

Why just a reminder that you're receiving this email because you have expressed an interest in MacKay CEO Forums. Don't forget to add nancy@mackayceoforums.com to your address book so we'll be sure to land in your inbox!

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THE CEO EDGE

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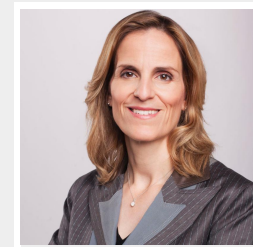
What Best Managed Private Companies Do to Succeed

In this issue, we interview MacKay CEO Forums member [Mark Whitmore](#), Vice Chair and Managing Partner, [Deloitte](#)

In your view, what do Best Managed private companies do to succeed? Best Managed private companies succeed because they excel in three areas:

- **Strategy:** Best Managed companies have a strong business planning process that culminates in a strategic plan that incorporates changes in response to challenges and opportunities they face. This strategy needs to address the company's core competencies, what do they do best and how to they exploit these competitive advantages, how they develop innovative and winning products and services, how they identify and enter new markets, and most importantly how a sales and marketing plan to get to their targeted customers.
- **Capabilities:** With the strategy defined, Best Managed companies build the capabilities to execute on that strategy, including building and sustaining a customer-focused approach to sales & marketing, raising and managing finances and capitalizing on the use of technology solutions
- **Commitment:** Finally, Best Managed private companies have an explicit long term plan for how they ensure they have the appropriate leaders and employees to achieve that strategy. Key aspects of that include succession planning, talent attraction and development, preparing the next generation of leaders and how they encourage commitment from these future leaders.

The Deloitte Best Managed team has recently developed a Best managed lab to take management teams through a workshop to



Nancy MacKay, PhD
Founder & CEO

CEO Breakfasts

June 23, 2015
Calgary 7-9am
Competitive
Differentiation: How to Attract and Retain Your Key Customers

Panelists: Heather Christie-Burns (President & CEO, High Ground Energy Inc), Deb Close (President Production Services, Tervita), Harry Helwerda (President and Director, Sproule Associates Limited), Chris Nedelmann (CEO, Copeman Healthcare Centre)

Co-hosted with Deloitte

Sept 23, 2015
SWO 7-9am
Accelerating Change
Panelists: Clement Chan

compare how they run their business against the Best Managed Best Practices we see in place in this remarkable community. We would be delighted to run this lab for any companies in the Mackay CEO network at a discount.

What is the biggest mistake that private companies make? The biggest mistake we often see private companies make is not investing in the talent they need to grow. Many are able to achieve a certain level of revenues with a small, core team. Where they struggle is expanding the team, in order to get the leverage required to grow.

Why is innovation so critical to the success of private companies? The business environment is changing so quickly that we constantly need to re-invent some aspect of our business; the markets and customers we serve, the products and services we sell, the way in which we produce and deliver those products and services. Private companies cannot afford to keep all aspects of their business model the same, as it will be non-competitive very quickly. Peter Brown recently led a CEO roundtable of a group of CEOs from our Best Managed community. One CEO put it "change or die" is their motto - I think he summed it up perfectly.

What is your favourite book pick on this topic? Of course I'm a bit biased, but I always recommend [Power of The Best](#) by Peter Brown. Contains lots of great examples of private companies and what they have done to succeed. [Good to Great](#) by Jim Collins is of course another great read; pick the right team and they will figure out what has to get done.

Tara Wilkinson joins our Leadership Team as Vice-President Marketing & Communications

I am pleased to announce that we are expanding our leadership team to welcome [Tara Wilkinson](#) as our new Vice-President of Marketing & Communications. Tara will be responsible for ensuring that we continue to raise the bar with our member and partner communications, recognition, events and feedback systems, as well as increasing the firm's awareness so that we can continue to expand our network to serve more members. Tara has worked with us in a consulting capacity for the past three years and brings a wealth of marketing leadership and strategy experience to our firm. Please join me in extending a warm welcome to Tara.

