

***Rotman***

# Canadian Arts Sector

June 24<sup>th</sup>, 2020

David R. Beatty C.M., O.B.E., F.ICD

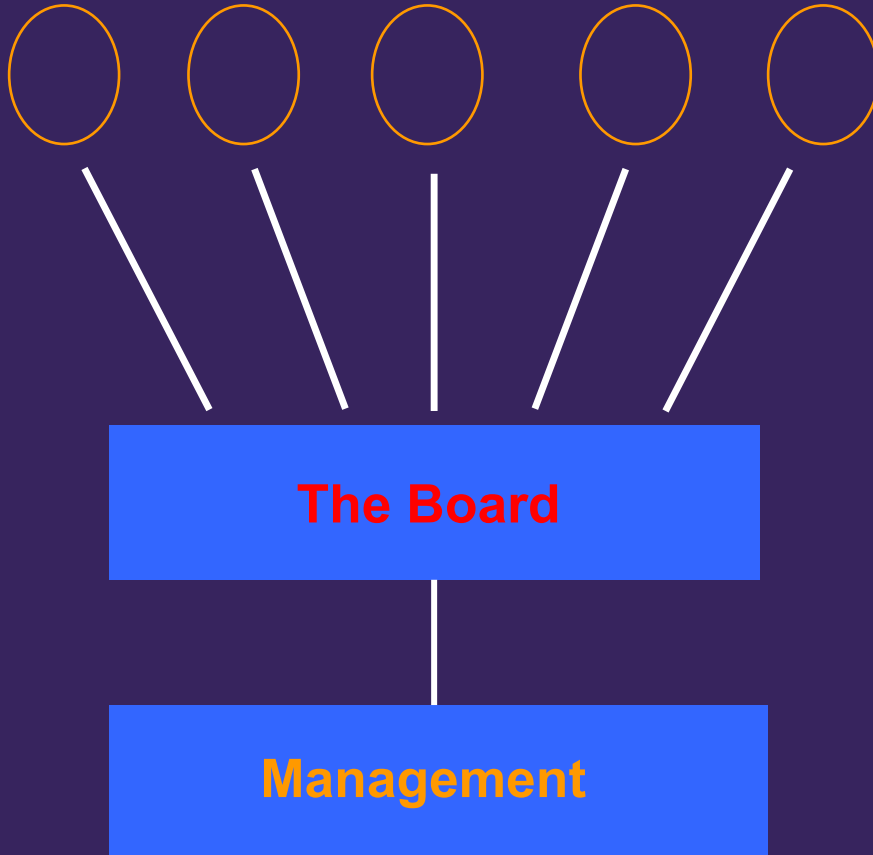
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# So what are the jobs of a BOARD?

**Owners: public or private**



# So what are the jobs of a BOARD?..... The “sacred” task

**Owners: public or private**



- Hire CEO

**The Board**



**Management**

# So what are the jobs of a BOARD?..... The “sacred” task

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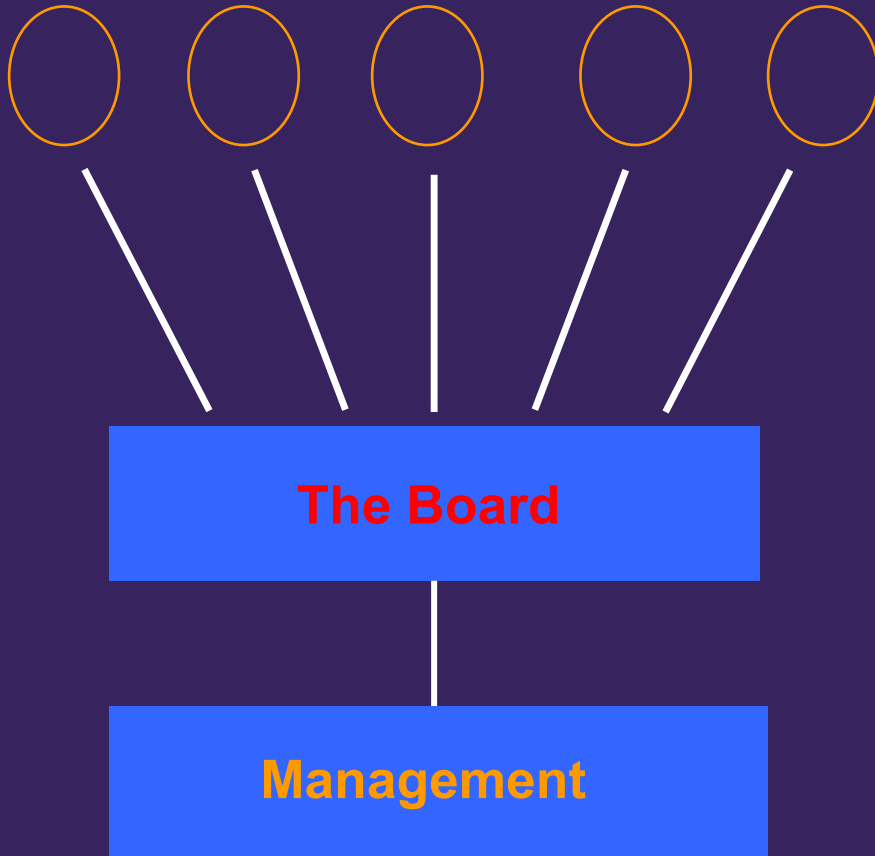
**Management**

**Get that wrong  
and everyone  
suffers**

- Employees
- Patrons
- Researchers
- Suppliers
- Community
- Environment

# So what are the jobs of a BOARD?.....think of 3 time horizons

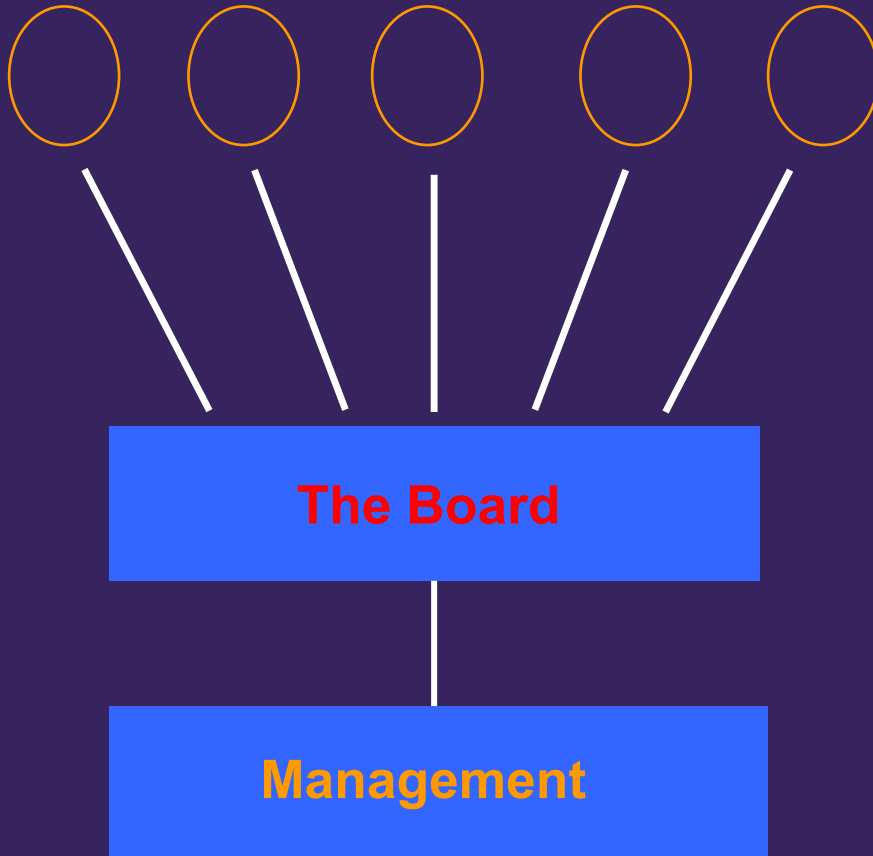
**Owners: public or private**



- Hire CEO
- PAST
- PRESENT
- FUTURE

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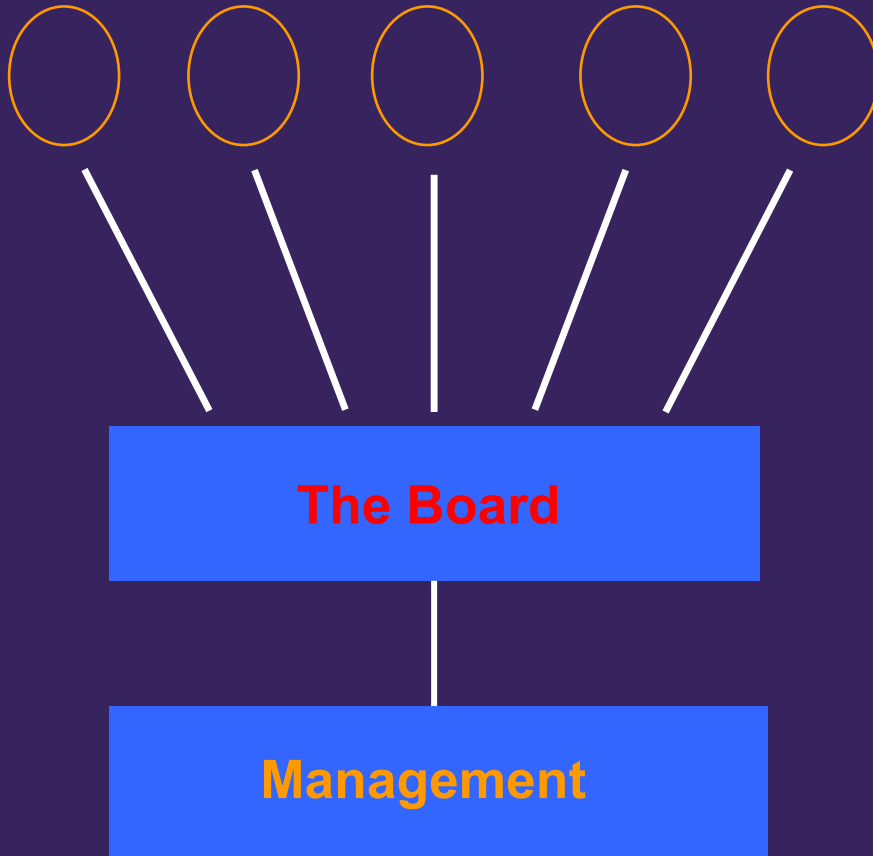
**Owners: public or private**



- Hire CEO
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  - Ensure accounts are accurate
  - Report to all stakeholders
- PRESENT
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# So what are the jobs of a BOARD?.....think of 3 time horizons

