows a company to thrive in the long term. It is important to build a culture within your business where individuals have the means to

Put people first in the short term so that the company can thrive in the long run.

truly flourish. This involves being happy in their work, feeling fulfilled and growing.

Secrecy is Not a Competitive Advantage

When asked why he wrote an entire book, Weology, revealing the secrets of his company, Peter said that it's because secrecy is not a competitive advantage. What can be a competitive advantage, however, is to focus on culture because it's really hard to replicate. When you're growing as a company, hiring new people, and adding new skills and abilities, losing your culture can be a concern. He suggests

mimicking Tangerine's model: have four promises (or values) and make every decision based on those. Only ever hire and promote on those promises and at a minimum have annual behaviour reviews.

Extra Tips

He suggests to setup engagement as a survey where you can actually measure results (i.e. to what extent do our employees know our values...?). Finally, it's important give back to the community – not just with money but with time and involvement.



VISUAL SUMMARY

Michael BUNGAY STANIER

Bestselling Author, Manager Development
Expert and Champion for Great Work

COACHING & PERFORMANCE



Bad, Good and Great Work

There are three types of work according to Stanier and they are Bad, Good and Great work. These are not measures of quality, but measures of impact. Bad work is mind-numbing work, meetings, paperwork and emails. Good work is your job description, being productive, but is work that isn't memorable. Great work, however, is the work that has meaning, and that lights you up. Stanier shares five questions that can get great work out of your people.

Don't Jump The Gun on Advice

Getting to the root of any problem can take a long time, but with these questions great coaching can happen in minutes. Start with asking, "What's on your mind?" Once they're done responding, ask the second question, "What is the real challenge here for you?" We all tend to be advice-giving maniacs. The problem is that oftentimes the first challenge that shows up is not the real challenge. The real key to great coaching is to stay curious as long as possible and focus on just listening.

“We are all advice giving maniacs. The Challenge is to not “add value” but just listen.”

And What Else?

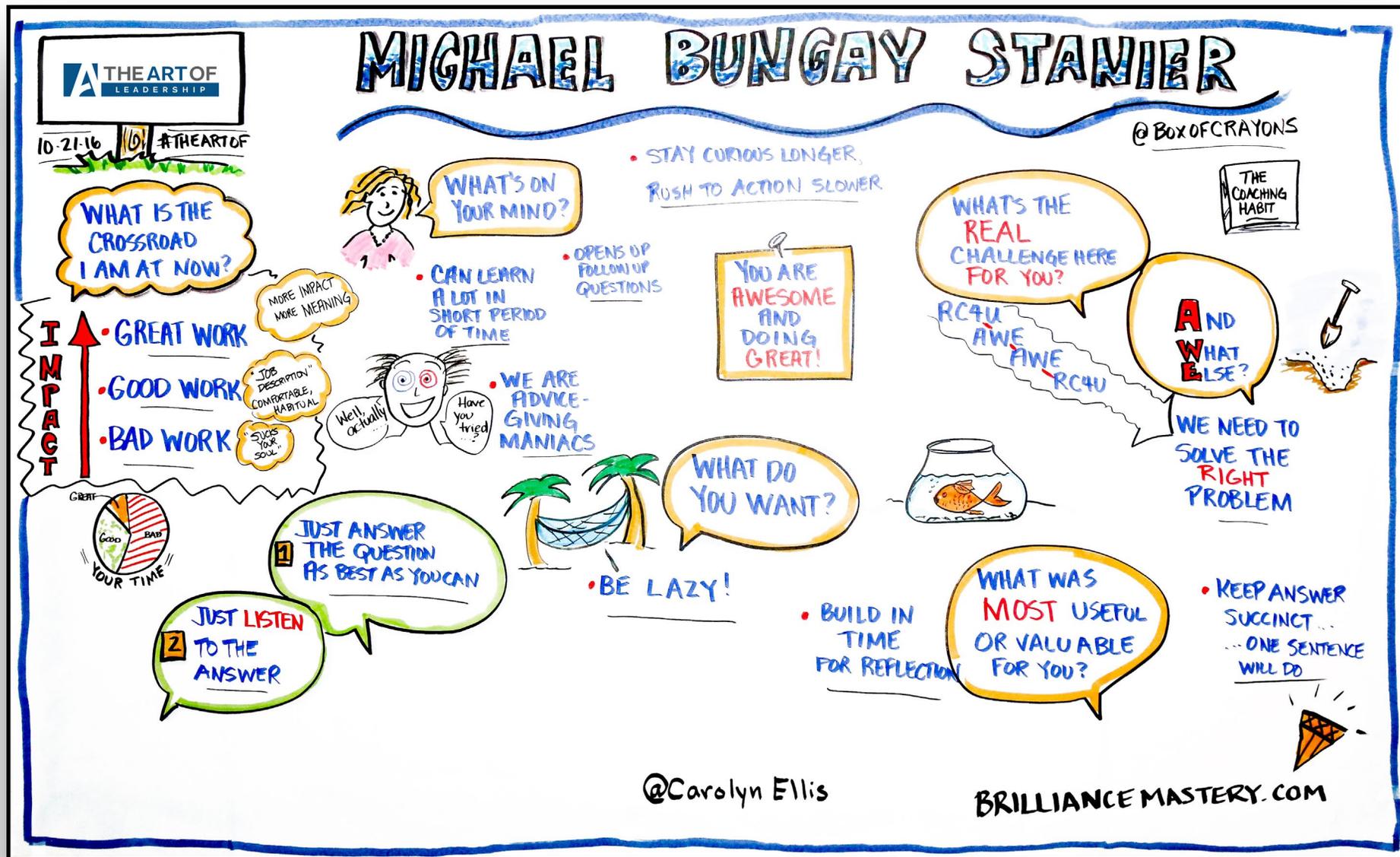
This brings us to our third question, the best coaching question in the world, "And what else?" After you ask this question a few times, ask question two again. You will find that the real issue at hand is not what was said initially. If you had given advice right off the bat, you would have been sending someone in the wrong direction. The most effective coaches are lazy coaches – your only script is five

