

# LEADERSHIP ROUNDTABLE RECAP

June 17, 2020



**Les Gombik:** Good morning, everybody. Thanks to all of you for joining us today. My name is Les Gombik and I'm a managing partner with Caldwell. This is our 15th weekly leadership call. Yes, you heard that right- 15 weeks. For those of you who are new or who haven't listened for a while, these calls have evolved. What started as a call to help companies learn from each other as they were responding to the COVID crisis has turned into a leadership roundtable where some of the highest profile leaders in North America share their challenges and their response plans, not just to COVID, but to all sorts of challenges that have come out of COVID. Some of you probably noticed that we even have swanky new invites with pictures and all. We keep trying to up our game and that's exactly what we're hoping to do with these three great panelists today.

Although COVID forced transformation is still a key area of our focus on these calls, today, we're also going to spend meaningful time talking about the anti-racism movement and how organizations are dealing with that as well. As usual, we have three panelists: a board director, a CEO, and a leader who touches on a topical issue. Our board director today is Dave Mowat, board director for TELUS, Laurentian Bank, Alberta Blue Cross, and Edmonton Airports. Our CEO is Bruce Bowser, who is the CEO of AMJ Campbell Moving and is also an author of a book about getting the most out of your people and talks about alternative work arrangements in particular. Finally, we'll also have Matt Pegg, the incident command center lead for the city of Toronto and has been seconded to this role from his role as the fire chief for the city of Toronto. It's going to be a fun session.

So as we go through this webinar, I'd like for you to think about your colleagues or your board counterparts who you think might like to be invited to this going forward or who might want the replay. As mentioned over the next hour, we have three great panelists. Each will speak for about five to 10 minutes, leaving ample time for Q&A at the end. Over the session please send me a text or email or use the button at the bottom of your Zoom window to send a question.

So let's get going. Our first speaker is Dave Mowat. Dave is a board director with TELUS, Laurentian Bank, Alberta Blue Cross, and Edmonton Airports. Now, Dave, I honestly can't think of a guy who has more going on right now. Well sorry, Matt, you've got a little bit going on, too. But Dave, with Blue Cross, you're deep in healthcare and mental health. With the airports, you're dealing with all-time low flight volumes. With Laurentian Bank, I think I just saw a press release that your CEO announced his retirement for two weeks from now and with TELUS one of your board members just resigned as a result of some remarks made on a news program recently, which, in the eyes of some viewers, seemed to downplay discrimination. Dave, it seems like whether you were a big blue chip company board or a regional player or not for profit, you can't just show up without doing your reading and collect an easy meeting fee, can you?

**Dave Mowat:** You've made me depressed Les! [laughs] Thank you for doing these. I've listened in and they've been terrific. I appreciate Caldwell taking the time to do this. I think the place to start is that I am very proud to be a Canadian in all of this. Canada is being cited as one of the best countries in the world for having the approach that we've had to COVID. I think a lot of that comes from the fact that we've listened to our leaders and most of our efforts has been on execution as opposed to nitpicking on dotting the I's and crossing the T's. I think anybody who's been in a leadership role in a situation, a crisis like this, knows that: A, how quickly things change and B, how much you don't know about the situation and how imperative it is to act. It's easy to be an armchair quarterback and I think it is times like these that we see the great leaders among us really become followers. They need to find those sources of information and advice and follow it. The CEO and the leader really turn into a spokesperson almost for the people who are really directing the show. For the most part, I think that's been our success. I think we've seen in all parts of Canada, our leaders listening to the expert officials. During a crisis, you probably learned the most about leaders, about any of us. I think the signatures that stand out is a willingness to do the right thing rather than the popular thing, and their ability to seek out balanced advice and then their ability to motivate and inspire people to actually follow that advice. I don't think you can ever underestimate the value of being able to communicate clearly. We've seen lots of muddled communication and that ability to get people focused so they can follow is really important. In a time like this, to try and score political points or carry favor, I think is almost shameful. But more importantly, it reduces your range of options and dramatically reduces your likelihood of success. You've narrowed the options that are available to you. I mention this because I think while flattening the curve has been a Herculean challenge, I think it pales in comparison to the work we have ahead of us to repair, restart and expand our economies. We've done a good job so far but I think we've underestimated how much of a climb back up that we have. The whole world runs on an expanding economy. If you want to keep score over the next year or years, keep track of the interest rate that countries are paying on their debt. There is almost a factor of 10 more debt out there in the governments. Governments pay around two percent on their debt and then keep track of what the growth in the economy is, because the growth in the economy has to be more than the interest on the debt or you're ultimately going backwards. What is going to create that climb back out is the profitability of companies. Companies employ people. People pay taxes. Hospitals are built from taxes. Nonprofits get donations from the wealth created in individuals. The interest on the debt is paid by taxes. Just think about how much loss carried forward is out there right now. We really need to get the companies in our economies back to a profitable state.

