



Institute of Corporate Directors  
Institut des administrateurs de sociétés  
Better Directors. Better Boards. Better Business.™

# TRUST & GOVERNANCE

HOW THE ICD IS EVOLVING TO ADDRESS ONE OF OUR MOST  
PRESSING LEADERSHIP CHALLENGES



# AT A GLANCE

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## WHY WE'RE EVOLVING

To improve trust and confidence in Canadian organizations

## HOW WE WILL DO IT

By developing and activating Directors

## STRATEGIC OUTCOMES

Better Boards  
Better Decisions  
Better Canada

# OUR TIME TO LEAD

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Traditional boundaries among sectors are blurring so there exists an opportunity to begin addressing big challenges by having the private, public and the not-for-profit sectors leverage each other's strengths and networks. That means the ICD has an obligation to significantly impact the critical mass of boards that, by working together, can raise the quality of institutional activity across the country. In a country highly regarded for its good governance, the time is ripe for a shift in focus

to encourage broader adoption of purpose-driven organizations.

It is our time to lead. We have done it before and we are energized by the opportunities in front of us to provide our members with the learning, the currency and the platforms they need as we progress on our journey together developing and activating Directors to build better boards that make better decisions, leading to a better Canada.



## A RENEWED STRATEGY FOR A VITAL PURPOSE

We live in an era of diminished trust in the institutions that support our economy and society.

While the causes for this decline are many, the effects are clear: innovation stalls as regulatory approvals and social licence become more difficult to obtain, transaction costs rise, productivity falls, and our ability to compromise becomes strained.

To continue improving our quality of life, to create growth opportunities in a radically changing global economy, and ensure that the services Canadians rely on remain available and funded, restoring trust in our organizations is imperative. At the ICD, we believe that this starts with the right leadership and good governance.

Governance is not a static set of rules and procedures, but rather an evolving process of organizational direction best defined as “board leadership.” Good governance is active, not passive; and broad in nature, not narrow. Good governance requires purpose and a mission that includes the broader social and economic context in which organizations exist. More plainly, it requires a recognition that the answer to questions such as, people vs. profits, risk vs. reward or energy vs. environment cannot be “either / or” – the answer must be “both / and.”

Having a purpose that allows an organization to achieve its goals in a way that also generates societal value is the ultimate in a long-term value creation strategy. It forms a new dynamic that can deliver strong returns and lasting impact, and re-shape attitudes people hold toward organizations. It can help us restore the trust that makes real progress possible.

How do we make the shift? How do we get organizations to recognize their interests are better served if they look beyond their own self-interest? It is here that Directors must lead by being informed, prepared, ethical, connected, courageous and engaged with the world. How well Directors and boards display these qualities will have a direct impact on how our companies, Crown corporations, co-ops and not-for-profit organizations perform; how well our society functions; and how prosperous our nation can become.

## A VITAL PURPOSE

This is where the ICD comes in, with a purpose to improve trust and confidence in Canadian organizations by developing and activating Directors.

This is no small challenge but we are well-placed to help lead the charge. The ICD pioneered Director education in this country, which was a huge leap forward in creating a culture of good governance. We will leverage our rich and impactful history by providing more and enhanced learning opportunities and continuing education, by creating more forums

for dialogue that lead to better decision-making. We will build even stronger Chapters, more alliances and develop richer data. We will use the ICD brand to draw more Directors and boards into our community for more reasons.

We will also be more vocal. The opinions of the more than 12,000 members who make up the ICD are an influential and necessary part of the broader dialogue on where our organizations and our economy need to go, and what issues Canada's political, corporate and social decision-makers should prioritize.

## A RENEWED STRATEGY

Our Purpose is a necessary and significant undertaking. Realizing it requires a strategy centred on leadership. To improve trust and confidence in Canadian organizations by developing and activating Directors, we will:

- *Build operational excellence* by aligning our Purpose of improving trust and confidence in Canadian organizations with our strategies and our talent. This means fostering habits of learning, collaboration and professionalism, and equipping our people with the right skills, tools, processes and systems so that we achieve our goals.
- *Deliver dynamic education* by continuing to invest in the best understanding of what constitutes board leadership and what makes effective boards. This also means continuing to design learning programs that develop people who contribute to board leadership, and delivering that learning through highly responsive and flexible systems.
- *Enable local leadership* by creating full partnerships with our Chapters and equipping them with the resources necessary to attract and engage local contributors to board leadership who are personally committed to our shared ICD Purpose.
- *Deliver excellent member and customer experience.* This means knowing the needs and concerns of our members and customers, and delivering a valuable offering through an outstanding experience.
- *Continue to be the voice to and for Directors.* Going forward, this will mean gathering and synthesizing insights from the board leaders we touch, developing relevant and meaningful points of view, and amplifying these positions to make a meaningful impact on Canada.

WE ARE ENERGIZED BY THE OPPORTUNITIES TO PROVIDE OUR MEMBERS WITH THE LEARNING, THE CURRENCY AND THE PLATFORM THEY NEED TO BUILD BETTER BOARDS, BETTER ORGANIZATIONS AND, ULTIMATELY, A BETTER CANADA.

## HOW WE WILL LEAD TOGETHER

The impact of our Purpose and the effectiveness of our strategy depends on how the ICD operates both as a national staff and as a national network. A vital component of our strategic evolution, therefore, is a corresponding evolution in our culture – one that is fit for purpose and that reflects our values.

We will lead together through a culture marked by *Accountability*, a commitment to innovation through *Continuous Improvement*, a recognition of the need for *Balance* and to put people first, dedication to *Open Communication* in the work we do together and with others, and a recognition that through internal and external *Collaboration* we can succeed more efficiently and effectively.



# THE OUTCOMES: BETTER BOARDS, BETTER DECISIONS, BETTER CANADA

Delivering on our strategic framework will result in increased governance capacity within Canada’s organizations and institutions. Together, we will enable boards and Directors to make decisions based on the best and most current information, build stakeholder trust, and improve the economic and social fabric of our country.

This journey will also transform ICD in its path, evolving us from an *education* company

to one also committed to *learning* from our members and stakeholders. This journey will lead us to being an organization with the *knowledge* of what Canada’s Directors believe are the best leadership options for our country’s organizations, making us more relevant to our members and more relevant to our country.

**OUR PURPOSE**  
Improve trust & confidence in Canadian organizations  
by developing and activating Directors







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