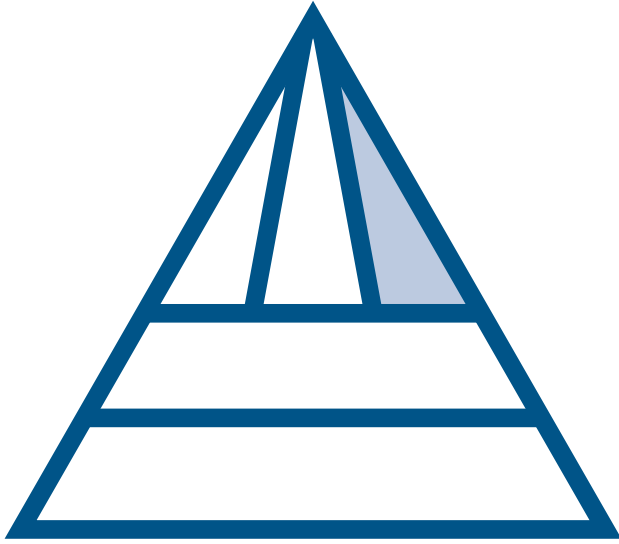


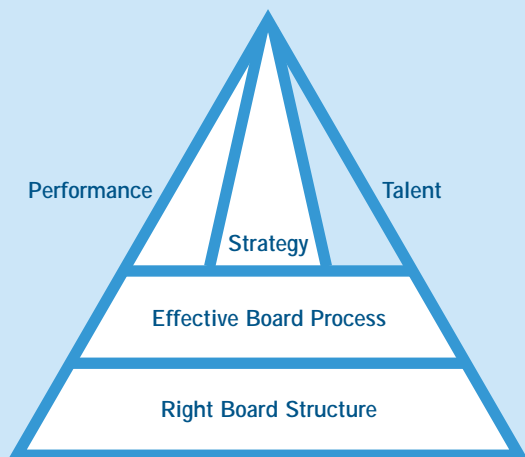
Talent Leadership in the Boardroom



HANDFIELD JONES

For boards intent on adding value beyond audit and compliance, where should they focus their effort for the most impact?

The Board's greatest opportunity to add value



Many boards have been improving their structures and processes to become more engaged and effective.

And they have been strengthening their performance monitoring and auditing role.

Now they need to improve the way they manage talent. Three of the board's five most important responsibilities are about talent:

- Putting the right CEO in place
- Ensuring a strong leadership pipeline
- Setting CEO compensation

Yet, most boards aren't doing enough

Almost half of the companies with revenue more than \$500 million have no meaningful CEO succession plan

40% of corporate directors say their involvement in CEO succession planning is less than optimal

“ The CEO succession process is broken in North America and isn't much better elsewhere in the world.”

RAM CHARAN

% OF DIRECTORS WHO WANT TO SPEND MORE TIME ON

Talent and skills	78
Strategy and risk	76
Developing management	66
Evaluating top management	61
Evaluating CEO performance	55
Current company performance	50
CEO succession	51
Audit and compliance	31
Compensation	26

Can your Board answer these questions?

How well is the current CEO leading the company?

When should the next CEO transition occur?

Who are all the possible internal CEO succession candidates?

How will we develop succession candidates over the coming years?

Will we look for external candidates for the next CEO?

How strong is the senior team – can they deliver the strategy?

Will we have the needed leadership talent in years to come?

