



LEADERS OF CHANGE

A Newsletter Service Published by Women in the Lead Inc. VOLUME 1 ISSUE 4 SEPTEMBER / OCTOBER 2005

You are invited to attend

Boards in Times of Crises: Learning From the Experienced

Women in the Lead, in partnership with the **Institute of Corporate Directors**, is presenting a one-and-a-half day National Conference in Toronto on November 14th and 15th which is of paramount interest to men and women who serve as board directors.

Most directors will one day be faced with a crisis of some sort. Crises can take many forms and it is the board that makes decisions which will determine how the corporation functions in such times. Too often boards are unprepared to deal with a crisis, which, by its very nature, is almost unexpected. If everything is running smoothly today, planning for tomorrow's potential crisis is, unfortunately, not top-of-mind for many directors.

Properly managing crisis at the board level is integral to preserving company reputation and ultimately long-

term shareholder value.

To address these issues Harvard Business School Professor, **Jay W. Lorsch**, coauthor of best-selling book *Back to the Drawing Board* and recognized world-authority on corporate governance, will play a major role in the

"This conference offers you, and members of your organization, a unique opportunity to meet and learn from recognized authorities on how boards can prevent, prepare for, and manage crises."

sessions on the board's role in dealing with crises. **Carol Stephenson**, Dean of Ivey Business School and director of five leading corporate boards, will discuss, along with other seasoned directors, the most important board decision they had to make while being a director.

The conference also features a roster of recognized leading authorities who will share their vast board experience in dealing with crisis situations. They include: **David Beatty**, Managing Director, Canadian Coalition for Good Governance; **Peter Dey**, a partner of Osler Hoskins & Harcourt LLP, Toronto and former Chair of the Ontario Stock Exchange Committee on Corporate Governance in Canada which produced the seminal report on corporate governance known as the Dey Report; the **Honourable Justice James Farley**;

Alliance Partner



Carol Hansell, Governance Counsel and Partner, Davies Ward Phillips & Vineberg LLP; **Susan Wolburgh Jenah**, Acting Chair, Ontario Securities Commission; **Roger Raber**, President and CEO, National Association of Corporate Directors in the US (NACD); and **Guyllaine Saucier**, Corporate Director.

Since it is wise for boards to have a strategy as to how to communicate effectively in both normal and crisis situations, there will be sessions relating to the media and boards. **Phillip Crawley**, Publisher of *The Globe and Mail*, will moderate a session which features regular feature writer of "Across the Board", **Janet McFarland** of *The Globe and Mail*. **Bart Mindszenty**, crisis communications management authority and best-selling author of *No Surprises*, will discuss the dynamics of crisis and how to deal with various stakeholders in times of crises.

The conference is being held at St. Andrew's Club & Conference Centre, 150 King Street West, 27th Floor, Toronto, Ontario.

Space is limited to 90 participants. It is important to register now.

►► **To register for *Boards in Times of Crises: Learning From the Experienced*, use the Registration Form on page 2 of this newsletter or register online at www.womeninthelead.ca.**

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Registration

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Cancellation Policy:

Refund of collected registration fees, less \$200 processing charge, will be granted to cancellations received before November 7th, 2005. No refunds are available after that date.

Boards in Times of Crises: Learning From the Experienced

Presented by Women in the Lead Inc. and the Institute of Corporate Directors



November 14th & 15th, 2005
At the St. Andrew's Club & Conference Centre
150 King Street West, 27th Floor, Toronto, ON M5H 1J9

Register online at: www.womeninthelead.ca
Pay by credit card or cheque

Fax / Mail-in form:

First Name _____ Last Name _____

Title / Position _____

Organization _____

Mailing Address Home Business _____

City _____ Province _____ Postal Code _____

Telephone _____

e-Mail _____

Registration fee includes all meals, refreshments, and Gala Dinner hosted by **BMO Harris Private Bank**, a member of BMO Financial Group.