I'm not so sure that's really well understood because there's lots of anti-business sentiment out there. I think as business people, we need to own that. Maybe a lot of that distrust is fairly well placed. We need to have people understand what is going to help us rebuild our economies. I think what I can see emerging is the evolution of almost an enlightened form of capitalism. At TELUS, Darren Entwistle has coined the words "social capitalism." I think that's the new form going forward. Doing well in business and doing well in our economies can go completely hand in hand and I think what we're seeing is the leveraging of business and technology and then add a bit of compassion into that and you can get spectacular results. So I think we've always known that people, customers, the environment, community, they're all kind of variables in the business equation. But it's the order that is changed or is changing right now, because I think in the past, you could make a pretty strong case that profits are key. I just made the case and so therefore, optimizing the inputs is the way to go.

But I think some of the most successful companies out there now are realizing they're reversing that equation. Inspiring your employees is at the front of the line because it's your employees that ultimately connect with your customers and they connect with the community engaging in sustainable practices. I think if you just set out to make money, that's where we get some pretty poor activity sometimes. If you set out to reverse that equation- to inspire employees, engage your customers, engage the community and the environment. I think the end of that pipe is you make more money than maybe you've ever made before. I think that's important right now because those businesses that have got that figured out, are much more resilient to shocks, whether it's in their business, in their markets, or what we're seeing, our entire economies.

As Les said, I'm on the board of some great companies and certainly one of them, I'm seeing this firsthand at TELUS. It's a very difficult time, but I think engagement might even be up. A lot of the innovation and the problem solving and figure out how to do stuff you've never done before is coming from the employees of the organization. We're finding different ways to respond in the community. Customers are cutting us some slack. I mean, who loves their telephone company or their cell phone provider? I think people have an amount of patience because they see a different picture. Even a lot of the work from home things that we're learning, we can see advancing our carbon neutral objectives going forward. For a company like TELUS, something like this is certainly going to have an impact on earnings to some degree. I think it would have been far more significant if they hadn't been involved in that form of social capitalism and got the equation right. The pitching in of the employee community to help the company through this, I think it's going to be a major factor. There's been lots of talk about listening in the last couple of weeks and months. It's interesting when there's been controversy around people, it's people who had been talking about listening, go figure. Anyway, here's just one last thing to finish on, somebody gave me advice that when she's in a meeting, she'll write on the palm of her hand or on the piece of paper in front of her, the word "WAIT" and it stands for Why Am I Talking? You can never learn anything when you're talking, and so on that note, Les, I'll stop talking.

**Les Gombik:** That's very interesting, Dave. I've got a little note on my laptop as well, that says don't slouch and it means don't slouch. I love the "WAIT" and I love the commentary that you shared around listening and it's something certainly that a lot of organizations are doing more of lately, particularly right now with this whole anti-racism movement that is really front and center for a lot of organizations. I thought an interesting question for our poll this week might be around diversity and inclusion at the board level. For everybody on the line, please take a look at this: Our board has a diversity and inclusion program that is strong; that's acceptable; that's not acceptable but we started working on it and were trying to strengthen it before the movement happened; it's not acceptable but we are working on it as a result of the movement; it's not acceptable and we're not working on that at all. So we're going to get to these results at the end of the session. We'll move quickly now to our next speaker so that we've got plenty of time for Q&A at the end.

Our next speaker is Bruce Bowser, the CEO of AMJ Campbell Moving. Now as the CEO of one of Canada's largest residential and commercial moving companies, Bruce, you see firsthand where people and companies are moving. I just heard on a survey last night on CBS that said 39 percent of urban people are looking to move rural. Now, are people moving away from the core because they don't feel the need to live close to work anymore because they plan on working from home? Are companies thinking of moving, and if they are moving, are they moving as much of their offices or are they shrinking? Bruce, this probably isn't new to you because your organization has had

alternative work arrangements for a while, even well before COVID. You've been a convert to this from a while back and so much so that you actually even coauthored a book called *The Focus Effect*. I really like the term, the hyper productive work day and how you can get the most out of your people by enabling them in certain ways. So, Bruce, it seems like you saw this coming a long time ago now. Bruce, over to you.

