



How to Foster a Fearless Culture

Interview with [Steve Bolton](#), Head Coach, President & CEO, [Libro Credit Union](#)
Libro is an innovative credit union that serves the families, farms and enterprises of southwestern Ontario.

Tell us about the "fearless" culture you are fostering at Libro.

The term "fearless" came about after getting feedback from staff who shared they were not willing to take "smart risks" due to fear of breaking the rules. Successful organizations always evolve, and as a principle-based organization, adopting a fearless culture encouraged staff to be bold and make decisions in the moment. It is this passionate level of engagement our customers/Owners require to receive the very best service we can provide to help grow their personal prosperity and inspire financial happiness.

What role do coaching and teams play in fostering this culture?

Coaching is a huge part of what it means to be Libro. It is the core fibre of who we are. Helping Owners get from where they are financially today to where they would like to be in the future is really important to us. We use a "Prosperity Planning" tool that lays the foundation for personalized and meaningful conversations with Owners, so they can envision a path to a better and prosperous financial future. We've put a stake in the ground that if our Owners are not better off because of us then we have not delivered the Libro experience.

What has your role been in setting the tone from the top?

Tone starts from the top and is critical in setting the stage for culture, the personality and essence of the organization. This means trusting staff, providing the right tools, and allowing staff the freedom to make informed decisions that are mutually beneficial. A few years ago, in order to be recognized as southwestern Ontario's financial institution of choice, we needed to be the "best" in a few areas. That meant having the best governance and strategic plan, the best leadership and staff, and the best culture. Libro has worked extremely hard to demonstrate what best looks like. The results have been amazing, including being honoured as a 2016 Platinum Level Aon Best Employer in Canada by Aon Hewitt and being named the 2016 Corporate Icon Award recipient by the London Chamber of Commerce.

What books or blogs have been your sources of inspiration on leadership and culture?

There are three books that continue to inspire me and keep me focused. The first one is [Good to Great](#), which reinforces "good" is the enemy of "great". Another one of my favourites is [Different](#). It's very interesting showing the juxtaposition of how competition drives us to look the same even when we try to differentiate. Finally, I highly recommend [Start with Why](#), illustrating people don't care what you do until they know why you do it. These books reinforce my belief that we need to be truly different and remain focused on strategy to be the very the best financial institution in southwestern Ontario.



Fostering a Fearless Culture

[Loretta Biscaro Smith](#), Forum Chair, Business Thought Leader and Executive Coach, has found that employees are afraid of being judged, of putting their hand up and asking the wrong question and ultimately, of being fired.

Wouldn't it be great and much more productive if we took all that fear off the table and truly fostered a fearless culture? We don't create greatness through fear, nor do we allow for great employees to do their best work when they are afraid.

What would people do if they weren't afraid? LOTS. If they weren't afraid of being judged or of losing their job, they would ask the tough questions, they would put their hand up and suggest an alternative way, they would challenge status quo, and they would drive innovation. They would truly embrace and foster that fearless culture, a culture that embraces the 'art of the possible'. It is the art of the possible that enables innovative thinking and results in greatness.

You, the CEO, set the tone for that Fearless Culture to exist. Here are some tips:

1. Develop your personal leadership brand and make it your credo. Lead by example.
2. Set the tone for a fearless culture and embrace it in your own leadership style; encourage individuals to challenge mainstream and openly ask questions without repercussions.
3. Be crystal clear on the value your employees must bring to the organization. Be crystal clear on the results to be achieved and the value you place on fearlessness.
4. Allow your employees to learn from mistakes, ask questions, try new methods, challenge mainstream.
5. Embrace the 'crazy ones' in your organization. It has been the crazy ones that have truly changed the world. They can change yours too! (watch [Apple Steve Jobs: Here's to the Crazy Ones](#) video]

CEO Health Tip



Enhancing Memory By Making Multiple Associations To A Thought Or Idea

To learn and then remember new information, humans need to first store, or encode, data. There are several strategies to assist with encoding efficiency.

One strategy is to create as many associations as possible with a word or a piece of information. Multiple associations will assist with learning information and efficiently retrieving it in the future. In addition to developing multiple associations, always strive for adequate sleep and periods of relaxation. Stress and sleep deprivation are often the culprits when it comes to deficiencies in short-term memory.

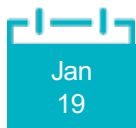
So to optimize memory make multiple associations, get adequate rest and take time for active relaxation.