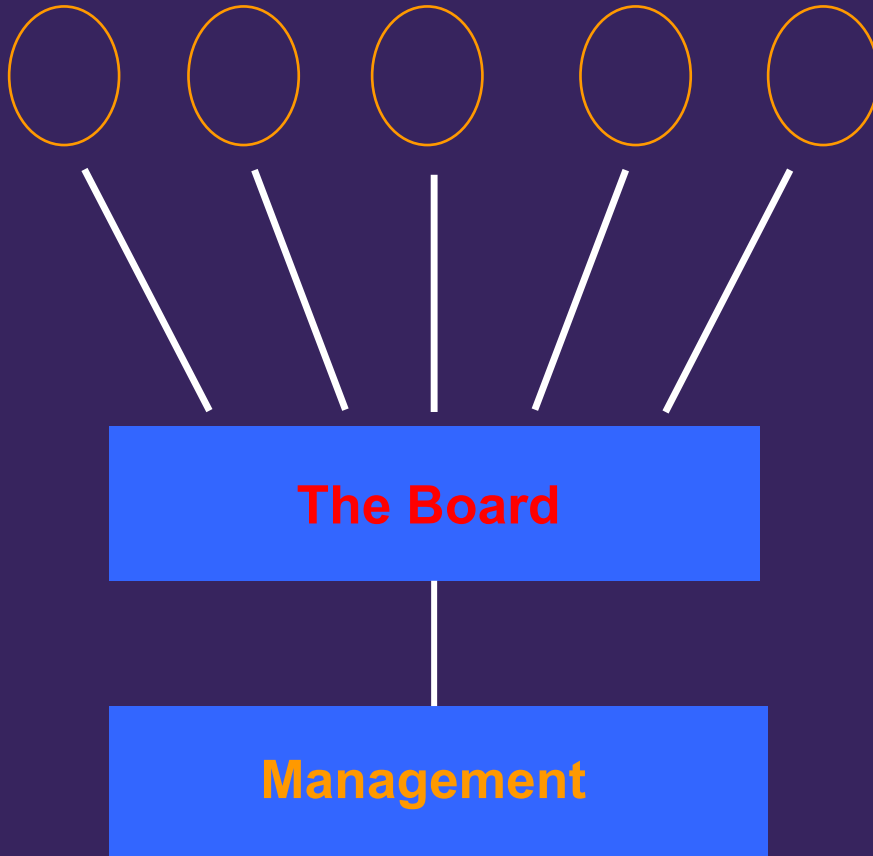
**Owners: public or private**



- Hire CEO
- PAST
  - Ensure accounts are accurate
  - Report to all stakeholders
- PRESENT
  - Oversight of results
  - Approvals as needed
  - Understanding of the culture
- FUTURE

# So what are the jobs of a BOARD?.....think of 3 time horizons

**Owners: public or private**

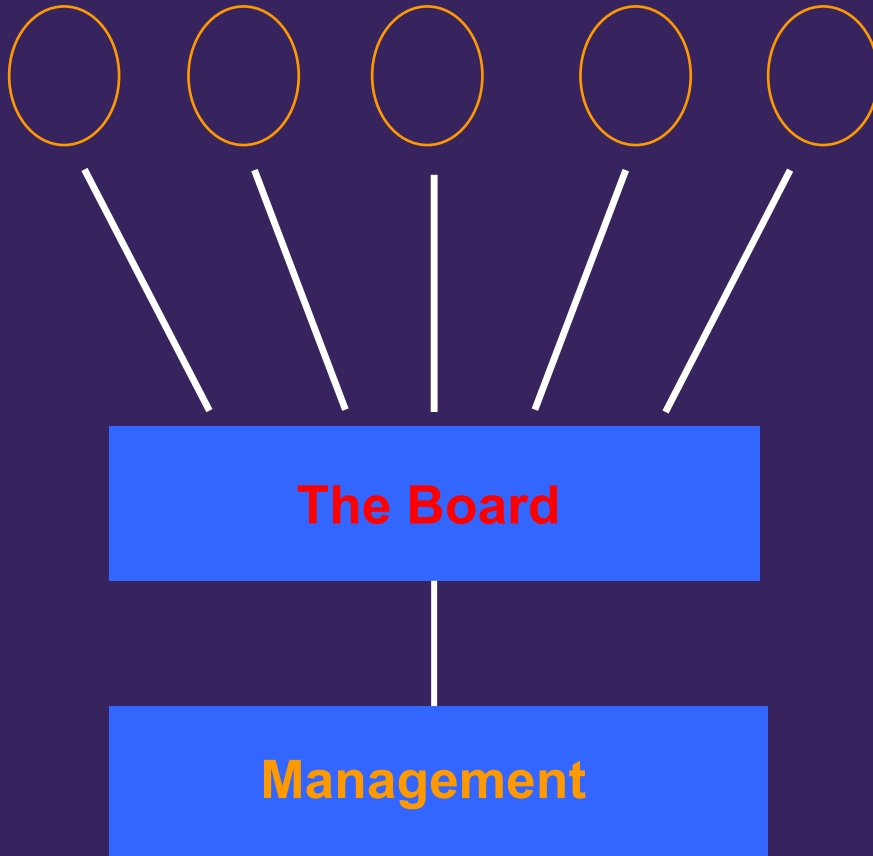


- Hire CEO
- PAST
  - Ensure accounts are accurate
  - Report to all stakeholders
- PRESENT
  - Oversight of results
  - Approvals as needed
  - Understanding of the culture
- FUTURE
  - Be involved in strategy
  - Know and nourish the talent



# So what are the jobs of a BOARD?.....think of 3 time horizons

Owners: public or private



- Hire CEO

## Hindsight

- Ensure accounts are accurate
- Report to all stakeholders

## Oversight

- Review results
- Approvals as needed
- Understanding of the culture

## Foresight

- Be involved in strategy
- Know and nourish the talent

# So what are the jobs of a BOARD....

- Hire CEO

## PAST

- Ensure accurate
- Reporters

Hindsight

## PRESENT

- Oversee
- Approve org boundaries
- Understand corporate culture

Oversight

## FUTURE

- Invest in future + risk
- Involved with talent pool

Foresight

Compliance - policing

Strategy & Talent - adding value

# So what are the jobs of a BOARD....and in the non-profits ADD

## Maintaining benefactor passion

- Hire CEO

### PAST

- Ensure accurate
- Representers

Hindsight

### PRESENT

- Over
- Approvals & boundaries
- Understand corporate culture

Oversight

### FUTURE

- Involve in strategy + risk
- Involved with talent pool

Foresight

Compliance - policing

Strategy & Talent - adding value

Think about this as “OVER & ABOVE” other functions

## Maintaining benefactor passion

- Hire CEO

### PAST

- Ensure accurate
- Reporters

Hindsight

### PRESENT

- Over
- Approvals & boundaries
- Understand corporate culture

Oversight

### FUTURE

- Invest in safety + risk
- Involved with talent pool

Foresight

Compliance - policing

Strategy & Talent - adding value

So, you could have an INTERGRATIVE model

So what are the jobs of a BOARD....and in the non-profits ADD

**Maintaining benefactor passion**

- Hire CEO

**PAST**

- Ensure integrity
- Represent

**Hindsight**

**PRESENT**

- Oversee
- Approve org boundaries
- Understand corporate culture

**Oversight**

**FUTURE**

- Invest in future + risk
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**Foresight**

**Compliance - policing**

**Strategy & Talent - adding value**

So, you could have an INTERGRATIVE model or SEPARATED

## FUNDING

So what are the jobs of a BOARD....and in the non-profits ADD

Maintaining benefactor passion

## GOVERNING

- Hire CEO

### PAST

- Ens
- Rep

Hindsight

### PRESENT

- Over
- Appro
- Understand corporate culture

Oversight

### FUTURE

- Inv
- Involved with talent pool

Foresight

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So, you could have an INTERGRATIVE model or SEPARATED

FUNDING

So what are the jobs of a BOARD....and in the non-profits ADD

**SHAW  
FESTIVAL**

GOVERNING

- Hire CEO

**PAST**

- Ensure integrity
- Represent

**Hindsight**

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- Understand corporate culture

**Oversight**

**FUTURE**

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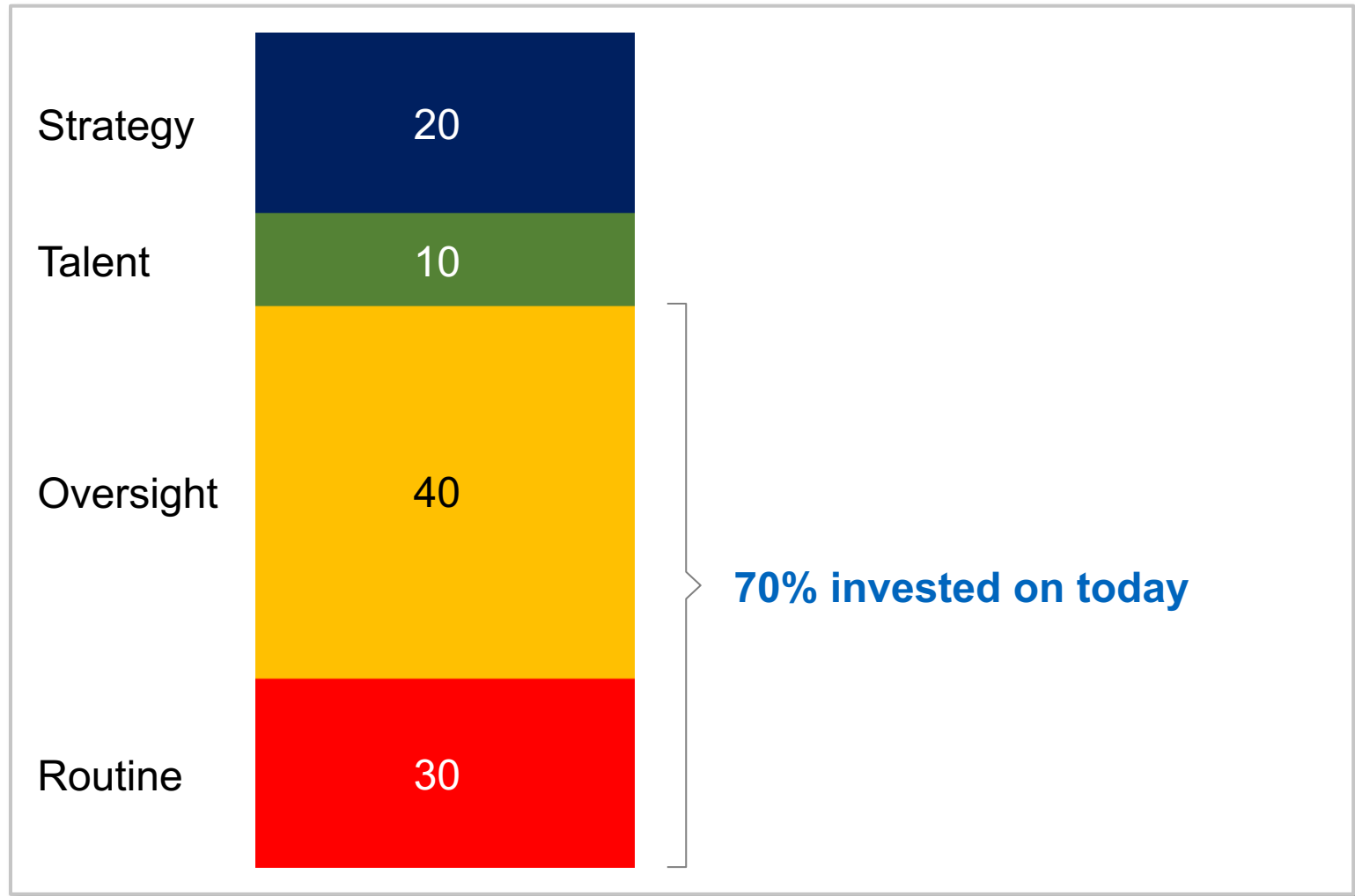
**Foresight**