**Bruce Bowser:** Thank you, Les. Thank you, Dave, for your commentary. That was very appropriate. Matthew, I live in your city and I just want to make a shout out to you and the incredible work you're doing. I said earlier that I think all levels of government have really stood up and done a great job of dealing with COVID especially as quick as they have. I know that you've been close to 100 days of 24/7, so kudos to you and all the first responders. For us as a moving company, we're certainly trying to follow the trends. There have been lots of conversations around people wanting to move out of the city and I suspect that comes from some of the things we've seen with cities being a hot spot. For me personally, a lot of my work over the last two or three years has been around this whole notion of the workplace. What does the workplace look like? Can you have a functioning virtual workplace? I want to preface by saying, I try not to give COVID credit for anything good because we see loss of lives and such a horrific impact on our economy. As Dave mentioned, we're just getting to the point now where we'll really see what happens to the economy over the next 90 days to 12 months. So we'll continue to see that impact. I don't want to give it much credit, but I think like any calamity, situations like this really bring out the best in people. I want to do another shout out as you introduced me as the CEO of AMJ. I stepped into the chairman role about a year ago and we appointed a new president, Pierre Frappier. To the point of how people rise to the occasion, and Dave, you touched on it, we see great leadership in times like this. As soon as COVID hit, AMJ was very quick to put together a COVID response committee to begin communicating, to assimilate all the information that we could, from people like Matthew and all levels of government and get it out to our franchisees and our offices to help them manage through this process. From a business perspective, things ground to a halt very quickly. We were deemed an essential service because we're in transportation. But very quickly, people stopped moving. The real estate market is down well over 50 percent year over year. I think we'll continue to see the impacts but I'm proud of what our people did across the country. We stepped up and pivoted into other areas. We've been doing thousands of deliveries for food banks, community service and transportation. We've been delivering hospital products and materials. We've also pivoted from a business perspective. As our moving business slows down, what else can we do? We've been transporting every possible product that we can. It's been a time of pivot for us.

You touched on the fact that three years ago we took our head office virtual. That grew out of working on this book with my coauthor, Greg Wells. We were looking at what workplaces, some of the largest companies, Google, Facebook, Amazon, are doing out there. What are they doing to attract good talent and what does the workday look like? Out of that research, I quickly realized that a virtual workplace is quite doable. We wanted to see how other companies would handle this notion of having employees work from home. Part of our work with the book has been consulting to companies about how they can move towards a virtual workplace. I know TELUS has a virtual work component to what they do. COVID has really put that into high gear and I think we've learned a lot of lessons from that. I'll

talk a little bit about why we took our head office virtual. Not the entire company, obviously, we have over twenty five hundred employees that drive trucks, deliver furniture and sell and you can't go virtual yet with moving furniture.

I'm a huge advocate of work life balance. Today, talk to people that have been working from home for the last 90 some days and not having an average of three hours of commuting a day, having that stress relief is phenomenal. Are there challenges with working at home? We can touch on that, for sure there are. I think part of the reason we're seeing people want to move out to the suburbs is because they're getting accustomed to work home. It's going to be a big challenge for the corporations that have had that traditional workplace where you have to be at the office 9:00 to 5:00. Those corporations are going to be challenged with a lot of people that don't want to come back to work in cities. I think you are going to see a lot of cities like Toronto with office towers remain closed, probably at least for the rest of this year. You just can't physically get on elevators and service the number of people in these offices. We're going to continue to see that challenge.

When we took our company virtual, we had to build in meetings where we did Zoom meetings. By the way, I think Zoom has been a little over done. In the last 90 days, people are talking about doing four or five hours a day of Zoom meetings a day. It's probably overdone and that's a lesson learned from COVID. We structured it so that every 10 days we would meet. Head office staff would meet as a group, and we met at cool places. There's an app that came into Toronto last year. A young tech guy had started this app where he went to restaurants in the downtown core that weren't open during the day and put together a deal where companies or groups like mine would rent space in a funky, cool restaurant downtown to have meetings for a very nominal amount. For us, it was a lot of adjustments. We needed to make sure that we met on a regular basis. We did some studies where we found productivity went up 30 percent on average for our output. Let me also say that I don't think that it has to be just 100% virtual. I'm a big fan of a modified workplace where maybe people come in the office one or two days a week. Or even this whole notion of hoteling where you're coming in and instead of having a twenty thousand square foot office space, you have a 5000 square foot office space. I smile because the costings were phenomenal and we saved over twenty thousand dollars a month just in rent in our head office space. The days of acquiring these large boardrooms I think are numbered. Things like photocopiers- we live in an age where we should be digital on most things and somehow a photocopier that would cost me three thousand dollars plus a month, has gone away. We don't do any photocopying. We've all learned to digitize. So there's been a lot of benefits.