Contributed by [Copeman Healthcare](#)

Events



Breakfast Events



Vancouver 7am-9am

Engaging a Multi-Generational Workforce

CEO PANELISTS:

Dave Brownlie President & CEO, Whistler Blackcomb

David Labistour CEO, MEC

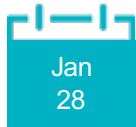
Carolyn Tuckwell President & CEO, Boys and Girls Club of South Coast BC

Ross Wheatley President, Heritage Office Furnishings

Note: This event is for CEOs only

[Email Nancy for details](#)

Co-hosted with CIBC and Deloitte



Edmonton 7 am-9am

Building a High Performance Culture

CEO PANELISTS:

Karen Adams President & CEO, Alberta Pensions Services Corporation

Scott Boyer CEO, CannAmm Occupational Testing Services

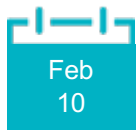
Chris Nedelmann CEO, Copeman Healthcare

Tom Hodson CEO, Tiger Calcium

Note: This event is for CEOs + their Executive Team

[Email Nancy for details](#)

Co-hosted with Copeman Healthcare



Toronto 7 am-9am

Engaging a Multi-Generational Workforce

CEO PANELISTS:

Mark Healy Vice President, Black & MacDonald Ltd.

Steve Levschuk President, Talbot Promo

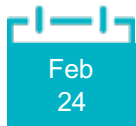
Tim MacDonald President & CEO, Ideal Supply

Mark Whitmore Vice Chair and Managing Partner, Deloitte Private Canada

Note: This event is for CEOs only

[Email Nancy for details](#)

Co-hosted with CIBC and Deloitte



Vancouver 7 am-9am

Game Changing Growth Strategies

CEO PANELISTS:

Ken Beasley President, Key Food Equipment Services Ltd.

Matt Lewis President, Trend-Text Fabrics

Jim Murray Managing Partner, Brian Jessel BMW

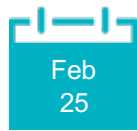
Debbie Samsom President, Back in Motion Rehab

Note: This event is for CEOs only

[Email Nancy for details](#)

Co-hosted with Brian Jessel BMW

CEO Summits



Toronto 12:30pm-late Canada's Most Admired Corporate Cultures & Canada's Most Admired CEO Summit & Awards Gala

This is an exclusive opportunity for our members (CEOs & Executives).

Canada's Most Admired CEO Summit agenda includes:

Keynote speaker

CEO of the Year Panel (hosted by Nancy MacKay) -

**How to Develop a Winning Culture: Lessons
Learned from Most Admired CEO Winners**

Panelists:

Marc and Craig Kielburger

Co-Founders, Free the Children

Wehuns Tan

Managing Director & CEO, Flipp Corporation

David 'Patch' Patchell-Evans

Founder & CEO, GoodLife Fitness

Chuck Jeannes

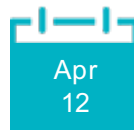
CEO, Goldcorp

Executive members will take part in the concurrent Canada's Most Admired Corporate Culture Summit. Session topics will include: Culture as Brand & Brand as Culture, Recruiting from Multiple Generations, Hiring for Cultural Fit.

Registration & Information:

[email Jane Matthews for details](#)

Co-hosted with Waterstone Human Capital



Toronto 7am-late Canada's Best Managed Companies Symposium & Awards Gala

This is an exclusive opportunity for our members (CEOs & Executives). The CEO stream agenda includes:

Economic Update

CEO Forum panel (hosted by Nancy MacKay) - **What
Best Managed CEOs know: How to be a Market
Leader**

Panelists:

Terry Davis

CEO, Home Hardware

Elaine Gerrie

CEO Gerrie Electric

Jason Pincock

CEO, DynalifeDX

Michael Sneyd

CEO, Skyline International Development

CEO networking luncheon

Best Managed Lab Experience

Keynote Speaker

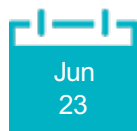
Executive members will take part in the concurrent Management Stream. Session topics for the day will include: Analytics for Private Business, HR Trends, Design Thinking, Growth & Succession through M&A, Cyber Security, Exporting, Treasury Management

Registration & Information:

[email Jane Matthews for details](#)

MacKay CEO Forums is a national sponsor of this event.

BC Networking Event



Vancouver 11am-3pm 2016 BCBusiness Top 100 - the province's top networking event

Join Peter Legge as he continues his revealing and insightful interview series with British Columbia's business legends. This year's special guest is CEO extraordinaire Christine Day.

[Registration & Information](#)

MacKay CEO Forums is a Corporate Event Partner of this event.

Welcome to our newest Forum Chair

Gary Breininger - Toronto, ON - As a highly regarded executive coach, consultant and trusted advisor, Gary has been helping senior leaders accelerate performance since 1997. He does this by combining and leveraging his professional coaching certification, corporate marketing expertise, and strong business planning background, together with strategic insight, creativity and positive energy.

CEO & Executive Forums

Mackay CEO Forums accelerates CEO performance through the highest impact, least time-intensive peer groups for results-oriented CEOs and top executives in Canada. If you would like to explore a forum opportunity, or refer someone to us, please contact **Nancy**.