questions, and the challenge is to not "add value" but just listen.

How Can I Help?

Now that we know the real issue, question four is, "So, what do you want?" Using the same outline as question two and three, find out what they REALLY want. Finally, be sure to ask question five, "What was most useful and valuable here?" This gives you the opportunity to improve too.





Neil PASRICHA

New York Times Bestselling Author and Former
Director of Leadership Development at Walmart

HAPPINESS & EMPLOYEE ENGAGEMENT



Be Happy First

Neil Pasricha shared three secrets to finding happiness and success. The first secret is that often we are told that if we do great work, it will lead to big success, and then we will be happy. Psychologically proven, this is backwards and we need to be happy first. After 300 positive psychology studies, Neil says that when we are happy we are 31% more productive, have 37x higher sales, are more engaged, are 40% more likely to get a promotion in the next year and tend to live ten years longer.

The "Big 5" to Happiness

To become happy, perform the "Big 5". Any of these done for just 20 minutes for 20 days will have results: three brisk nature-walks a week, journaling, performing five conscious acts of kindness a week, meditating, and five gratitudes a week.

Automate, Regulate, Effectuate, Debate

The second secret is to draw a matrix of time and importance for the 295

“Automate, regulate,
effectuate and debate.”

decisions we make every single day. Decisions that are low time and low importance, automate (i.e. make extra dinner so that you have lunch made for you the next day). Decisions that are low importance but high time, regulate (i.e. devote the first Monday of every month to house maintenance). Things that are high importance and low time, effectuate (i.e. picking up your kids). Decisions of high importance and high time is where we have now made more room for debate. We also

now have time to apply the first secret.

Action Leads to Motivation

The third secret is to turn your biggest fear into your biggest success. We think there are three steps to everything we do: we can do it, we want to do it, and so we do it. We think that capability and motivation leads to action, but action actually leads to motivation. It is easier to act yourself into a new way of thinking, than think yourself into a new way of acting.



THE ART OF LEADERSHIP

10-21-16 #THEARTOF

• THINK?
• REAL ESTATE?
• RICH?

WHAT IS HAPPINESS?

• THERE IS NOW A HAPPINESS INDUSTRY!

• ACTS OF KINDNESS MAKE YOU FEEL GOOD

• ROSE, ROSE, THORN, BUD

NEIL PASRICHA

BE HAPPY FIRST

MAKE SPACE

TRADITIONAL STRATEGY

GREAT WORK → BIG SUCCESS → BE HAPPY

• MORE PRODUCTIVE, CREATIVITY, SUCCESS

BE HAPPY → **GREAT WORK** → **BIG SUCCESS**

JUST ASK THE NUNS!