Registration fee: \$1401.87
GST: \$98.13
Total fees enclosed: \$1500.00

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Ask the expert

Susan Smith is founder, President, and CEO of RBC Ventures, a wholly owned subsidiary of RBC Financial Group, created in 1998 to invest in early-stage technology companies with a particular focus on commercialization of innovation. RBC Ventures has a network of 25 funds in Canada, US, UK, and France with plans to extend its network further in the EU and Asia, building on a model of active partnership with leaders in early stage science and technology investing.

Susan currently serves on a number of boards and committees including the Prime Minister's Advisory Council on Science and Technology; MaRS Discovery District; UBC Faculty of Graduate Studies Advisory Council; President's International Advisory Council for CIHR; and Chair of the venture boards of Primaxis Technology Ventures, Foragen Technologies, and Milestone Medica.

This article is based on a presentation she made at a seminar hosted by the **Institute of Corporate Directors Ontario Chapter**. Given in Toronto, the theme of the breakfast meeting was Board Accountability for a Company's Core Business Competencies.



Susan Smith

The most-often asked board questions relating to high-tech startup companies

What is the board's accountability for a company's core business competencies? Do start-up companies, specifically high tech start-ups need less professional governance than public companies? Are they immune from the impacts of Sarbanes Oxley until they are IPO ready?

In my experience, high tech start-ups, which have very high growth potential, are as complex as large companies and need stellar governance. Why? To be ready for success.

These companies hope to become, or be acquired by, large corporations. They want to partner with big companies, to attract a professional management team, and will seek funding from brand name VC's. They will buy, sell and partner outside of Canada. To accomplish these objectives, they need a strong framework of board governance, audits, appropriate committee structures and have a specialized and knowledgeable network including legal, accounting, financing and marketing resources. Records must be professionally maintained to be available for due diligence when opportunities arise to partner, recruit, sell product or acquire a competitor. Therefore, excellent governance can be a strategic asset for growth and success. Failure to have it can derail a company in their fast growth trajectory.

What are the key skills needed on the boards of these companies? How should these relate to the companies core business competencies?

"Balance" on the board is critical. The ability to balance strategic issues and tactical issues is key to small companies that are chronically underfunded and unable to attract all of the competencies of a large company. This means getting into the weeds on occasion, and getting out again as warranted.

Boards also need to balance business and science, operations and markets, technical and conceptual to help management realistically assess its key risks and opportunities,

allocate time and resources for highest impact, and deal effectively with the inherent chaos of high tech start-ups. The final business model, product, and marketing strategy will rarely be the going-in notion; board members must be alert to the need to adjust quickly to new realities (but to also sense when change may be merely delaying inevitable failure – most high tech start-ups fail).

Many other factors need to be balanced; corporate experience with a start-up mentality; insiders and independents; passion and vision balanced with experience and pragmatism.

How do you achieve this kind of "ideal" balance on a start-up board?

Unfortunately, often you cannot, at least initially. One board seat will likely be taken by the Founder/CEO. Another may go to an angel investor who is a friend or family member. As financing rounds proceed, venture capitalists will demand a seat or two. Sometimes the board will recruit a big name – a successful entrepreneur, or political figure – to provide market credibility and assist with fund raising – but whose experience may be dated and time commitment insufficient. Any of these – founders with domain expertise, big names, vc's – can dominate board discussion and therefore decision-making. The role of the Chair is critical in optimizing the experience and skills on the board.

Why would experienced directors take on a private company board responsibility?

It is not for the pay, or for short hours or for lack of ambiguity. The ride is, however, often very exciting and you can make an important contribution to our economy. I challenge qualified, experienced directors to think about private company governance.

►► **For more information on the Institute of Corporate Directors' upcoming events across the country, visit www.icd.ca/events/currentEvents.aspx.**

Appointments and Awards



Linda C. Banister, Principal of Banister Research and Consulting Inc., has been appointed to the **Edmonton Oiler Community Foundation**. This foundation provides funding to community organizations dedicated to improving the health and wellness of citizens in Edmonton and surrounding area. In 2002, she received the YWCA Woman of Distinction award.