Handfield Jones helps leaders manage talent more effectively

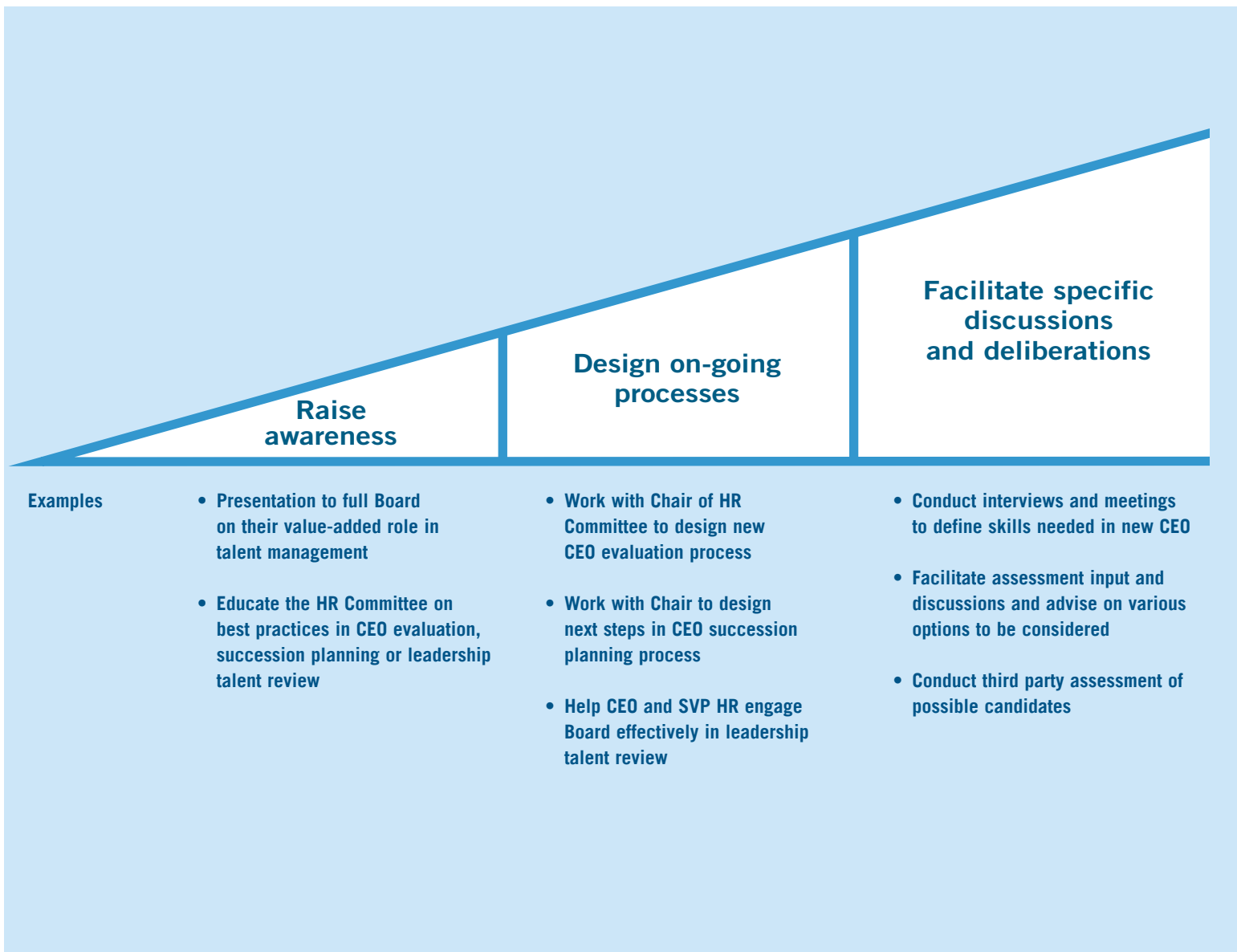


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| <ul style="list-style-type: none"> • Talent review and succession process deep in the organization • Accelerating development of high potential leaders • Acting decisively on low performers | <ul style="list-style-type: none"> • Assessments and action plans for the CEO's direct reports • Developmental moves across the organization • Leveraging the Board's insights on talent | <ul style="list-style-type: none"> • CEO evaluation process • CEO succession planning • Leadership talent review • HR Committee effectiveness |
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How we can help your Board

CEO evaluation	<ul style="list-style-type: none"> • Define objectives and leadership competencies • Collect input from multiple perspectives • Synthesize and develop consensus message 	<ul style="list-style-type: none"> • Ensure feedback discussion is clear and rich • Ensure it meets both objectives – evaluation and development
CEO succession planning	<ul style="list-style-type: none"> • Discuss every year regardless of expected transition timing • Get to know and develop possible successors • Define critical skills needed in next CEO 	<ul style="list-style-type: none"> • Manage dynamics of the horse race • Facilitate selection decision and ensure smooth transition
Leadership talent review	<ul style="list-style-type: none"> • Discuss capabilities and development of CEO's direct reports • Understand the strength of talent below the top level 	<ul style="list-style-type: none"> • Ensure high potential leaders are being developed • Ensure low performers are being dealt with
HR Committee effectiveness	<ul style="list-style-type: none"> • Define the mandate and vision for the HR committee • Develop the annual agenda, workplan and information architecture 	<ul style="list-style-type: none"> • Focus discussion on the most important issues • Articulate principles to guide CEO and executive compensation

Service tailored to your Board's needs



Helen Handfield-Jones – Talent and governance expert



- Co-author of *The War for Talent*, Harvard Business School Press
- Faculty of Directors Education Program run by the Institute of Corporate Directors and Rotman School of Management – teaches regularly in Toronto, Montreal, Calgary and Vancouver
- Consultant at McKinsey & Company for twelve years, eight years as a Senior Practice Expert in talent management
- Consultant to over 60 companies internationally, helping them build stronger pools of leadership talent
- Speaker at over 30 forums including The Conference Board, Wharton's Leadership Conference, The Human Capital Institute
- Published articles on leadership talent strategy in the Harvard Business Review, McKinsey Quarterly, and Ivey Journal
- Graduated as gold medalist in MBA program at the Ivey Business School