**Compliance - policing**

**Strategy & Talent - adding value**

# INVEST

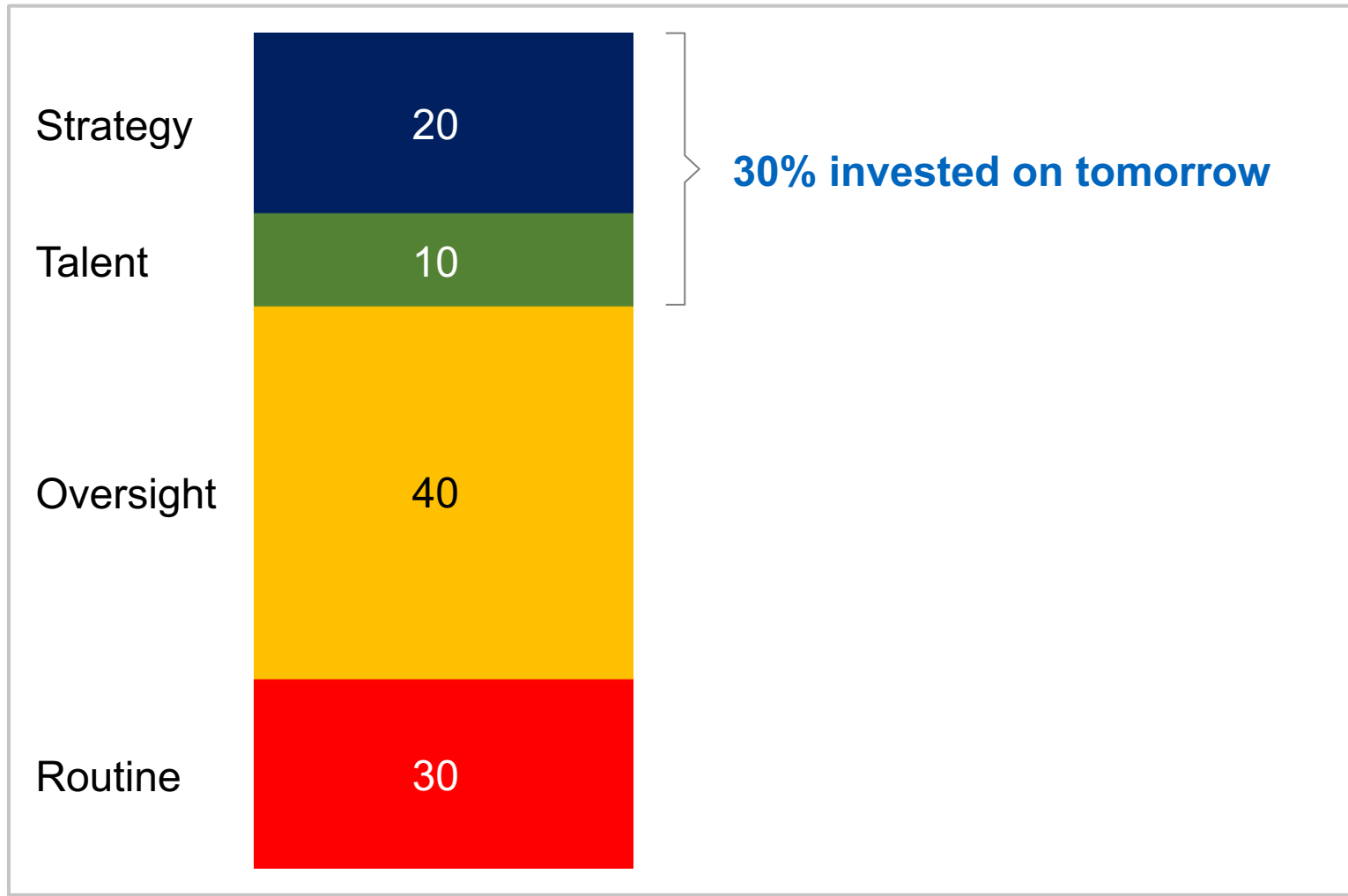
## How do Boards spend their time today





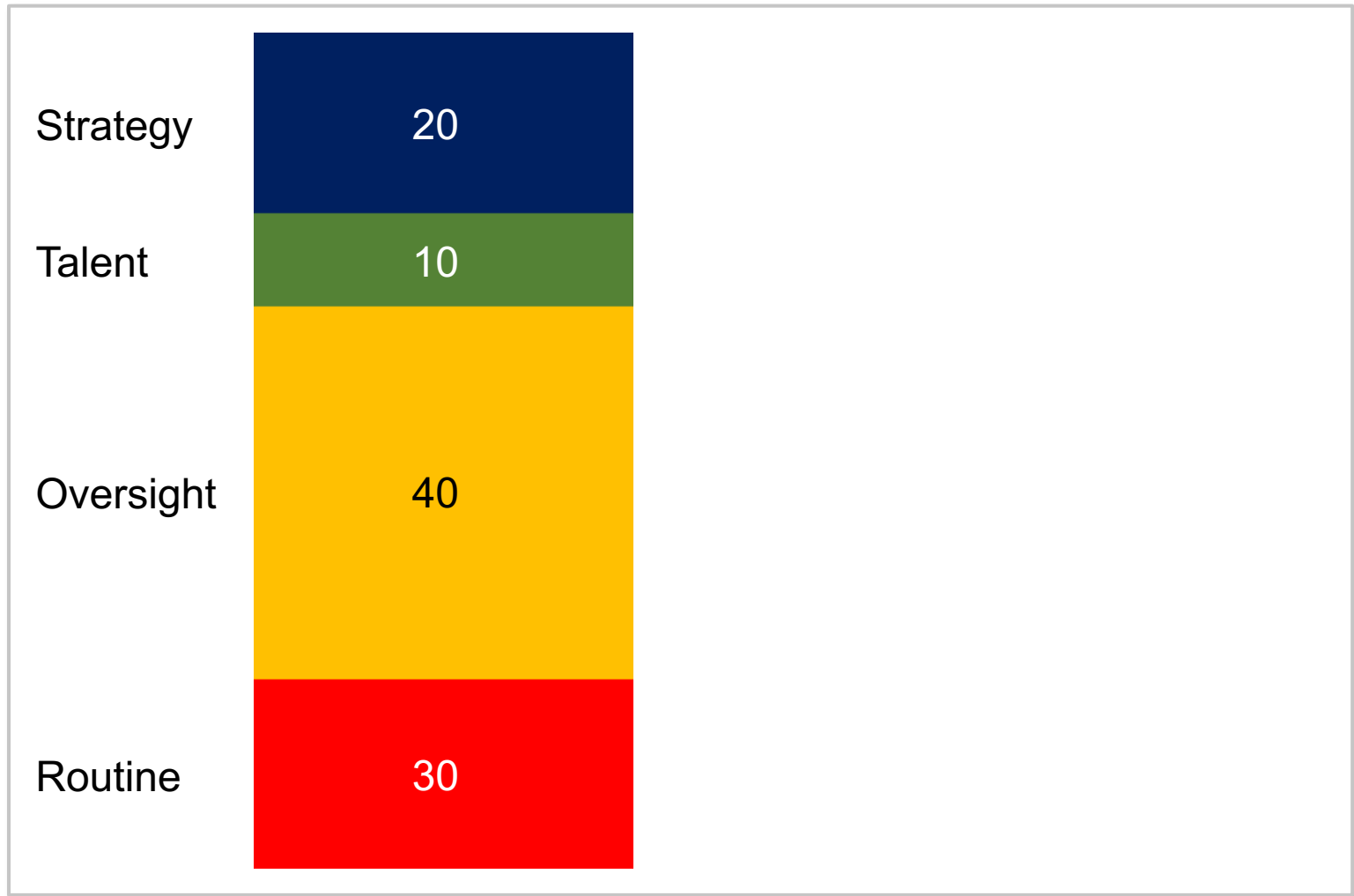
# INVEST

## How do Boards spend their time today



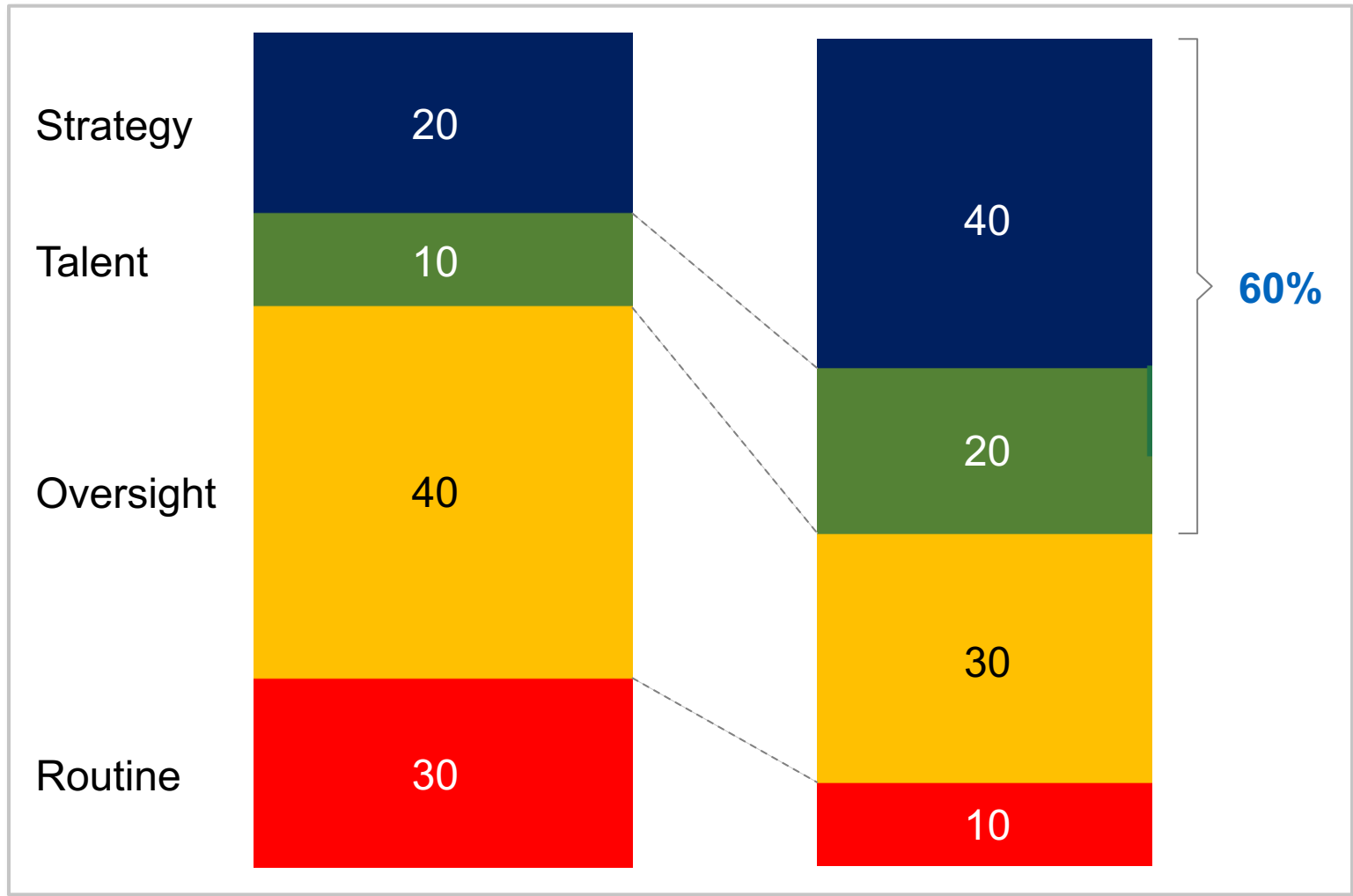
# INVEST

How **should** Boards ~~spend~~ their time tomorrow?