Nathalie Bourque, Vice President Corporate Communications, CAE Inc., has been appointed to the board of **Agence des partenarists public-privé du Québec**. She also serves on the boards of Cercle finance et placement du Québec and Horizon Life Sciences Ltd.



Martine Corriveau-Gougeon, President, Gestion Corriveau-Gougeon, has been appointed to the board of **Agence Metropolitaine de transport, Canadian Corporation**. She has served on a number of boards including Pinchevsky Inc., École de Technologie Supérieure Quebec, Silonex Inc., Nordia Inc., and Télébec Inc.



Marie Delorme, President of imagination Cards Inc. of Calgary, has been appointed to the board of **Mount Royal College**. She was Conference Chair, Business and Political Women's Leaders (2004). She has received several awards, most recently Calgary chamber of Commerce Salute to Excellence (2004) and Metis Nation Entrepreneur of the Year (2002).



Theresa S. Firestone, Vice President Sales, Pfizer Canada, has been appointed to the following boards: Vice Chair of **Childhood Cancer Foundation of Canada**; and Honourary Board Member, **Canadian Paraplegic Association Centre for Studies in Leadership Advisory Board, University of Guelph**. She has served on numerous boards relating to the drug industry.



Judith A. Kavanagh, a Montreal-based consultant in the securities industry, has been appointed to **L'Agence des partenariats public-privés du Québec**. She serves on a number of boards including Dundee Wealth Management Inc.; Peak Financial Group, Advisory Committee; and Concordia University KWPM Program, Client Committee.



Michelle J. Samson-Deol, President, Samson-Deol Group, has been appointed, as the first woman, to the board of **Boralex Inc.**, a Montreal-based public company. She is a member of the board's Audit Committee. In the past year, she has also served on the boards of Ontario Lottery and Gaming Corp. and Muki Baum Treatments Centres, where she is a member of the Executive Committee.



Rita Shelton Deverell, who heads news and current affairs at the Aboriginal Peoples Television Network, Winnipeg, has been made a **Member of the Order of Canada**. A founder of the world's first multi-faith and multicultural network, she is one of the first black women in Canada to be a television host and executive.

Appointments and Awards

Successful Career and Happy Family: Advice From One Who Has Achieved Both

Shelley M. Tratch, who recently retired at age 49 as a senior partner with the law firm of Borden Ladner Gervais, Vancouver offices, has received this year's **Peak Lifetime Achievement Award** from the **Association of Women in Finance** (Vancouver). Unusual for one so young, however, she remains actively involved in the province's healthcare services and film industry, while choosing to spend more time with her husband and two teenage sons.

Her legacy includes helping Whistler, BC, when the resort municipality was on the verge of bankruptcy; leading the team that took the electronics retailer Future Shop public; and pioneering new practice areas for her firm in mediation, corporate sponsorship, and strategic alliances. As a mediator, she was accredited to BC's international arbitration centre, and also chaired her firm's first alternative dispute resolution group in the province. She was also the first woman elected to the executive committee running the firm.

But ask her about her greatest achievement and she says it was being able to carry on a successful corporate career as a senior partner in a national law firm while raising a well-balanced loving family.



Shelley M. Tratch

Striking the right balance. A successful career and a happy well-adjusted family... can I have both?

I have been asked this question frequently over the years, both by young women starting out in their careers and by established business and professional women beginning their families.

As the many women who "live" this balance every day will tell you, it is possible to have both a dynamic, high-powered career and raise a well-adjusted, happy family. But it does help tremendously to have a good plan in place, both at home and at the office, to facilitate this balance.

An initial question to consider is when in your career you should start a family. In the legal profession, many women have decided to wait until they are more established. In my case, I started a family after I had been invited into the partnership. This usually affords a little more control over one's time and schedule. A stronger financial picture also means child care assistance is more affordable.