I'm also a huge fan of gender parity in the workplace. My entire head office, myself excluded, was female and a lot of them are mothers. We live in an age today where we need to think about those things. I know for the parents that worked at our head office, they enjoyed being able to be home more often. We had an agreement that you could work between 7:00 a.m. and 7:00 p.m. We wanted some structure around it. If you wanted to go do yoga at eleven o'clock, that was cool but just let us know when you're available. We found that employees lost weight. They were healthier. They were sleeping better because they didn't have that stress. One of the lessons that's come out of COVID has been that parents who have children home right now, find it difficult to carve out that space and not have distractions. Our book talks about how focus is really the absence of

distraction. I have a lot of empathy for people that are working from home right now and trying to balance the demands of working along with raising children and looking after them. I think coming out of this, is everybody going to work virtually? No. Is there a place for downtown core buildings? For sure. I think we're going to see a lot of people migrate out of downtown and we're going to see a lot of companies realize that they can have the virtual workplace that actually works. That, or partially virtual. Anyway, I'm getting close to the end of my five to 10 minutes. But, I really think that this whole notion of working virtually is going to be the way we do things in the future. It's going to be the way we think about work. So back to you Les.

**Les Gombik:** Thanks Bruce. Great insights and frankly, you are one of the more enlightened CEOs on this from pre-COVID but I sense that a lot of your counterparts and leaders broadly are coming over to your point of view that this is working. I know even myself personally, I was one of those old school guys that used to think you couldn't truly be effective if you're always working from home, how could you? COVID has forced the issue and I think a lot of people are starting to feel that way, or at least that's what I think. Let's test this. So here is our next polling question and that is: I believe our workforce is much more productive working remotely than when we were in the office; slightly more productive; equally as productive; slightly less or much less productive. So take a few seconds to answer that. We'll get to the polling results when we get into the Q&A. Clearly a lot of leaders are on this call and this is going to be interesting to see whether we truly believe that this is the case.

So let's move over to our final panelist and that's Matt Pegg. Matt is the COVID incident command center lead for the city of Toronto, which is as many of you know, the fourth largest city in North America. Matt, you are, at least until COVID hit, the fire chief for the city of Toronto, where you were literally putting out fires every day. Now, I bet you never thought you could find a tougher job than that. I watched with fascination how when the weather warmed up, the parks overflowed and you literally had to put circles on the grass to keep people apart and help protect them. Now we also have mass demonstrations and protests where I'd imagine you'd have to be even extra careful around enforcing this social distancing. You have a pretty tough job, don't you?

**Matt Pegg:** Les it has its days, I can tell you that. Thanks very much for the intro and certainly to both Dave and Bruce, I had the chance to meet both these gentlemen virtually a few minutes ago and I can tell you that I've already learned from both. So thank you to you both and to everyone that's signed in. Thanks so much for the opportunity to join you in this forum today. By way of introduction, my name is Matthew Pegg or Matt as you prefer either is fine. In my home position as the fire chief and the general manager of emergency management for the city of Toronto, one of the things that's emerged throughout the COVID experience with all of the media attention is how do I translate that into more of a business context or how do I explain what I do in a non-public sector setting? I guess the way I would do that is, I manage a business that is comprised of about 3200 full time staff working in a hundred different locations on any given day. We're about a half billion dollar corporation. We just happened to deliver a very unique set of services.

So my role changed permanently, at least on the interim basis in March. I started working on COVID alongside Dr. de Villa here in Toronto, Toronto's Medical Officer of health, in January. Then in March, I was asked by the mayor and the city manager if I would take on the responsibility of leading the city of Toronto's response to COVID-19. I've been at that now for more than 100 days straight. So I'm just going to share with you a little bit of a behind the scenes, hopefully you find this beneficial and interesting.