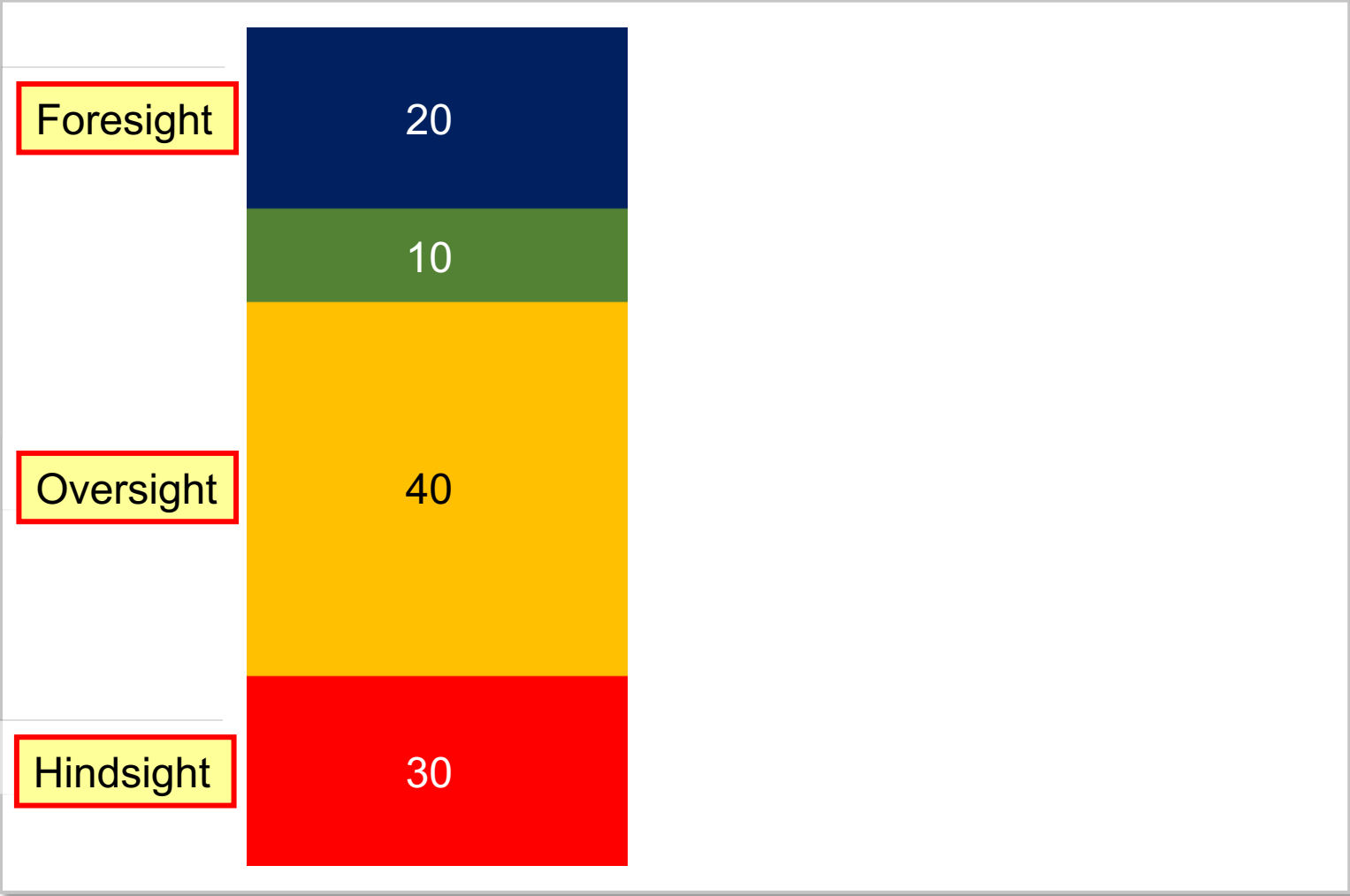


# INVEST

How **should** Boards ~~spend~~ their time tomorrow?



# How is your BOARD INVESTING it's time?



THEN in 2001/2 Capitalism hijacked by some real BIG crooks



\$52bn in debt



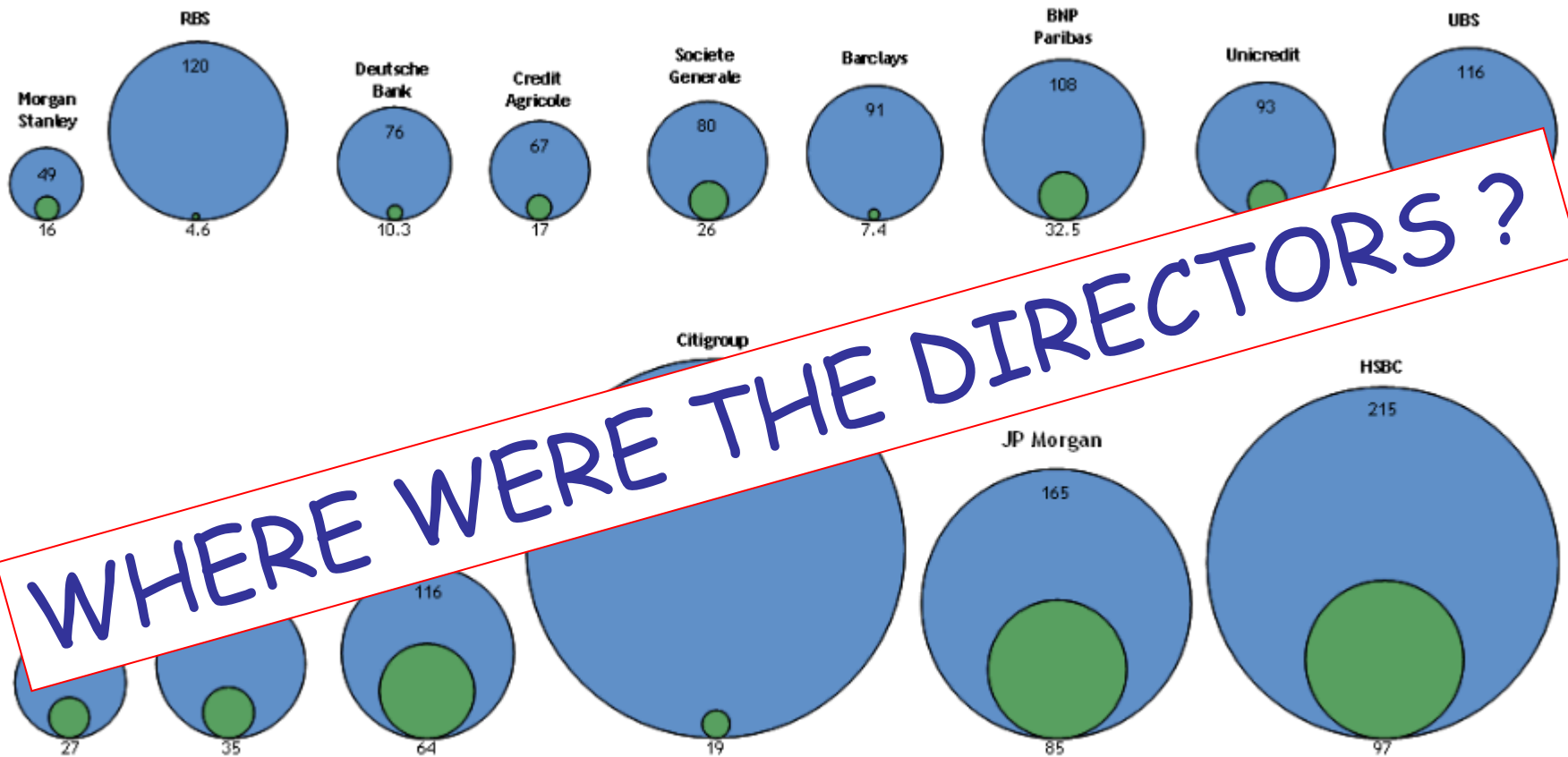
\$105bn in debt

**NEW WORLD RECORD**



\$12.4bn in debt

The GFC obliterated >\$2 trillion of shareholder wealth: so where were the 225 directors ????



J.P.Morgan

5,300 employees fired and over 2 million phony accounts

WHERE WERE THE DIRECTORS ?

WELLS  
FARGO



My favourite perspective on boards .....

IRVING OLDS, CEO U.S. STEEL (1940)







“Directors: the parsley on the fish....decorative but not useful”

IRVING OLDS, CEO U.S. STEEL (1940)



What's this a picture of ?????