Often the toughest challenge in striking a good balance between work and home is finding sufficient and reliable child care. This means having someone there who can look after the children and manage the home, not only during the weekday, but also during those nights when you are at the office until late... sometimes through the night if you have a closing. The weekends can also be "fair game" for work if you are

in the middle of a project or a deal, and one working day during the weekend is not unusual when you are building your career. If your work requires you to travel, you need to have a child care plan that will allow you to leave on short notice.

"...It does help tremendously to have a good plan in place, both at home and at the office, to facilitate a balance."

In short, you must have a reliable child care "safety net" in place which will allow you to be at the office whenever necessary... days, evenings, and weekends. If a family member is not available to step in, consider hiring a regular babysitter with a flexible schedule who will have a standing arrangement to work weekends and at least a couple of evenings during the week. You may not always need her, but she will be there for you when you do... and there are always things around the house that she can do when not needed to look after the children.

When I had my second child I hired a weekend nanny in addition to my regular caregiver. This arrangement soon turned into two full-time live-in caregivers. This also helped immensely when I traveled... whether on business or with my husband for a needed "getaway" without the kids.

Another important element of a balanced arrangement is delegation. Just as you delegate some of the childcare responsibilities at home, in order to strike the right balance between a busy career and family life, you must be willing and able to delegate at the office. This becomes easier as you get more senior in your career. Cultivating a good team of people around you, who you can trust to do the job well whether you are there or not, makes that balance achievable.

In my law practice I was extremely fortunate to have a team of two other partners who I relied on extensively and who never let me down. When I retired from the firm, they "inherited" much of my practice.

Having a "buddy" mom in each of your children's homeroom class is also very helpful. This will be someone you can call, and who will call you, if there is anything important coming up at school that you might need to know about or want to attend. Be sure to get an advance list of all the class performances, parent/teacher interviews, school plays and concerts for each child, for the year. Mark these dates in your day-timer and protect them as if they were appointments with your most important client or customer. When your children are young, if you can arrange your schedule so that you drop them off in their classrooms one morning a week, this will give you a chance to chat with
Continued on next page

Appointments and Awards

Continued from previous page

the teacher about how your child is doing, meet other parents, and get to know your children's school friends. Volunteer on a class field trip or assist at a class party once or twice during the school year. It will be these times, along with the concerts, plays and performances you attend, that your child really remembers and appreciates.

As often as possible, try to be home for dinner with the children. In my case, I would make a point of going to the office very early in the morning so that most evenings I could leave by 5:30 or 6 pm and be home in time for dinner... even if

I just sat at the table with the kids and ate later. When the kids are little, do your best to "turn off" work while you are at home, and spend your time exclusively with them until their bedtime. Make time to read with them each night. If you must turn that computer on, try to do so after they go to bed or go into the office an hour earlier the next morning.

Finally, talk with your kids often about what you are doing in your "other life" at the office. Have them visit you there. If they understand what you do, they will be proud of you and will better appreciate why you may not be around as much as other moms.

►► For details about the background and accomplishments of **Linda C. Banister, Nathalie Bourque, Martine Corriveau-Gougeon, Marie Delorme, Theresa S. Firestone, Judith A. Kavanagh, Michelle J. Samson-Deol, and Shelley M. Tratch**, visit www.womeninthelead.ca/profiles.htm.

We need to hear from you

As a major feature, *Leaders of Change* newsletter is announcing the appointment of women to public, private, and not-for-profit boards. We would also like to be informed of any promotions.

In order to do this, we need to hear from you about any appointments or promotions you have received since you were listed in either the 2002 or 2004 directories.

We are often asked about the number of board appointments women listed in the directories have received. We are unable to give an accurate account unless we hear from you.

To help us, please email the information to d_sanders@telus.net. Women in the Lead takes great pride in your accomplishments. We wish to make them known.

Book Examines Women's Barriers to Boards

A Woman's Place is in the Boardroom, by Peninah Thomson and Jacey Graham
Published by Palgrave Macmillan Ltd., United Kingdom

There are relatively few women in senior executive positions and on the boards of major companies. Based upon research and in the context of contemporary management debates, the authors argue the business case for promoting women to these positions in order to create more value for shareholders. The book draws on interviews with chairpersons and chief executives and includes case study material.