I'll just spend a couple of minutes talking about the role of an incident commander and what that means. Incident Command is about, in essence, taking control of unplanned situations that are commonly defined by high levels of chaos and moving through a methodical process to bring order, ultimately to save lives, to save business viability, and then to return to a state of normal operations as quickly as possible. So it's a defined structure and framework. I can tell you that the methodology that I brought to the COVID-19 response in Toronto is the same methodology that we employ thousands of times every year in our command post and in response to a number of emergencies. So, of course, this is scaled. This is the largest incident management system that's ever been operated in the city of Toronto and frankly, one of the largest incident management responses in our nation's history. So the incident command role, I would say, is generally uncommon or has been uncommon outside of emergency services in the past. One of the things that I do see emerging is that this will become and has already become a very much needed and highly sought after expertise in our post-COVID business world. I'll share with you some thoughts at the end about why I believe that. So the incident management system is, like I described earlier, is a comprehensive process of decision making, response coordination and action implementation that ultimately enables the successful management of any incident. That could be an incident like COVID-19, obviously global pandemic, it could be a more routine emergency that my crews would respond to every day or in any context, in any business environment. It could be anything from a natural disaster, human resources disaster, communications disaster or incident, whatever the case may be. The incident management system is premised on the establishment of what we call strategic and tactical priorities.

You might be interested to know that my first assignment when I was asked to take on this role, was to establish what our strategic and tactical priorities as a city would be in response to COVID-19. They have been in this order. Our first priority, obviously, was to save lives and to do everything that we can do to prevent the spread and transmission of COVID and ultimately to reduce the number of people that become infected and ill as a result. I can tell you that initially we're sitting right now where thousands of lives have been saved. The initial medical forecasts in an unmitigated state were in the north of 10,000. The loss of 10,000 lives. We're doing much better than that, albeit getting very close to a thousand people, losing their lives in our city and I feel every one of those. But, my job is to continue to move forward and continue to lead our city forward. So the first priority is to save lives. The second priority was, or is still to prevent overwhelming our health care system. That was a key factor for us. If you've watched around the globe, one of the major challenges with COVID was the almost immediate overwhelming of hospitals and health care facilities. We made that a priority from the start. I chair a daily, what we call the strategic command team or command coordination meeting and as of this morning in our city, we're sitting at hospital available capacities north of 90 percent in the intensive care unit. That's fantastic. We've maintained that capacity throughout. We've never been in a circumstance in our city where we allowed our health care system to become overwhelmed and that's good. Our third overarching priority is to protect both the financial and the social economies in our city in order to maintain and ultimately enable a successful restart. So saving lives, preventing the overwhelming of health care and protecting our social and financial economies have become and continue to be our overarching strategic priorities.

Just in the last couple of minutes, Les I'll share just some observations to date. I would say that what I'm seeing is both the global business and public sector service providers, both, which is kind of unique because they don't always see things the same way, I'm seeing and listening to leaders who are describing that in many cases, these incident management competencies, and skill sets are largely missing from many corporate boardrooms. I appreciate that. I am generalizing there. Many of you on this call may not experience that, but I can tell you that having had as recently as yesterday conversations with multinational CEOs around where to source that skill set and what it's going to look like post-COVID. In the past, I would say most people considered things like crisis management and response largely to be a communications function. You talked about crisis management and in fact, if you Google it, it almost automatically linked you to crisis communications firms. I can tell you that communications plays a vital and critical role in keeping the public, keeping public shareholders, clients, customers informed. That's critically important. But I can tell you that crisis management response extends significantly beyond that of communications. Equally in the past, I would also say that most considered concepts like risk management and business continuity to be largely a function of insurance. Again, equally important, it certainly demonstrated through COVID, but I can also say that I'm hearing and speaking with many people who are now coming to understand that crisis management, risk management and business continuity are in fact much different than or much more expanded than just insurance. I'll close by sharing with you, just for the interest of the group, that over the past number of weeks I've been engaged by or had a number of CEOs and the like reach out, some local, some multi-national, with respect to how their respective corporations can secure, raise and retain, these kinds of skills. So these are organizations that are coming to understand that, COVID-19 has been, and continues to be a massive challenge but, undoubtedly much of the work is yet to come. As we continue to move through this phase and into the next phases, that will become evident. My sense is that from a multinational perspective, these will be key priorities- understanding these skill sets, these competencies, these methodologies and being able to apply them are going to be a pressing need. I think certainly as we move through the first wave and into, undoubtedly what is going to be second and future waves, not only of COVID, but into the next issues that will emerge, be them other disasters, emergencies or pandemics. I think we will face a second wave of COVID and undoubtedly it's going to continue to morph and change. As we head into the fall and the traditional influenza season, I think it's going to be a challenge for all of us as those blend. I will leave it there. Just want to cap off by saying thank you so much for this opportunity. I'm honored to be here and to share with you today. I look forward to the rest of the discussion. Happy to answer any questions. Thanks.