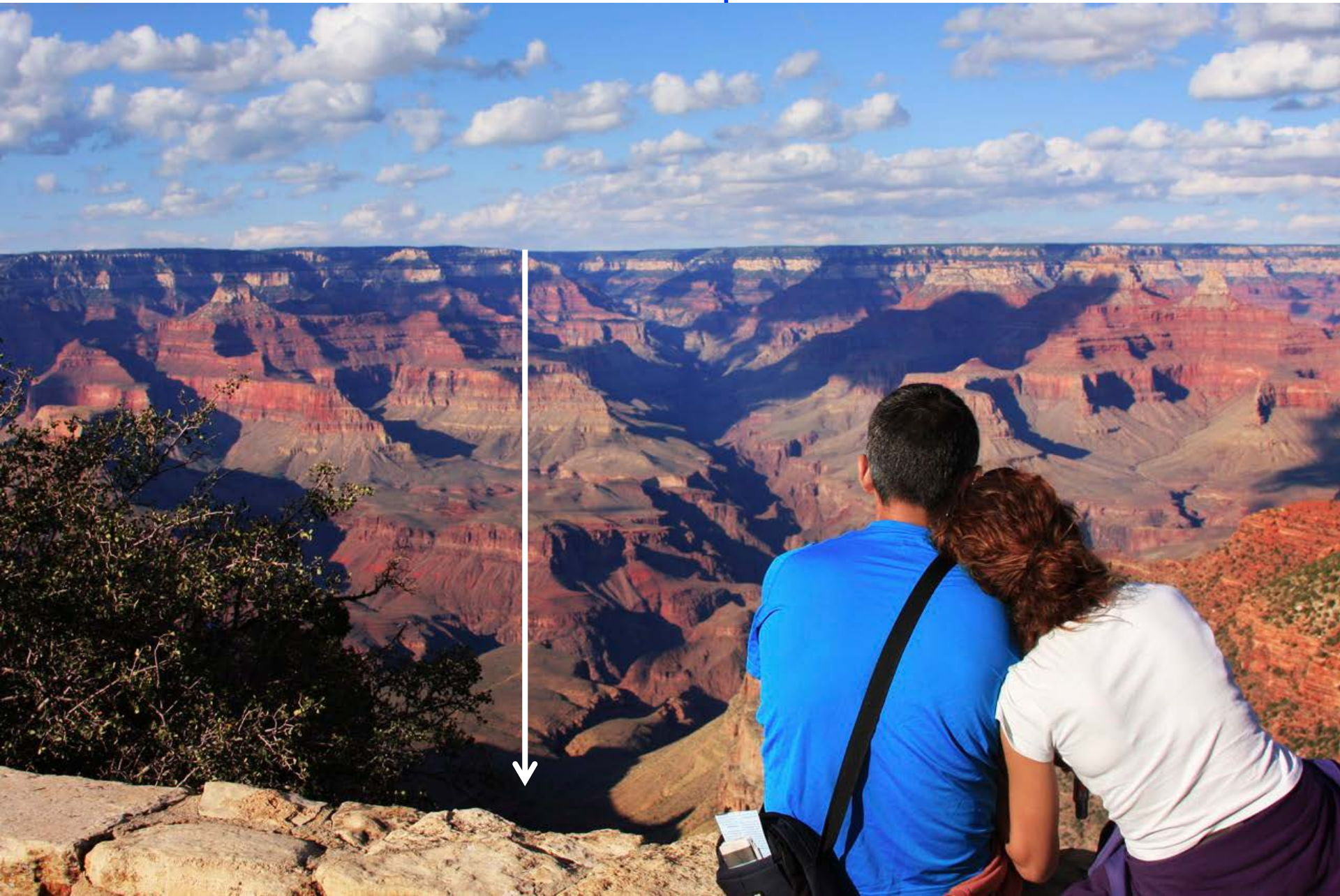
# The Grand Canyon





# The Grand Canyon

1 mile deep

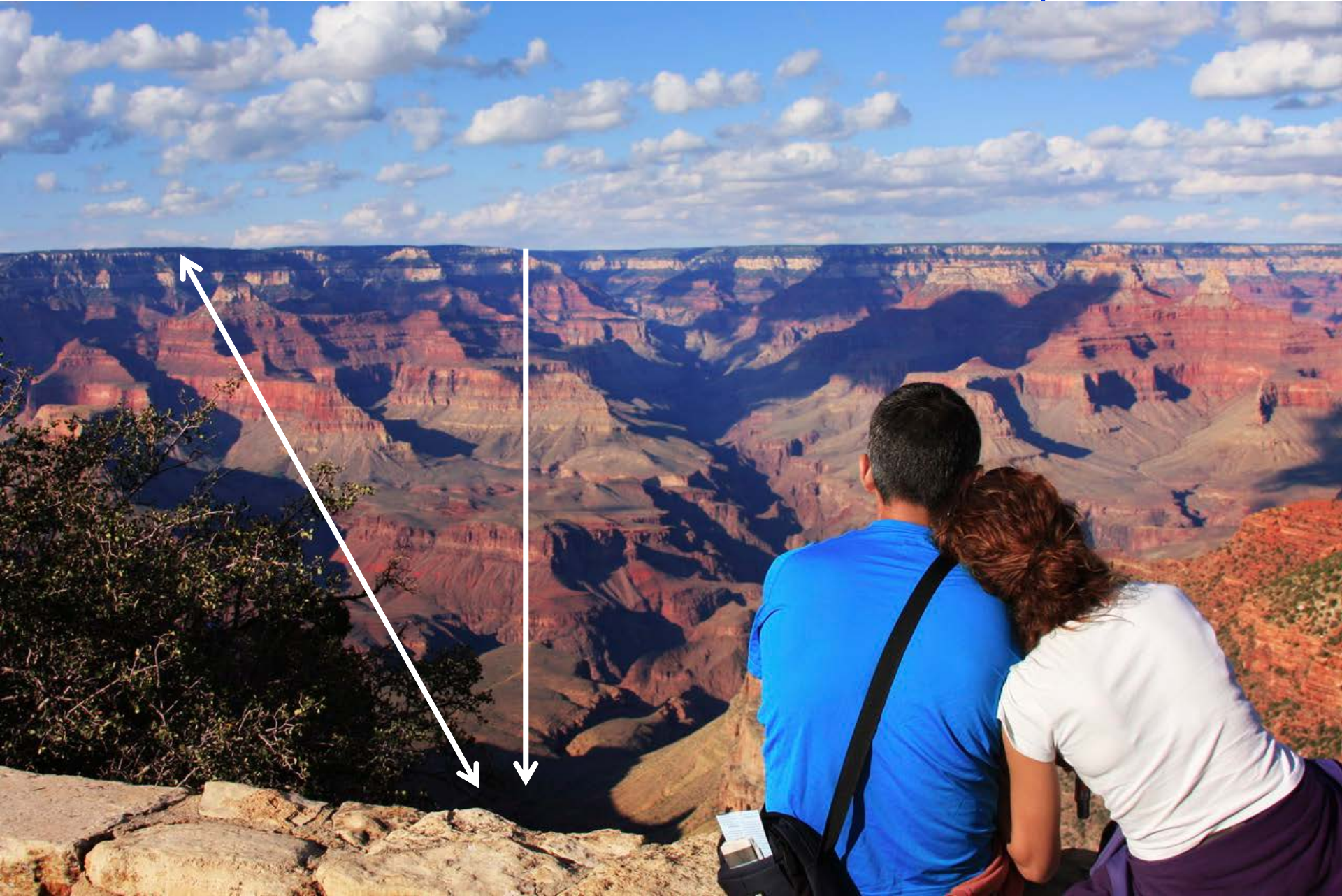




# The Grand Canyon

28 miles across

1 mile deep

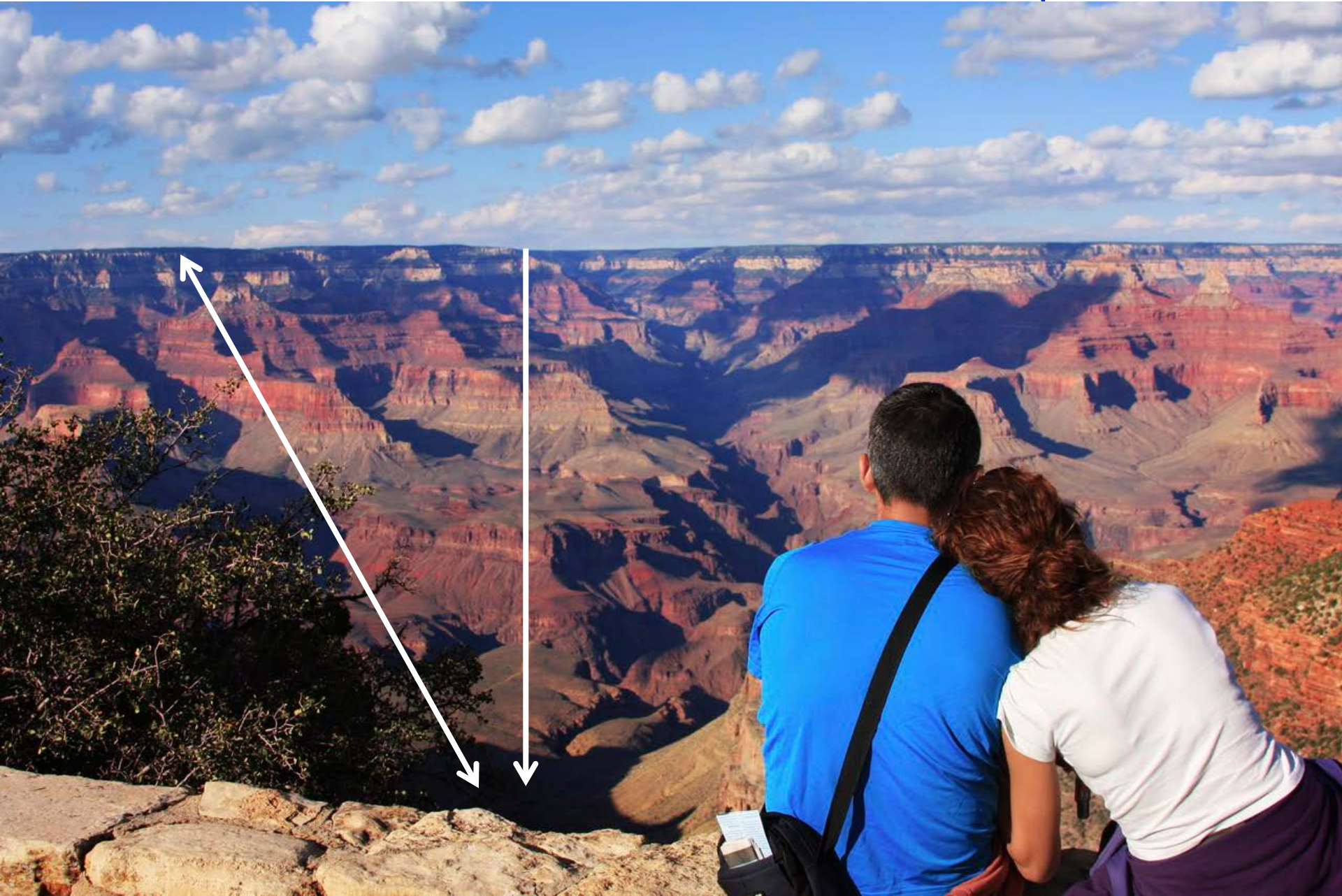




A BOARDROOM

28 miles across

1 mile deep

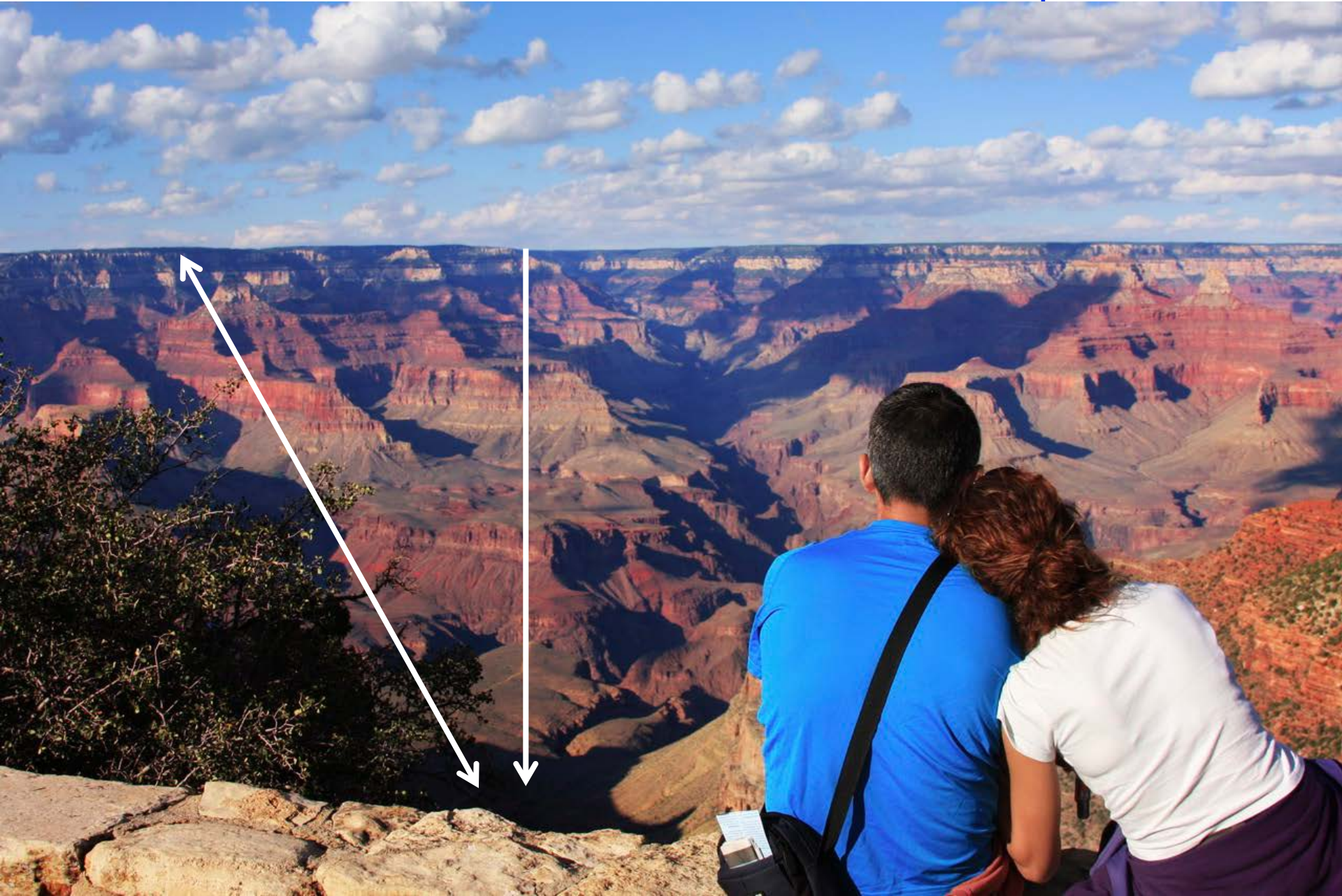




# A BOARDROOM – the INFORMATION CHASM

28 miles across