Peninah Thomson is Senior Executive Coach and a Director of Praesta Partners LLP. **Jacey Graham** is Managing Partner of Brook Gram LLP, a strategic diversity consultancy and formerly Head of Diversity Strategy and Planning at Shell International.

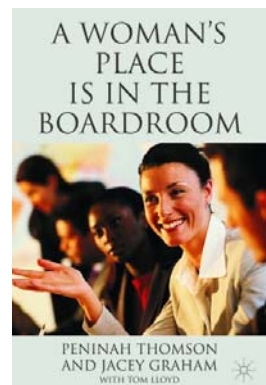
The book examines the subtle barriers that perpetuate male-dominance in boards and top management.

In reviewing the book for *The Financial Times*, **Alison Maitland** asks, "What are the hidden barriers that persist in upper echelons of big companies and how can they be tackled? According to Ms. Thomson and Ms. Graham, senior women can experience countless 'micro-inequities', each of which appears trivial but which adds up to a to a frustrating work environment."

The authors argue that women should not be left to tackle these subtle injustices alone. "Taken together, they are probably the most corrosive form of discrimination in modern organizations", they say.

Hardcover: 256 pages
Publisher: Palgrave Macmillan
September 2005 United Kingdom / November 2005 Canada
ISBN 1403996830
£25.00 / C\$40.57

►► Available now for shipping from the United Kingdom at www.amazon.co.uk. Available for shipping from Canada November 15th, 2005 at www.amazon.ca. (Prices are current at time of printing.)



The realities of serving on a board according to Suzanne Blanchet

by Hind Sergieh

Despite how society has evolved and the increase of the number of women in companies, it remains that only a few have been able to reach high level positions in the business world which is, until today, mostly led by men. This observation is applicable to the composition of boards of directors since it highlights the same issue. What are the realities for women who aspire to be appointed on boards of private and/or public companies? Will the tightening of the rules of corporate governance facilitate the access of women and raise the calls to their experience and expertise? Although she deplors this reality, Suzanne Blanchet, President and CEO of Cascades Tissue Group, refuses to justify the explanation through the inequality that exists between women and men. In an interview with her, she candidly accepted to share her views on the subject.

Her strength due to her many years of experience in the business world, Suzanne Blanchet is one of two women to occupy such a position of importance in the pulp and paper industry in North America. Since her entry in 1978 at Cascades, a company which employs more than 15, 800 worldwide, she quickly climbed the ladder driven by her curiosity and her determination. Due to her exemplary leadership, she carved out a choice position for Cascades Tissue Group ranking the division as the No.2 largest tissue paper producer in Canada and No.4 in North America.

Since 1995, Suzanne has been a member of several boards, which has enabled her to observe the evolution in the director's role with the arrival of the Sarbanes-Oxley law. She notes the establishment of good values and respect for ethics represent, now more than ever, major preoccupations in decision-making and strategic planning for companies. Although she recognizes these contributions as being considerable improvements, she deplors the rigidity of the rules governing companies, which came about following such cases as Enron or Worldcom. In other words, why should all companies pay for the consequences of the mistakes made by a few exceptions? The director's responsibilities have multiplied, along with the challenges that come with them. One must ask oneself many questions before accepting a board nomination. Do I want to grow in this industry? Do I have the time and energy required to undertake the challenge? Do I have the motivation required to prepare myself before the meetings in order to bring relevant advice capable of helping the company to perform better? Am I ready to fully commit to all the responsibilities the position of director entails? After all, it is one's own reputation that is at stake. Performing well is what establishes it.

If you ask Suzanne Blanchet to identify one of the biggest challenges she had to take on over the course of her career, she will answer that it was constructing her network and adds that it is an ongoing challenge. She continues by stating, with conviction, that her case is far from being an isolated one, as many businesswomen will recognize. "Observe what happens at a social evening where the presence is usually dominated by men. We usually see a natural separation occur between women and men. Kinship seems stronger between men than between women, due to their differing interests. Therefore, it is an obvious observation that it is more difficult for women to establish a network." she notes.