**Les Gombik:** Well, thank you, Matt. We are honored to have you. Clearly, you have a lot on the go and you've given us a lot to think about. In fact, actually, there are a lot of parallels. I see a lot of head nodding from Dave and Bruce, because I can see the panelists. A lot of head nodding on the call around the parallels of what you're dealing with as to what CEOs and board directors are dealing with in terms of crisis response broadly. We're all dealing with various crises every day. Obviously, COVID is a major one. This is something that a skill set that a lot of board members are feeling ultimately could be well received on their board. Dave, maybe just very quickly to you- you've dealt with a few crises here lately on some of your boards. Is this a skill set that you see embedded in some of your boards and some of your management teams right now?

**Dave Mowat:** Definitely. You see people rise to the occasion and in most cases it's very encouraging. I think one thing from a board perspective, lots of boards are made up of kind of A personality CEO types who, when they hit a crisis, wanted to jump in themselves. I think it really puts pressure on that line between management and a board. Our job isn't to step in and try and start solving problems. The goal is to support management and make sure that they have the playing field that's needed to make the right decisions. I think sometimes a board can actually inflict more stress into an organization for asking for this and asking for that and there's a balance. You want to make sure you have the right information. It's really providing support. I think I'd rather have a mediocre strategy that everyone was following rather than the best strategy in the world that nobody understood and not everybody agreed with. I think the board has a very important role here. It is providing that support and momentum for the decisions that management are making.

**Les Gombik:** Thanks, Dave. How about you Bruce? What do you think?

**Bruce Bowser:** I know when you spoke about your role being one of managing chaos and fast moving change and decision making, that's what we're doing. The difference is we're not saving lives. So there's a huge difference. That's where true leadership rises. I completely agree with Dave that for those of us that have been CEOs, are A type personalities and want to get quick results, this has been a challenge to sit back and actually listen to the scientists, the medical professionals, the bureaucrats and politicians who are telling us what we need to do. I think Dave said it earlier, shame on those who want to take this as an opportunity to be politically critiquing their opponents or just in general slamming people. We all know what it's like in business to make quick decisions. You get the information, and you make a decision. Can we go back, reevaluate and say we make a different decision down the road? Always. These are chaotic times and again, kudos to Matt and the folks who have been leading this.

**Les Gombik:** Well, thank you, Bruce. Matt, I think you're right, that there is going to be a lot more to come, lots more challenges and lots more thinking that we all need to do. The first polling question around diversity: our board has a diversity and inclusion program that is strong, acceptable, not acceptable, or we don't even plan to even make it better. As you can see just over 50 percent are saying it's acceptable or strong. Just under 50 percent here are saying that, we continue to work on it. This is getting back to that comment earlier that you made Dave around, we need to listen. We need to work. We need to continue to evolve. Dave, did these results surprise you at all? Obviously with one of your boards in particular, having dealt with some right in-your-face discussions around this, I think you'd be well suited to speak on this topic.

**Dave Mowat:** Sometimes out there, there's this tick box mentality that we need to do this for governing purposes and things like that. But I think when you look at what is underneath diversity and inclusion, it makes for a richer decision making. One of my first jobs as a CEO was at VanCity. We made better decisions for the fact that we had a very diverse and a very inclusive board of directors. If you switched to banking, I think the worst, and I'm not talking about any specific bank, but the worst board would be a board of directors with a whole bunch of bankers on it. We tend to finish each other's sentences; we have our own views on things. In my career, I've always been amazed like the best part of your day or week or year is when somebody around you thinks of something you wouldn't have thought of in a million years. Like you could have given me a million years and I would never come up with it. I think that is the case for diversity and inclusion. It's not some kind of "do good" thing. It's really creating richer decisions.

**Les Gombik:** Thanks, Dave. Bruce, I saw you jumping up, wanting to weigh in. Go ahead.

**Bruce Bowser:** I'm not surprised by the results. I think the protests and what's happened in the last 30 days has caused a lot of people and leaders to think about what their policies are. We as a board had a really fulsome discussion about this and out of that came the notion that we believe as a company, we've tried to do what's right in terms of inclusion and not discriminating. I was struck by a comment my eldest daughter made a couple of weeks ago. She has a very dear friend whose name is Tokunda and she explained, when she would apply for jobs, she would change her name to Kate or to a North American name. I think what struck us as a board and something we've committed to working through is the systemic underlying thinking around racism and discrimination. Not just having policies in place, but actually appreciating what people of color have to deal with on a daily basis because I didn't think like that. I grew up where I didn't think about my name, my color, my race when I was applying for jobs. I think it's like everything, out of bad situations come, good responses. I think this is going to cause people, not just as a corporation, but people generally think a lot deeper about what people of color feel and how they've been discriminated and hopefully like the Me Too movement. I'm a father of two daughters and when the Me Too movement came to light, it caused a lot of damage, but it really raised awareness that I think will change the way that we treat women forever. So I'm hoping the same comes out of this.