New CEO Forum Chair opportunities

MacKay CEO Forums has now grown to over 500 CEOs and top executives, participating in over 46 different forums located in key markets across Canada. As more and more CEOs seek to join our

(Executive Director, Columbia International College), Terry Davis (CEO, Home Hardware Stores Ltd.), Steve Fletcher (President, McKeil Marine Limited), Kurtis McBride (CEO, Miovision Technologies)

Co-hosted with Deloitte & CIBC

**Sept 24, 2015
Vancouver 7-9am
Accelerating Change**

Panelists: Jim Case (CEO, Travelers Financial), Bhawmesh Mathur (CEO, Creation Technologies), David Minnett (President, Amica Mature Lifestyles), John Simmons (CEO, Carmanah)

Co-hosted with Fasken Martineau

**Sept 29, 2015
Toronto 7-9am
How to Achieve Exponential and Transformational Growth**

Panelists: Paul Allison (Chairman & CEO, Raymond James Ltd.), Eric Berke (Co-Founder & Managing Partner, TorQuest Partners), Bob Fitzgerald (CEO, SCM Insurance Services), Dave Friesema (CEO, Sleep Country Canada)

Co-hosted with Raymond James Ltd. & TorQuest Partners

[Email Nancy for details](#)

**CEO Awards & Summits
Save the Dates**

**Tuesday Nov 3, 2015
Vancouver, evening
BC CEO Awards Gala**

organization, we will continue to add new forums, but we must first identify and partner with new Forum Chairs. Please consider your network and reach out to anyone you think may be interested in this dynamic opportunity.

We are actively recruiting new CEO Forum Chairs based in Vancouver, Edmonton, Calgary, Toronto, South Western Ontario and Montreal.

Top 5 reasons for being a Forum Chair

- 1. Alignment with a top-tier, established and highly-regarded brand** in the CEO peer group arena.
- 2. Compelling value proposition** CEO peer-learning groups have proven to be extremely compelling to CEOs. By joining you will be providing your CEO clients and network with a highly effective way to enhance leadership skills, expand network and accelerate performance
- 3. Well-honed system** MacKay CEO Forums has developed a highly effective peer-learning program and supporting operations. We support Forum Chairs with excellent training, tools and proprietary resources, which minimizes administration and prep time to make chairing groups a highly efficient use of time.
- 4. Expand your business network** Chairing forums offers a unique, client-oriented approach to becoming part of a world-class team of chairs and a very powerful community of over 300 CEOs and top executives across Canada.
- 5. High return for time invested** We pride ourselves on offering the highest impact, peer-learning experience for the least time commitment. Our Forum Chairs are offered a generous remuneration formula, a highly stimulating learning environment, an efficient format and ongoing mentorship.

The ideal Forum Chair is a high-caliber strategy or leadership consultant who has at least a decade of experience working closely with CEOs. Chairs must have the ability to identify and recruit members for their groups and must have the passion, influence and interpersonal acuity to motivate senior executives to action. This is a part-time opportunity and Forum Chairs are able to engage in synergistic consulting and continue their own, established consulting practices.

Interested individuals should contact Nancy MacKay directly at nancy@mackayceoforums.com or (604) 329-4998.

E-books - What Great CEOs Do & What Great CEOs Recommend

Nancy has developed 2 great e-book resources for CEOs:

Join us to celebrate exceptional leadership.

*Co-hosted with
Business in Vancouver*

**Monday Feb 1, 2016
Toronto
12noon-late evening
Waterstone Most
Admired Corporate
Cultures CEO Summit
and Most Admired CEO
Awards Gala**

This is an exclusive opportunity for MacKay CEO Forums members! More information regarding registration will be available in the fall.

*Co-hosted with
Waterstone*

**Tues April 12, 2016
Toronto
7am-late evening
Best Managed
Companies
Symposium and Gala**

An exclusive opportunity for MacKay CEO Forums members to attend the 1-day CEO Summit, Executive Summit, and the Gala event. More information regarding registration will be available in the fall.

Co-hosted with Deloitte

Contact [Jane Matthews](#) for more details.

- **What Great CEOs Do: How to Learn from Mistakes and Move On** profiles real-life case studies and experiences from MacKay CEO Forum participants.
- **What Great CEOs Recommend** is a member-authored booklet that offers practical, on-point advice on the most pressing issues facing today's CEOs.

Topics include successful CEO leadership traits, managing the board, culture and building a high-performance team, expansion, CEO happiness and more. Access your free copy from our [website](#) (link is at the bottom right under "Free CEO Resources" on our home page).

CEO and Executive Forums

MacKay CEO Forums provides results-oriented peer learning groups for medium to large companies in Canada. If you are interested in exploring a forum, please contact [Nancy](#) or see our [website for more information](#).

Sign up for the CEO and executive fitness challenge!

Join your peers, make some changes, live longer and accelerate your performance with our popular [fitness challenge](#), led by Dr. Larry Ohlhauser, author of [The Healthy CEO](#).

Contact [Larry](#) for details.