Despite the creation of associations to encourage networking, projects such as Women in the Lead/Femmes de Tête to increase the

visibility of women qualified, the representation of women on boards of directors remains low. According to a study conducted by Toronto-based firm Catalyst among the 500 largest Canadian companies, women represent 11.2% of the Board members in Canada and 12% in Quebec. Suzanne Blanchet thinks that the boards should reflect the reality and the diversity of the society, which involves necessarily more women in the boardroom.

Often it is said that women's way of thinking, as well as their attitude, are different from that of men. For example, women pay much more attention to detail, which can only be an advantage in a context where the implementation and the application of new rules of corporate governance requires this quality. According to Suzanne Blanchet, administrative boards can use these distinctions wisely as they can bring new perspectives and original solutions to problems. She does not recall not having been welcomed among the members of a board of directors neither does she deny that the arrival of feminine presence may cause a certain level of discomfort. She admits to having had to adapt her communication style to that of men, which is more concise and direct in presenting an idea. With this in mind, she argues that we can't get around the fact women need to express their opinions with conviction in order to carve a niche for themselves.

Is it realistic to think that one day, the question of the representation of women will be considered history? Will we need a solution as drastic as in Norway where a new law has been imposed requiring 40% of the board members of large companies have to be women, otherwise the company will be closed. On this regard, Suzanne Blanchet is optimistic but thinks that it will take time. "It was not so long ago that women obtained the right to vote in Canada and now the House of Commons is made up of 30% of women. Also, papers and statistics published on this reality incites action in companies. They are now sensitized to the fact and some companies are currently working on progressing and achieving balance on their board of directors. However, candidates must be selected based on their competencies and not because of the fact that they are women" she explains.

Looking back on her years of experience and her remarkable accomplishments, this mother of two particularly remembers a lesson she shares with women aspiring to be nominated s directors of boards: "Be yourself". No matter the situation, Suzanne Blanchet categorically refuses to justify any weakness, whatever it might be, by the fact that she is a woman. Rather, she opts for determination and strength to accept any challenges.

Hind Sergieh, who conducted this interview, is Senior Analyst, Natcan Investment Management.

►► For details about the background and accomplishments of Suzanne Blanchet, visit www.womeninthelead.ca/profiles.htm.



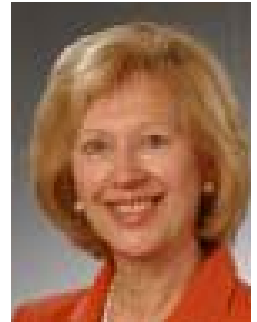
Suzanne Blanchet



Report From the Chair: *Five Years of Progress*

Marvi Ricker, Vice President and Managing Director Philanthropic Services, BMO Harris Private Banking, has been Chair of Women in the Lead since its founding in 2000. She serves on the University of Toronto Governing Council.

In the following message, she looks back over the progress the organization has made in its mission to assist qualified women in obtaining board appointment; to provide a unique source of information for organizations looking for appropriate women to place on boards; and to provide timely, educational programs to keep those people serving on boards, or those aspiring to be, updated as to the issues of current importance to corporate governance.



Marvi Ricker

It began with a challenge: “You say that there are women qualified to sit on corporate boards. Who are they?” asked Milton Wong, Chair of HSBC Bank Canada. The occasion was a roundtable discussion held in Vancouver in April 2000, organized by Ivey Business School’s *Women in Management Newsletter*’s Advisory Committee, to explore ways of getting women on boards.

Our response was to collect names and profiles of women across Canada qualified and interested in serving on corporate boards. We planned to publish a directory of such women. In March 2002, with funding from HSBC Bank Canada and Ivey, the first edition of *Women in the Lead* was launched. It contained profiles of 313 women chosen, under established criteria, from more than 400 submissions.