**Les Gombik:** Nice, thanks to both of you, for sharing those comments. Obviously, it's a touchy subject, but one that we need to talk about. Matt, question for you. Obviously, as we talk about this "checking of boxes", sometimes it's important and it's more than checking of a box like Dave mentioned, like what's going on with a lot of these demonstrations and protests. People need to be heard. But at the same time, you have a day job, Matt, of keeping people safe. This flies sort of, counter to what the social distancing measures that you're being asked to help manage. How is that going on? Can you comment on the specifics around what's working and what's not working and how you're addressing this, but also around the thought process behind how do you make those decisions when some of these things conflict. You want to allow people to be heard and congregate and share, but at the same time, you need to keep them safe and that's a dilemma that all of us face every day with various things. But this one is really important. How are you dealing with that?

**Matt Pegg:** Well, Les, I think the word I would use to describe that is balance. One of the things that has become impeccably vital for us over the course of COVID and as a society moving through, is understanding that there are no absolutes and that despite the fact that there are public health rules, guidelines and best practices, there is always a need to evaluate and consider and to be flexible and respectful. When we're dealing with things like protests, things like large public gatherings, there are very significant competing priorities there. There is an absolute societal need for people to express their views in a constructive, safe and peaceful means. But at the same time, there's a need for us to do all that we can do to protect public health and safety and to not allow that to be in a COVID perspective, to become the next super spreader movement. So I can tell you that behind the scenes we have very robust what we call a public order unit or public order processes in place in the city. Many people would probably not realize that as the fire chief, I start every week at seven o'clock Monday morning with a public threat assessment update and a public order process update that looks at what happened last week and the public order threats that are emerging

for the next week. Then we go to work diligently on creating solutions to those. How do we manage those in a means that never constricts somebody's lawful right to protest and to be heard because that's vitally important. But also, how do we make sure that the rest of the public are protected by that? So I think the best advice that I have learned through experience and I have seen applied is one of striking balance and being willing as the leader, understanding that those are circumstances for which there is never going to be a perfect answer. There is always going to be a relative amount of criticism from both extremes, if you will. When we're talking protests, there are people who believe that we ought to have just prevented them from a public health perspective. There is another camp that believes that nothing trumps the right to public protest and demonstration and in essence, public health measures should be set aside. So we've done our very best to establish a balance and protect both of those interests and ultimately look after everyone in the process. So it's tough. I think it's something every CEO, every leader faces and something I've faced now for more than 100 days through COVID.

**Les Gombik:** You're doing an incredible job and thank you for all that you're doing. Let's shift gears a little bit and talk about productivity. Clearly, it's difficult to be productive during these times. I think a lot of what happened for all of us is this happened abruptly. Everybody was told, OK, go work from home. In fact, actually, I have a relative who works for a large company in I.T. and right at the beginning of this, was asked to try to find 30,000 laptops and get them out to the staff because this just happened to everybody very quickly. It forced the issue, but at the same time, a lot of people weren't ready for this. You see some of the comments in the Q&A around, "I answered productive or less productive because it didn't quite happen the way I would have liked because there was no child care. I don't have an office at home that's set up for this appropriately. But over time, I think it's going to shift." But at least right now, let's take a look at the polling results to see at this point in time, what are we sensing in terms of productivity? As you can see here, it's pretty evenly split, almost equally as productive. You've got some that are less than and some are a little bit more. Bruce, you're obviously the content expert on this, having done this for a few years already. What are your thoughts on these results?

**Bruce Bowser:** Les, I don't want to sound clever, but I'm not really surprised by the results. You're getting roughly 35% of people think that they're slightly or more productive. 32% don't think there's been any change. 33%, as you pointed out, there's less. My suspicion is that in the first 30 days of COVID, when people working virtually from home, those numbers would have favored the high side. So people would've said they're more productive during the first 30 days. I think what's happened is because it did happen so quickly and there wasn't the structure that we're talking about in terms of child care, a proper home office, and education around how to work well from home. People had to figure it out themselves. I think there are a couple things that have happened. One is there's way too many meetings. There's micromanaging taking place at all levels. I talk to people and they say I have five Zoom calls a day and I can't get any work done. If you read the book, I'm a big fan of having 17 minute meetings and 24 minute meetings or 23 minutes. Just pick a time that's not an hour. You'll fill an hour if you have to. I think micromanaging is part of it. In fairness to managers, there's also been this constant checking. Managers feel like they need to check in with their team because they're not working in the same proximity, so having all these calls for checking in. So I think we're getting Zoom fatigue. By the way, I love Zoom, so it's not even a critique of Zoom. Zoom fatigue combined with not having enough education around what's the proper structure. Things that have been important for us, when we went virtual or even as a company, three years ago we changed our policies where no e-mails before, six a.m. after six p.m. or on the weekends, right across the board.