99 EMAILS 9-10 4-5
IN OUR HOME DAY

| | | |
|-------------|--------------------|------------|
| ↑ HIGH TIME | REGULATE | DEBATE |
| | AUTOMATE | EFFECTUATE |
| ↓ LOW TIME | ← LOW IMPORTANCE → | |

• DOUBLE DINNERS

GIT 'ER DONE

JUST DO IT

CAN DO → WANT TO → DO

DO → CAN DO → WANT TO DO → DO

HARD TO FOCUS

- 147 EMAILS/DAY
- 295 DECISIONS
- 150 CHECK TECH

I'M HAPPIER WHEN I CAN FOCUS

• BUSINESS GETS IN THE WAY OF OUR HAPPINESS

ACTION LEADS TO MOTIVATION

• ACT YOURSELF INTO A NEW WAY OF THINKING...
... EASIER THAN THINKING INTO NEW WAY OF ACTING

@NeilPasricha
GlobalHappiness.org

THE HAPPINESS EQUATION

THE BOOK OF AWESOME

- ✓ 3 BIG NATURE WALKS - BRISK!
- ✓ 20 MINUTE REPLAY
- ✓ 5 CONSCIOUS ACTS OF KINDNESS
- ✓ MEDITATION
- ✓ 5 GRATITUDES

• THE PLACE WE SPEND MOST OF OUR TIME IS WHERE WE ARE UNHAPPIEST

• ACTS OF KINDNESS MAKE YOU FEEL GOOD

JOURNALING

HEADSPACE APP

• 10% HAPPER

• CALM.COM

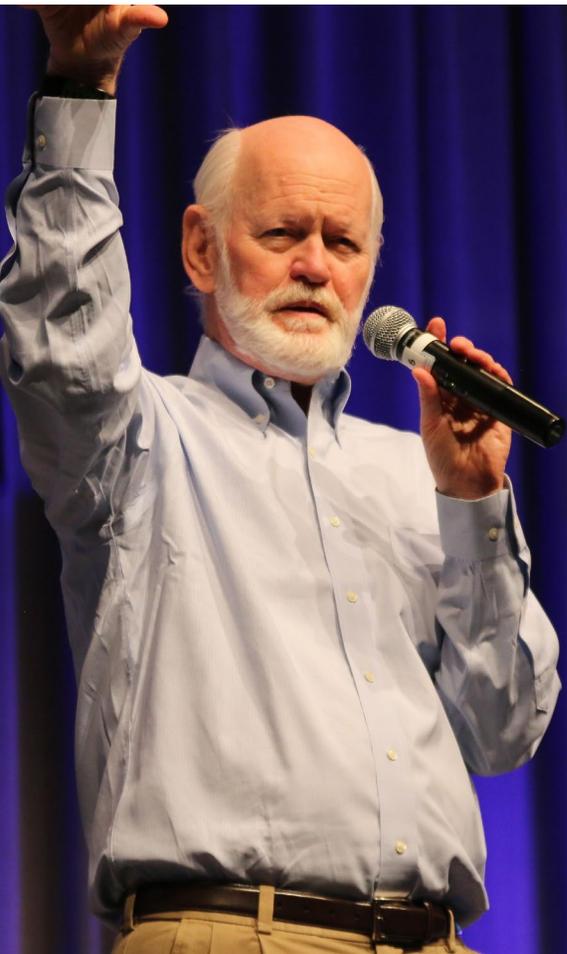
@CarolynEllis

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Marshall GOLDSMITH

#1 New York Times Bestselling Author
and World-Renowned Leadership Expert

LEADERSHIP & PERFORMANCE



Changing Your Habits

Marshall Goldsmith is an expert on habits and triggers. A trigger is any stimulus that might impact our behaviour. We traditionally face a trigger, which leads to an impulse, which results in continuous behaviour. Goldsmith challenged us to take control and form new habits by doing things the new way: face a trigger, have an impulse, but become aware of this impulse and make a different choice. This will shape our new behaviour.

To Have a Great Life, Live Your Own Life

We are too competitive all the time. Ask yourself: am I willing at this time to make the investment required to make a positive change on this topic? If not, don't go for it. We waste a lot of time on things we know we will never do anyways. If the answer is yes, however, go for it.

Asking For Help is Okay

Changing your habits is not easy, and Goldsmith reminds us that it's okay to ask for help (and he even encourages it).

"Pick one question that you challenge yourself with every day and have someone who holds you accountable to that."

He requires help himself too and shares his technique; he has a woman call him every single day and listen to him read off questions he wrote and his answers.

Engage Yourself

Companies always make the effort to engage their employees but there is more to this equation. We have to engage ourselves too. We can do this through asking ourselves a series of questions similar to Goldsmith's. In order to have

the best results, make sure they are active questions – for example, instead of asking "Did my company engage me?" ask "Did I do my best to engage myself?"

The Six Active Questions

The six active questions Goldsmith suggests are to ask yourself if you did your best to: be happy, be engaged, find meaning, build positive relationships, set clear goals, and make progress towards goal achievement.