In the meantime, in cooperation with Ivey, we held a highly successful two-day workshop in Toronto, *Becoming a Corporate Director*. Women from various professions across Canada attended to learn more about the responsibilities and challenges of corporate directorships. A second two-day program followed in October 2002 in Vancouver. Our partner in this program was **Board Resourcing and Development, Office of the Premier of BC**.

By this time, the advisory committee of Women in Management had decided to establish a not-for-profit organization that would assist qualified women in obtaining corporate board appointments. Incorporated with head office in Vancouver on October 2, 2002, the board of Women in the Lead Inc. held its first meeting in that city.

Among our immediate tasks was to create an electronic database which

would contain up-to-date information about women qualified and interested in serving on corporate boards. We also decided to publish a more comprehensive directory. We realized that the first edition contained too few women from Quebec - a situation we wanted to remedy. Also, we had published only in English. As a national organization, we believed we had to include the profiles of women in Quebec in French as well as English.

With the help of **Financial Women’s Association of Quebec** and through our Web site, we collected profiles of almost 500 outstanding women, which were published in our second edition of the directory. The launch of *Women in the Lead / Femmes de Tête* occurred in Vancouver, Toronto, and Montreal and attracted considerable media attention.

Again, while preparing the new directory, we put on another popular two-day program in cooperation with Board Resourcing and Development, Office of the Premier of BC. Held in Vancouver in late November 2003, the workshop featured an internationally-known authority on corporate governance, Professor Jay W. Lorsch of Harvard Business School. Unlike the previous two workshops, this was open to men also, and attracted a “sold out” capacity of over 100 people.

Since the demise of the Ivey *Women in Management Newsletter*, we had lost touch with the 35,000 women who regarded the newsletter as an important forum for professional women. The only publication of its kind, it was greatly missed. Consequently, we decided to publish a Women in the Lead newsletter. Titled *Leaders of Change*, it is also Web-based and focuses mainly on

corporate governance news. The first issue appeared in March 2005.

During the past five years, the board of Women in the Lead has grown to include 11 committed senior-level executives who have taken an active, personal role in the organization’s impressive progress.

Recently, at the invitation of the **Institute of Corporate Directors**, an alliance between the two organizations was formed.

When I talk about “we” or “the board of Women in the Lead” having done this or that, I really mean Doreen McKenzie-Sanders, the Executive Director of Women in the Lead. Without her boundless energy, patience, and attention to detail, none of the above would have been possible. She is the one who makes it all happen. Now, she is busily working on the third, expanded edition of the directory and organizing, with the Institute of Corporate Directors, our fourth annual conference to be held at the St. Andrew’s Club in Toronto on November 14 and 15, 2005.

Titled *Boards in Times of Crises: Learning from the Experienced*, an impressive roster of recognized, leading authorities from Canada and the US will take part in the conference. It is sure to stimulate thought and discussion among the leaders sharing their knowledge and the men and women who attend.

We look forward to meeting you at this unprecedented event.

►► For details about the background and accomplishments of Marvi Ricker, visit www.womeninthelead.ca/profiles.htm.



Members of the Board of Women in the Lead Inc.

Kathleen Christie
Chief Human Resources Officer
Deloitte China

Andrée Corriveau
President & Chief Financial Officer
International Financial Centre
Montreal

Helen Kearns
Kearns Capital Corporation

Mary Susanne Lamont
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Geoffrey N. M. Lewis
Lawyer
Farris, Vaughan, Wills & Murphy

Marvi Ricker (Chair)
Vice President Philanthropic Services
BMO-Harris Private Bank

Sarah Morgan-Silvester
Executive Vice President
Personal Financial Services
HSBC Bank Canada

Carol Stephenson
Dean
Richard Ivey School of Business

Patricia A. A. Taylor
Lawyer
Blake, Cassels & Graydon

Elizabeth Watson
Former Managing Director Board
Resourcing & Development
Office of the Premier of BC

Patricia Wilkinson
Director of Marketing
Home Depot Canada

Ex officio
Doreen McKenzie-Sanders, C.M.
Executive Director, Publisher/Editor
Women in the Lead Inc.