1 mile deep

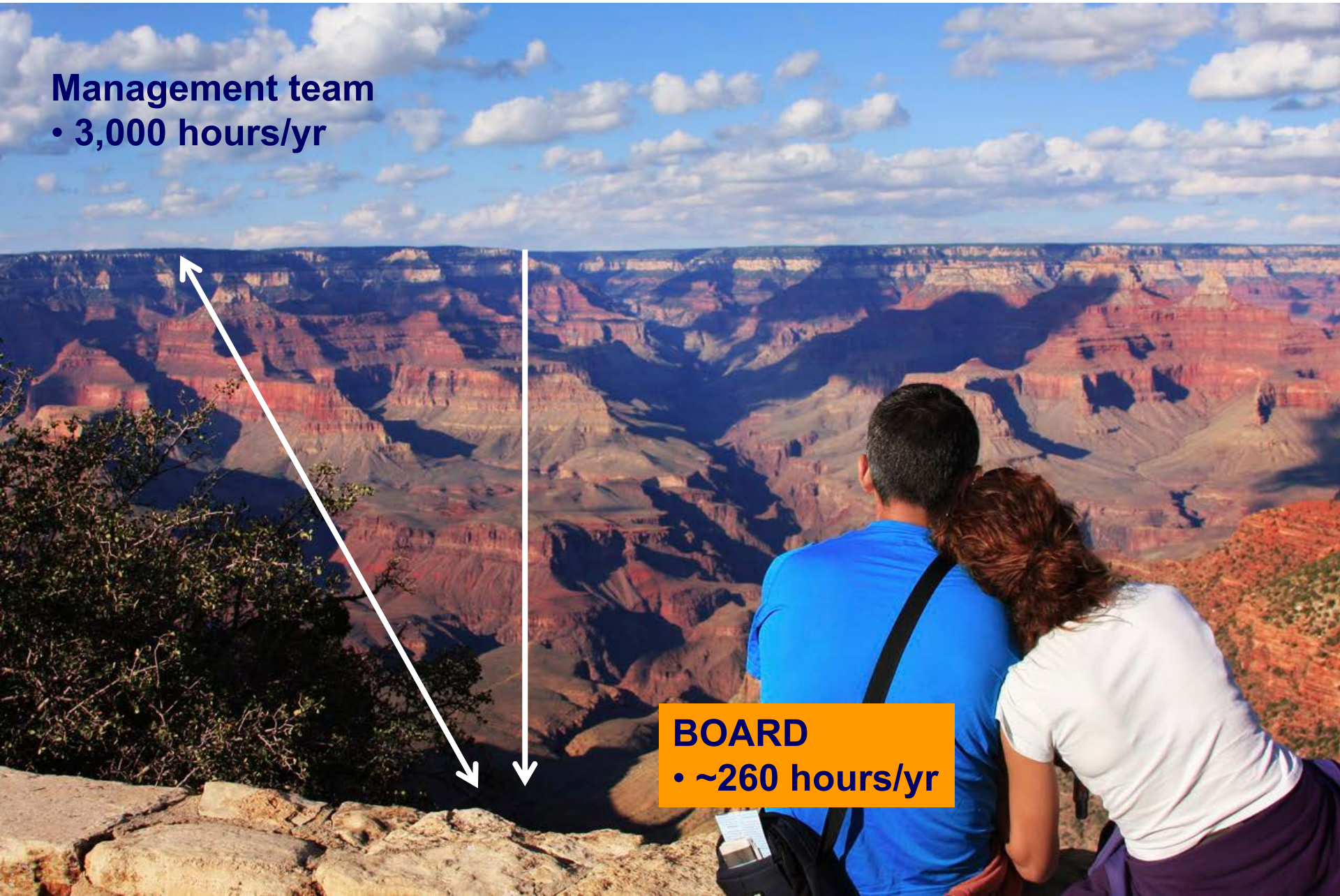




# The INFORMATION CHASM

**Management team**  
• 3,000 hours/yr

**BOARD**  
• ~260 hours/yr





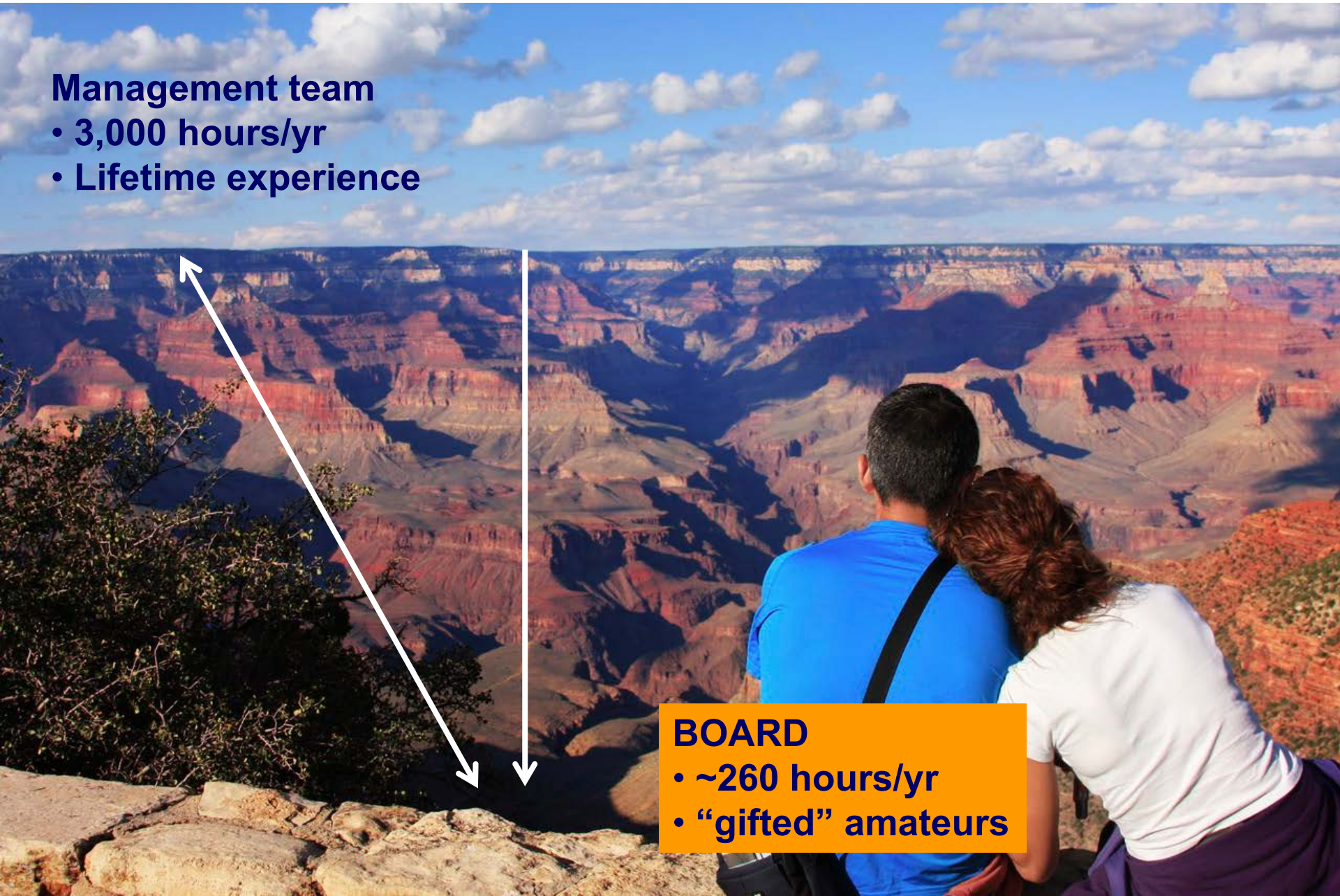
# The INFORMATION CHASM

## Management team

- 3,000 hours/yr
- Lifetime experience

## BOARD

- ~260 hours/yr
- “gifted” amateurs

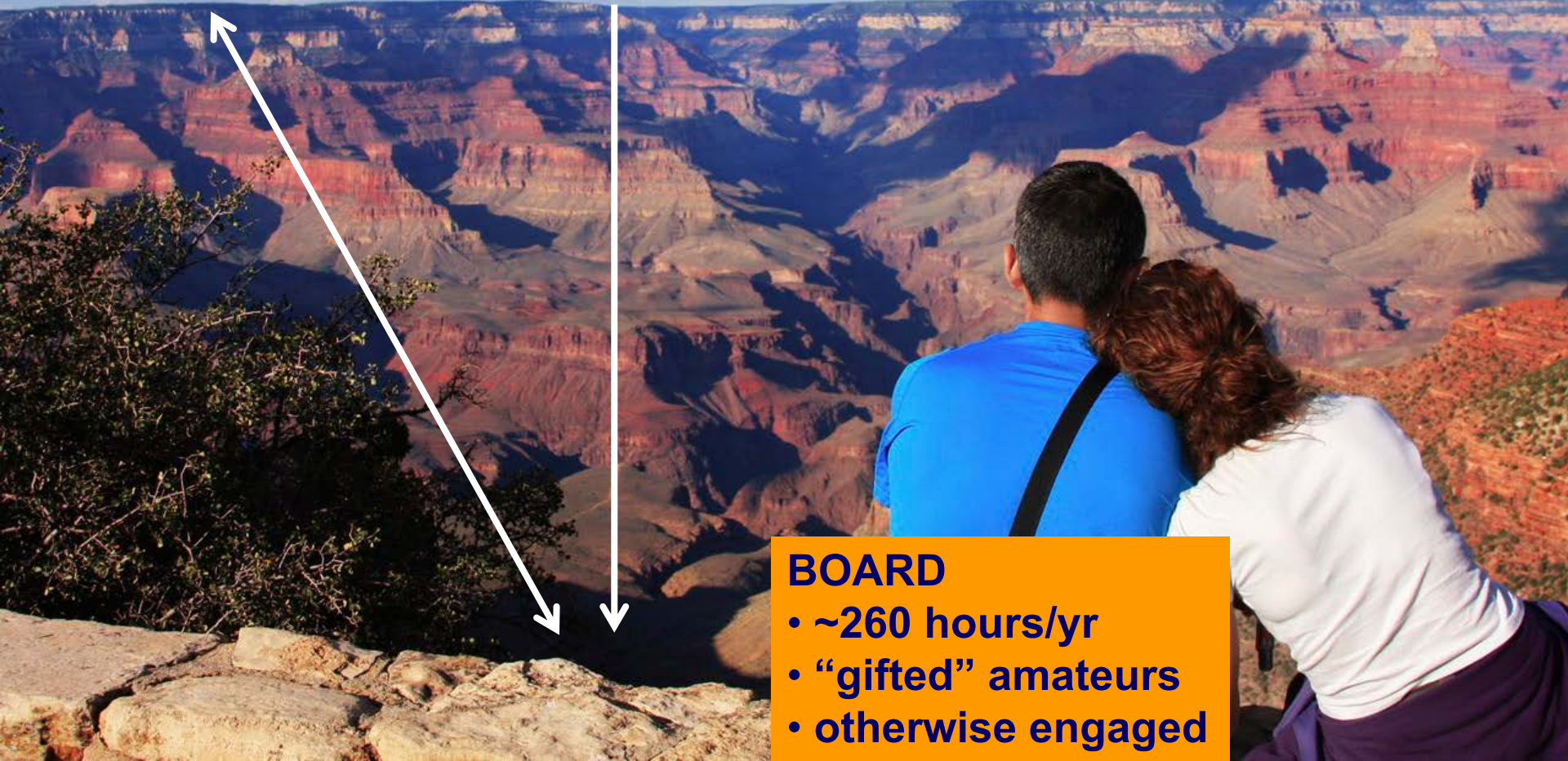