10-21-16 @COACHGOLDSMITH #THEARTOF

MARSHALL GOLDSMITH

CREATING BEHAVIOR THAT LASTS
BECOMING THE PERSON YOU WANT TO BE

Triggers

AIWATT

AM I WILLING AT THIS TIME TO MAKE THE INVESTMENT REQUIRED TO MAKE A POSITIVE DIFFERENCE ON THIS TOPIC?

TRIGGER
↓
IMPULSE
↓
AWARENESS
↓
CHOICE
↓
BEHAVIOR

BE HAPPY NOW

COACHES TOP CEOs

- IT'S EASY TO UNDERSTAND BUT HARD TO DO
- YOU CAN'T CHANGE THE HAND, BUT YOU CHOOSE YOUR RESPONSE, BEHAVIOR

WRITTEN 23 BOOKS!

I WANNA WIN!

WHO IS IN CONTROL?

I CREATE THE WORLD

MUTUAL CREATION

THE WORLD CREATES ME

INTERNAL CONTROL

EXTERNAL CONTROL

RANDOM

LOW

HIGH

EMAILS, CELL PHONES

SOCIAL MEDIA

MULTI-TASKING

ON-DEMAND TV, GAMES

- WE ALWAYS REGRET THE RISKS WE DON'T TAKE
- IF YOU WANT TO LIVE A GREAT LIFE LIVE YOUR OWN LIFE

IT IS ALWAYS GOING TO BE CRAZY!

DOUGLAS

HI MARSHALL IT'S KATE CALLING

WILLPOWER IS GROSSLY OVERRATED

WATCH OUT FOR EGO!

THE CHECKLIST MANIFESTO

WE ALL NEED

STRUCTURE

GO FOR YOUR DREAMS

LIFE IS EASY TO TALK IT'S HARDER TO LIVE

ALAN MULALLY FORD TURNAROUND

DO YOU WANNA BET ON IT?

PICK THE RIGHT CUSTOMER TO WIN

DON'T MAKE COACHING ABOUT YOU

SET YOUR PRIORITIES

HOW CAN YOU ENGAGE YOURSELF?

DID I DO MY BEST TO:

BE HAPPY

FIND MEANING

BE FULLY ENGAGED?

SET CLEAR GOALS

BUILD POSITIVE RELATIONSHIPS

MAKE PROGRESS TOWARD GOAL ACHIEVEMENT

YES - NO - NUMBER

DAILY QUESTION PROCESS

Q. _____ ?

Q. _____ ?

Q. _____ ?

Q. _____ ?

@CarolynEllis

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EXECUTIVE PANEL



ANDREA STAIRS

Managing Director, eBay Canada

- Leadership is about getting the best out of your people. Everyone's goals are posted so the entire team knows what they are. Ownership and accountability go a long way with progress.
- Be very, very careful with what you say. You don't always know all the information.



DAN LATENDRE

CEO, Igloo Software

- Give them the why, and they can help you with the how. It's our job as leaders to educate the value of what you're doing in your organization.
- Make sure your people aren't ever afraid to talk to you.



An intranet you'll actually like



DINO TREVISANI

President, IBM Canada

- Be cautious of non-believers. During adversity, non-believers (no matter how talented they are) will take your business down.
- Find someone who has a hidden talent and give them the opportunity to really flourish.



HOLGER KORMANN

President, ADP Canada

- Have people take a crack at a different department's problem. The solutions that can come up from having an entirely different lens will surprise you.
- Avoid surprises with your team – be transparent and give them rationale because surprises create disengagement.



A more human resource.™

CLOSING REMARKS

The most important decisions you make are about people.

So make sure that when you're doing so, use your analytical thinking and not your intuitive.

Learning is natural, but mostly cultural.

Everyone is born with different talents – but human resources are like natural resources. They need to be cultivated.

Allow people to experience your values, not just read them.

Eliminate time-sucking maggots, be anti-establishment and be a storyteller.

Secrecy is not a competitive advantage, so be transparent.

Because everyone thrives when WE comes before ME.

And what else? Always stay curious.

Because the REAL challenge for YOU here is listening... just listening.

Be happy first if you ever want to achieve great work and be successful.

And doing that is easy with the “Big 5” and by Automating, Regulating, Effectuating and Debating.

It is always going to be crazy, so let's make peace with that.

It's not about proving how smart and right we are, it's about making a difference.

Let's go make that difference.

Thank you!

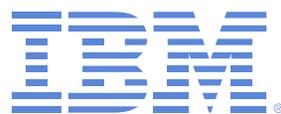
“ To know and not to do is really not to know. To learn and not to do something with the learning is really not to have learned.”



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IGLOO

An intranet you'll actually like