►► For details about the background and accomplishments of the members of the board of Women in the Lead Inc., visit www.womeninthelead.ca/profiles.htm.

3rd edition of the Directory to be published in 2006 *Submission of Qualified Names Invited*



A third, expanded edition of *Women in the Lead / Femmes de Tête* will be published in 2006. This is the result of the encouraging response this unique directory has received from those seeking qualified women for board appointment.

The directory is now recognized as a valuable source of information for government, business, academia, and not-for-profit organizations when seeking women from across Canada with the necessary credentials to undertake various tasks, particularly to serve on boards. Many accomplished women listed in the directory have credited it with assisting in their recent appointments to impressive boards in this country. It has also brought a vast pool of untapped talent to

the attention of those with the power and authority to consider people for board appointment. The publication has helped dispel the misconception there are not enough women with the necessary credentials to serve on boards in this country.

To assure as many qualified women as possible are listed in the 2006 edition, it is necessary to have candidates' names and contact information submitted to Women in the Lead at lead@telus.net. We ask you to send your name and the names of accomplished women you feel should be listed.

In October, we will open our online database to begin collecting profile information for those who have submitted their contact information to us over the past year and for new candidates. These people will receive an e-mail from us asking them to visit the Women in the Lead Web site to fill out the online form. Submissions will then be sent to an advisory committee which, using established criteria, will make the final selection for inclusion.

In January 2006, the database will be open for updates to reflect changes to the more than 500 profiles in the current edition. Those currently listed will be notified by e-mail as to details.

►► For more information about the *Women in the Lead / Femmes de Tête* Directory, visit www.womeninthelead.ca.

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Those wishing to receive this newsletter on a regular basis, free of charge, can do so by submitting their email address to: lead@telus.net.

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The London Free Press Monday, June 13, 2005

BUSINESS MONDAY



This is the name of a business directory listing women qualified for board of director appointments, and London and area is home to many. Pages 8, 9

Women in the lead



LEADING: Kelly Butt, from left, Lana Phair-Sutherland, Anne Helen Toal and Phyllis Cohen are just a few of the local women featured in a business directory.

INSIDE: 4 Income trusts 7 Services a growth trade 10 Planning transition

The London Free Press Monday, June 20, 2005

BUSINESS MONDAY



Leading women

The second of a two-part series profiles some London business women qualified to sit on boards of directors. Pages 12, 13

QUALIFIED: Deborah Clarke, top left, Jane Howell, top right, Susan Rabkin, lower left, and Lisa Brush, lower right, are some of the London and area women featured in the Women in the Lead directory.

INSIDE: Identity theft on the rise 6 | Mutual funds 15

Directory Makes Front Page News

The London Free Press, in its weekly supplement, "Business Monday", published two consecutive front-page stories featuring eight women who live in this Ontario city and are listed in the *Women in the Lead / Femmes de Tête* directory.

Written by **Kym Wolfe**, the series includes the career accomplishments and board experiences of the following women:

Lisa Brush, Area Vice President Operations, Sunrise Senior Living;

Kelly Butt, former Senior Vice President Information Services, London Life Insurance; and President, Kelly Butt Consulting;

Deborah E. Clarke, Regional Director Marketing and Communications, CMA Canada Ontario;

Phyllis Cohen, co-founder and Partner, Canadian Social Analysts;

Jane M. Howell, Professor of Organizational Behavior, Richard Ivey School of Business;

Lana Phair-Sutherland, Principal, Lana Phair-Sutherland Consulting;

Susan M. Rabkin, Lawyer, specializing in mergers and acquisitions and international and corporate law;

Anne Helen Toal, Chief Compliance Officer (CCO), Great West Life London.

►► To obtain copies of the series, visit www.lfpress.com. For details about the background and accomplishments of these women, visit www.womeninthelead.ca/profiles.htm.

Please pass along this newsletter to people who are interested in corporate governance issues and the appointment of women to corporate boards. Those wishing to receive this newsletter on a regular basis, free of charge, can do so by submitting their email address to lead@telus.net. Please pass this issue on to those on your VIP list.