# The INFORMATION CHASM

## Management team

- 3,000 hours/yr
- Lifetime experience
- Singular focus



## BOARD

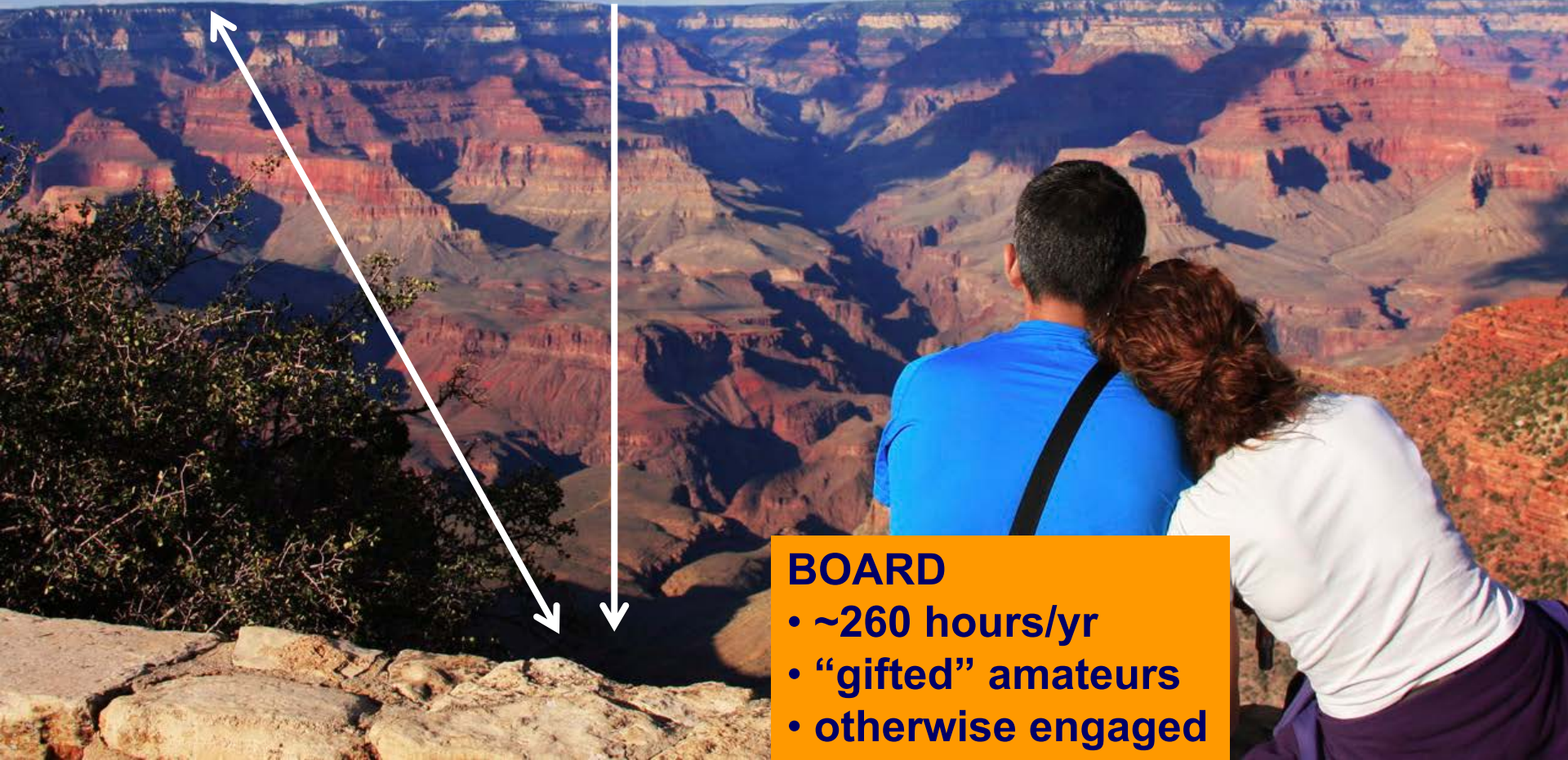
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The information chasm is deepening and widening with increasing size and complexity...

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...and they don't even speak the same language

