



Council of HR Executives (Eastern Canada)

Draft Agenda

February 12-13, 2025

Theme: Organizational Strategy and Agility

Meeting Objectives

- Learn how to develop agile behaviours that stimulate and develop high performing teams, drive value-based delivery, and achieve sustainable results.
- Hear from a member organization about their Employee Journey Mapping and Value Proposition
- Gain insights about the North American political landscape and how it is likely to evolve and what this means for Canadian Businesses.
- Learn how organizations can pivot from traditional change management to agile change leadership
- Discover how character-infused leadership can be the innovator organizations need and how you can be part of this change.
- Learn through boardroom experience, tangible scenario planning frameworks can be immediately implemented to improve your strategy development and strategic planning processes.

Meeting location:

Virtual – MS Teams

For more information, or if you experience difficulties on the call, contact:

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When a meeting, or part thereof, is held under the **Chatham House Rule**, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed. Source: <https://www.chathamhouse.org/chatham-house-rule>.



Wednesday, February 12, 2025

*Note all times below are in Eastern Time (EST), please adjust your calendars as needed.

- 11:00–11:15 a.m. **Welcoming Remarks**
Liz Marcil, Associate Director, Human Capital, The Conference Board of Canada
- 11:15–12:15 p.m. **Leading with Agility: Embracing the Mindset Shift**
Dave Sharrock, Founder and CEO, IncrementOne
- Whether you're a leader overseeing an agile adoption or looking to help drive change, this keynote session will provide you with the tools and mindset needed to learn how to embrace agility and lead with purpose as your organization navigates its transformation journey.
- Lead by industry expert, Dave Sharrock, attendees will discover how leaders can effectively adopt and model an agile mindset to guide their organizations through the complexities of agile transformation. As companies embrace new ways of working, leadership plays a critical role in setting the tone for change, overcoming challenges, and fostering a culture of continuous improvement. Through practical insights, real-world examples, and actionable strategies, attendees will learn how to cultivate agile behaviours that inspire and develop high performing teams, drive value-based delivery, and achieve sustainable results.
- 12:15–12:45 p.m. **Break (30 minutes)**
- 12:45–1:45 p.m. **Member Showcase - Leading the Way While Driving Transformation: Gore's EVP in Action**
Sonia Boyle, Chief People Officer, and **Jason Ramgoolam**, Vice-President, People, People Experience, Gore Mutual Insurance Company
- With their transformation complete, Gore Mutual is on a bold transformation journey to becoming the largest a a purpose-driven digitally-led national insurer, redefining its future while staying true to its proud heritage. This visionary shift required a fresh perspective of Gore's employee value proposition. Taking a data-driven approach, Gore reimagined and redesigned its EVP to align with its ambitions and the evolving needs of their people. Join Sonia Boyle and Jason Ramgoolam as they share Gore Mutual's inspiring EVP journey and how it's shaping the future of work through transformation their organization.
- 1:45–2:00 p.m. **Break (15 minutes)**
- 2:00–3:00 p.m. **The Changing Political Landscape**
Randy Pettipas, Chief Executive Officer, Global Public Affairs
- Randy will share his insights on the North American political landscape, how it is likely to evolve and what this means for Canadian Business.
- 3:00–3:15 p.m. **Meeting Wrap-up and Adjourn for the day**



Thursday, February 13, 2025

*Note all times below are in Eastern Time (EST), please adjust your calendars as needed.

11:00–11:15 a.m. **Welcome Back**
Liz Marcil, Associate Director, Human Capital, The Conference Board of Canada

11:15–12:15 p.m. **From Sluggish to Nimble – Disrupt change management to win in today’s fast-paced world**
Edmond Mellina, President and Co-Founder, ORCHANGO

Businesses started embracing change management as a formal discipline when the pace of change was relatively controlled, when the dust had time to settle. Today’s nature of change is fundamentally different: fast-paced, ongoing, and disruptive.

Yet, organizations continue to rely on methods, mindsets and structures designed for the old nature of change. Not surprisingly, they struggle with the transformation imperative of the new normal.

In this highly dynamic and interactive keynote, thought-leader Edmond will point to five mindset shifts that are necessary to move from sluggish to nimble.

These shifts mean:

1. **Rethinking** the overall approach to change management.
2. **Debunking** the myth of the importance of Executive Sponsorship
3. **Moving away** from the centralized approach to change capability building that has been prevalent until now.
4. **Seriously challenging** the usefulness of mainstream approaches to change management.
5. **Revisiting** how we deal with corporate politics during times of change.

In essence, it is about pivoting from traditional change management – which is sluggish by design – to *Nimble Change Leadership*[™].

Edmond delivers this session with passion, humour, and engaging style that are his trademarks.

12:15–12:45 p.m. **Break** (30 minutes)



12:45–1:45 p.m. **Character Leadership: Being a Light in the Dark in Tumultuous Times**

Gerard Seijts, Professor, Organizational Behaviour, Ivey Business School, Western University, and **Kimberley Milani**, Director, Ian O. Ihnatowycz Institute for Leadership, Ivey School of Business, Western University

In an era of disruptions and converging crises, our world is in dire need of leadership that is visionary, courageous, solution-seeking and collaborative, that instills hope, trust, and inspires others, and that is willing to compromise so that today's decisions ensure the ability for tomorrow's flourishing. We need leaders with the judgment necessary to balance urgent, complex, and competing stakeholder interests, and the strength of character to wisely navigate an uncertain and volatile world.

In their new book, *Character: What Contemporary Leaders Can Teach Us About Building a More Just, Prosperous, and Sustainable Future*, Gerard Seijts and Kimberley Young Milani spoke with 17 global leaders from across sectors and backgrounds, who shared their wisdom, insights and experiences to reveal how character-infused leadership can be the game-changer the world needs right now, and how you can be a part of that change.

1:45–2:00 p.m. **Break (15 minutes)**

2:00–3:00 p.m. **The Power of Preparedness in Uncertain Times**

Brad Ferguson, Senior Vice-President, Optimus SBR

Scenario Planning is emerging as a critical skill amongst organizations, leaders, and teams as a way of building market resiliency, identifying growth opportunities, and evolving business models. Brad Ferguson will lead Conference Board of Canada members through a fast-paced interactive session filled with boardroom experiences, good/bad case studies, and tangible scenario planning frameworks that can be immediately put to use to improve your strategy development and strategic planning processes.

3:00–3:15 p.m. **Meeting Wrap-up and Adjourn for the day**

[Next meeting](#)

Joint Meeting of the Councils of HR Executives (Eastern and Western Canada)

Wednesday, June 4 – Thursday, June 5, 2025

Toronto, ON

Please note: There will not be an optional social event this year. The networking dinner for all participants will be held on the evening of June 4, following the full-day session.