So unless it was urgent and you had a phone number, you could call somebody. We just adopted that policy that we have 24/7 customer service line that people could reach. I think what's happening with COVID is people are just getting tired because there's no turning it off. It's like you're on call 24/7. You're working when you can. So you give it a chance to test some structure, apply to it and I think it'd be a different story.

**Les Gombik:** Thanks Bruce. Dave, you sit on a number of boards. Do you have a point of view on productivity and how it's looking?

**Dave Mowat:** I think that the whole move to distance working has really shone a light on what we know and what we don't know about our businesses and leadership and productivity. I think we had this false assurance in the past that you could stand up from your desk and look around and see 20 people and therefore 20 people were working. They could be reading the sports section on their computer. You have no idea. So we had this sense that if we couldn't see them, how do we measure them? Then once you pose that question, we don't have very good measures. When we sell stuff, when we make money, we can measure. But how do you measure the productivity of your accounts receivable department? What measures do you have in place? I think that will be actually quite a significant surge for all of our businesses as we start to focus on what are the outputs and how do we measure them. I think there's a lot of perceived resistance to this, and what's happened is we've been thrown into it. Some of those barriers have come down, so we've probably gone quite a bit further than we could have ever gone. But I think we'll get a surge in productivity out of this, and it won't necessarily be all based on working from home. It will be understanding our businesses much better and understanding what outputs we're looking for.

**Les Gombik:** Thanks, Dave. So we're nearly out of time. What I'm going to do is, I'm going to allow fifteen to thirty seconds for each of you to share any final thoughts or advice or asks for the listeners here today. So I know I'm just throwing this out there. This is the final thought. Who wants to go first?

**Bruce Bowser:** I'll jump in just because I've been on the theme of kudos to first responders, people like Matthew. As members of a community, we really need to listen well and take the advice of the medical professionals, our politicians, bureaucrats, and take their lead and not think that we know more than they do.

**Les Gombik:** Thanks, Bruce.

**Matt Pegg:** I'll respond to that. So I would say thank you for that and my 15 seconds will be spent saying back at you. The one thing that I have seen firsthand and lived, every leader on this call needs to give themselves a pat on the back. I've had to maintain a lot of profile on my teams and my teams have maintained a lot of profile in this. We are coming through this pandemic globally as a society of connected leaders and as people who are willing to stand up and do the right thing. I think that everyone on this call and everyone that is navigating through these times deserves a lot of credit and just needs to take a big, deep breath and realize that this has been a really heavy lift and you should be really proud of yourself. So my thanks to everyone.

**Les Gombik:** Thanks Matt. Dave, final thought?

**Dave Mowat:** Yeah, I think going forward, we can all help out by resisting the urge to second guess what has been done. It's going to be tough enough looking forward. So throw away all those conspiracy theory websites and focus, because that strength and the power will come from following direction and acting in a concerted fashion.

**Les Gombik:** Wow. I can't believe how fast these hours go every week. I've been getting a number of emails and you can even see from some of the comments, this is one of the best sessions we've had so far. So thank you to the three of you. You've done an incredible job. I know you're all very busy, but we've learned a lot. Now we're out of time. With summer actually officially arriving in less than a week, we're going to reduce the frequency of these sessions to allow everybody a little bit of a break. We will still be holding one next week. We've got another fantastic panel for those of you still on the call right now. You get advanced notice. We have former Bank of Canada Governor David Dodge. We have a board chair and director for multiple boards, Don Lowry and the CEO of Element Fleet Management, Jay Forbes. Now, as mentioned earlier, if you find these calls valuable, please send the invites out to your board counterparts and your C-suite colleagues to get them to join. They can listen to the replays for this and all other prior calls that we've had. I hope that you've taken a few good nuggets from this and you can take them back to your organizations. Thank you very much to all of you for participating all these weeks and look forward to having you back next week. Again to the panel, thank you very much for paying it forward. Take care, everybody.



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