**BOARD**

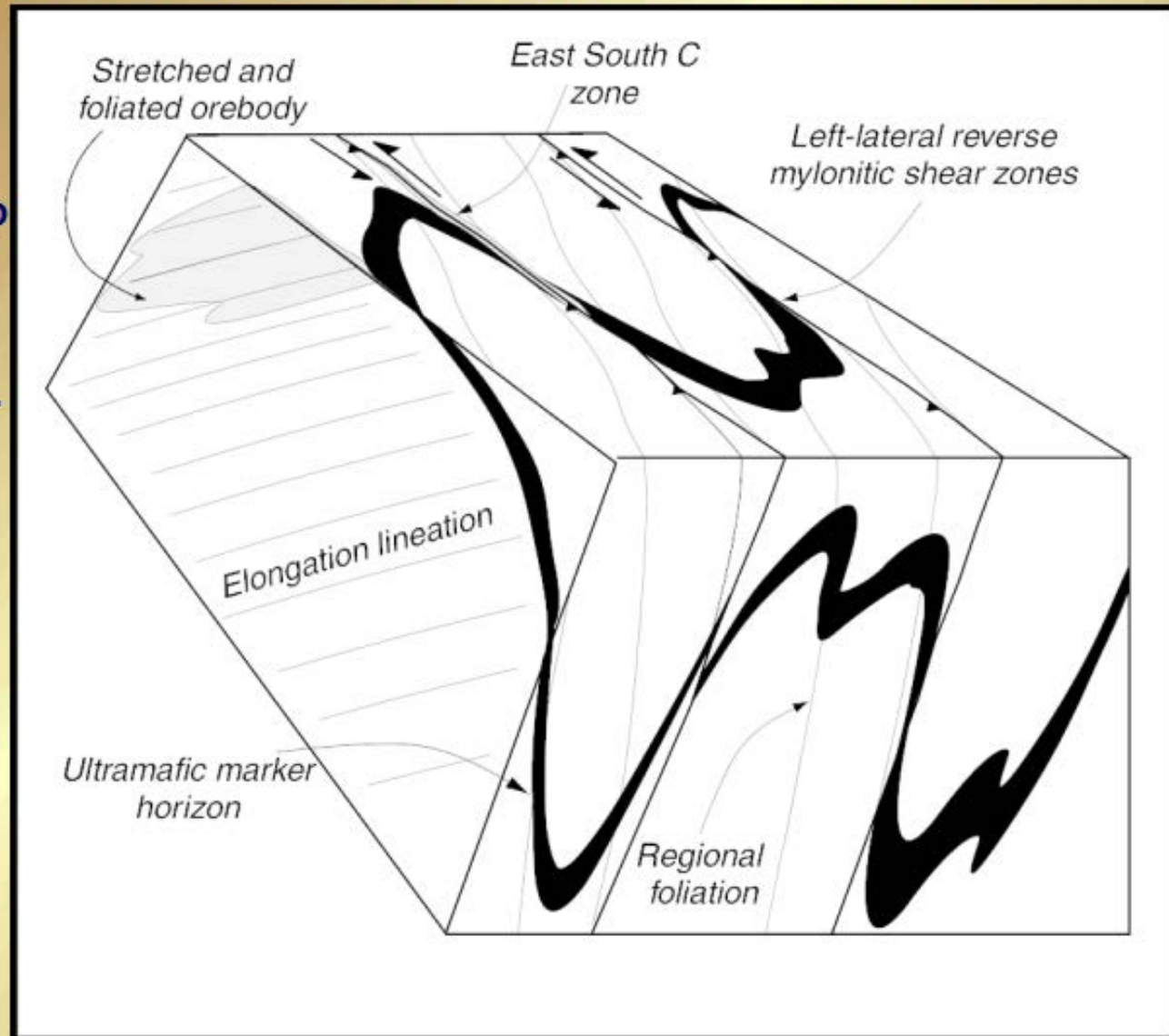
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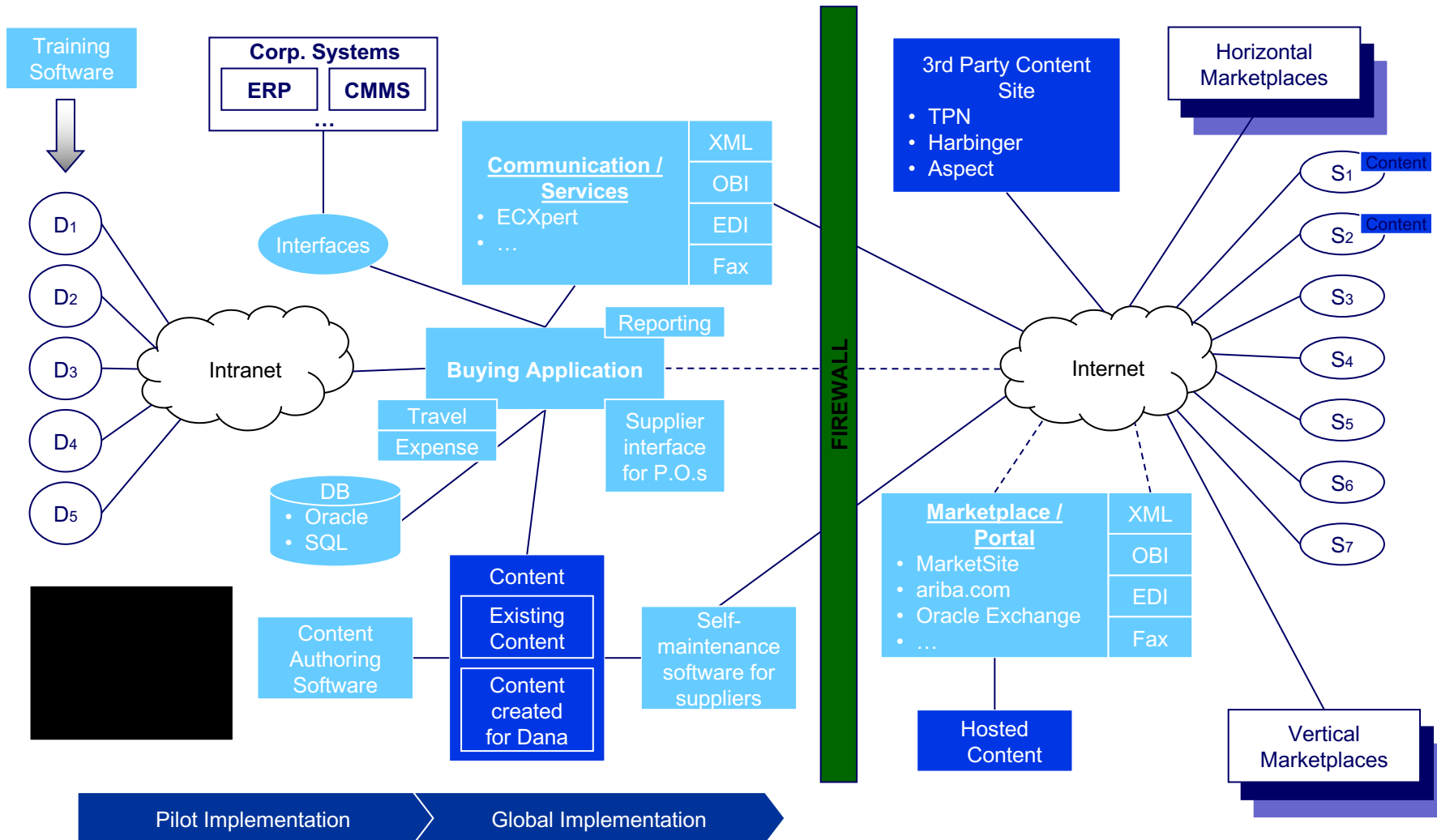


# ***Styles of mineralization and geometries of ore zones***

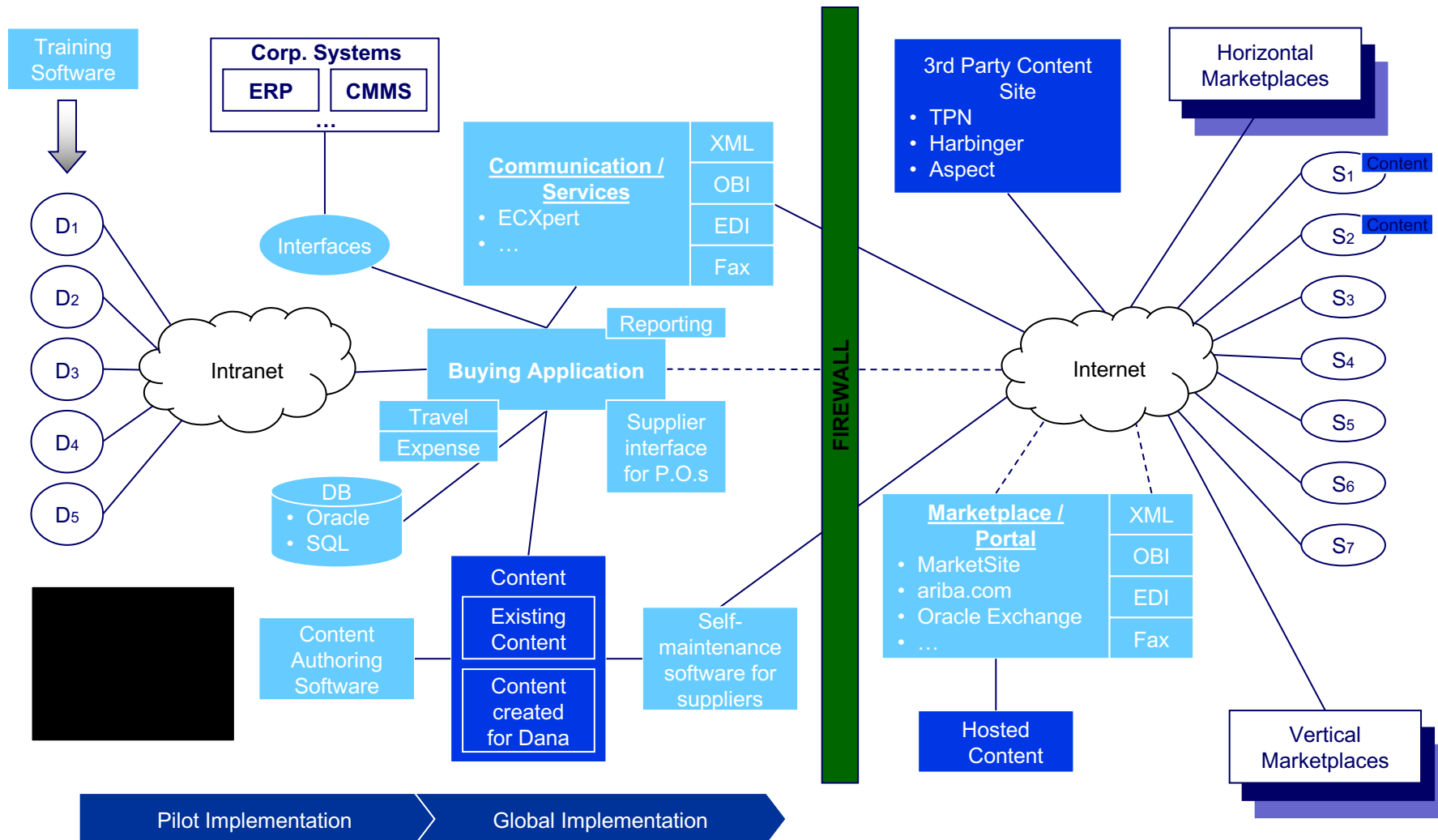
**Block diagram illustrating the geometrical relationship between ore zones and structural elements in the Red Lake Mine. The ultramafic unit has been isoclinally folded and overprinted by a regional  $S_2$  foliation and related left-lateral reverse mylonitic shear zones. The ESC-style orebodies are localized in the shear zones and stretched parallel to the elongation lineation.**



# Generic E-Procurement architecture



# Generic E-Procurement architecture – so today we'd like approval for our \$1,400mn budget....



# Executive Summary

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Project Noah expanded Mobility's Client Care outsourcing program in 2007 and 2008. The project also included the integration of Atlantic Mobility client care into the national Mobility Client Care operation. Key elements included;

- Incremental outsourcing of new Mobility call types,
- Introduction of a new Client Care Partner:
- Repatriation of Atlantic call volumes from Bell Aliant (April 28th 2008)
- Establish trial of prepaid control group Internally.

The execution of Project Noah resulted in some changes from the original plan including; bringing Atlantic NCS internal to Mobility rather than outsource, and outsourcing corporate client care to Bell Aliant (BA) instead of ICT.

The project was executed with a two week delay to April 28th coincident with the launch of the conversion of the Atlantic billing system.

•Deployment was executed as planned with no material technical/call distribution/billing changes or issues.

•The client care operation is currently in a phase of transition leading towards normalization. The expected high call volumes and AHT from Atlantic clients in the first few months post April 28, have continued at a higher level than forecasted initially and programs have been introduced to drive both metrics down to normalized levels.

•One area that has required greater than anticipated attention is the area of corporate account servicing – including client care, dealer service and sales support. With the integration of Atlantic into Bell Mobility NM1 and operations, this area was subjected to many significant process changes which resulted in some disruption to corporate accounts and to dealers. A cross functional team was deployed to develop and input into NM1 the very important corporate account information (including; hierarchy, default pricing and activation notes) which could not be effectively translated with the billing conversion. This complex initiative is nearing completion. Work around processes were developed to service the Customers until this information was fully available.

## **Business Case Highlights;**

- The Project Noah business case has a strong financial payback driven by improved costs for outsourcing, the lower cost of changing outsource partners, and the leveraging of the Mobility client care tools, processes, resources for Atlantic client care operation. Previously, for Atlantic client care; SLOs were not sold, and VAS/data sales were primarily reactive. In the integrated model we expect to see increased revenues and sales from client care, however, these have not been factored into the business case.
- Overall the business case has improved significantly from an NPV of \$24.4M at Gate 4 to \$28.9M currently.

*The material changes to total expenses include; Decreased Bell Aliant transition costs (-\$6M)/ Decreased travel and non-salary project expense (-\$.4M)/ Decreased IT connectivity expense (-\$1.8M)/ Increased costs from bringing Atlantic NCS internally rather than outsourcing. (+\$2M)/ Higher Atlantic call volumes post launch than anticipated by 100K for 2008 (+\$0.82M). Decrease of Atlantic Collection volumes by 1M (-\$3.2M) (Delaying introduction on CDS for Atlantic (-\$0.21M)/ Lower outsourced national call volumes than anticipated early in the program by 236K and adding Loyalty Atlantic Volumes (+\$1M)*



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...and they don't even speak the same language

..and those who choose to join your Board are most likely to do so out of passion for your mission

## BOARD

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This is where we are going !



But it's a REALLY tough job !



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