

12th Annual Leadership Breakfast
April 1, 2011

Presentation by Mr. Gerry Remers, President & COO, Christie Digital

Good morning, and welcome to Leadership Waterloo Region's annual Leadership Breakfast. I want to begin by thanking Anne and her staff for creating this opportunity for individuals in the community to share thoughts on Leadership. Christie has been a longstanding supporter of Leadership Waterloo Region - we've sent three employees through the Leadership program - we've been their landlord in the past - and we've stolen 3 excellent Leadership employees who are now working at Christie - it's a wonder Anne invited me to speak!

Christie has always been proud to support local not-for-profit organizations such as the United Way, Ride for Heart, Shad Valley and Junior Achievement of Waterloo Region, as well as numerous worthy cultural non profits . We've donated cash to help expand the downtown Kitchener Central Library, we've donated projectors to the Regional Museum, the Centre in the Square and the Symphony, and we recently hosted Jon Landau - the executive producer of Avatar - at The Museum. We support think tanks such as the Perimeter Institute, technology associations such as Communitech and lastly our world class educational institutions. Whether making a financial donation, contributing projectors or sharing our expertise, we are committed to doing our part for our community.

We are also very proud of and recognize the many hours of active volunteer involvement and financial donations made by our employees to not-for-profit organizations locally, nationally and internationally. This is all part of an overall Corporate Social Responsibility program, which, in addition to a focus on employees and community, also includes a strong environmental thrust. We have consistently been recognized as one of Canada's greenest employers and lead green initiatives in the Audio Video industry!

Our Corporate Social Responsibility approach is global. In our Cypress California office, worthwhile community initiatives include annual Beach Clean Ups, Tree Planting on Arbour Day, Donations to Battered Women's Shelters to help victims rejoin the working community and Haiti Relief Donations. For example, the group donated a couple of hi-end projectors to allow victims of the Hurricane to enjoy some outdoor entertainment. In our UK office - the focus has been on supporting local charitable groups like the Berkshire Search and Rescue - primarily due to one employee's interest in the topic... it seems he got a dog from the pound - and then wanted to give it meaning in life - so Nick is training Molly to become a certified search and rescue dog...

Our success over the years has to a great extent been based on having a vibrant and diverse workforce - engaged and committed to achieving corporate objectives. We've doubled our workforce over the past 3 years here in Kitchener... and this influx of talent creates a "socialization" challenge... How do we ensure these employees are quickly assimilated - and not into the "Borg". Today's employees, especially our younger employees, are demanding that corporations consider multiple stakeholders - not just financial shareholders - in setting corporate objectives. Today's knowledge worker is better educated, informed and mobile than ever before in history. They take pride in doing challenging and rewarding work. They are concerned about sustainable development. They want to work for "good" companies and we

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must meet their needs for authentic work experiences in order to retain and encourage them to stay in the region. Innovative and socially responsible programs like the ones I will be describing are, I believe, one way to address the talent retention issue which has been highlighted by Communitech as a key concern for many businesses here in Waterloo Region.

I believe authentic work experience, is grounded in enabling employees to achieve personal goals that are aligned with overall corporate goals. We've seen this goal alignment create greater levels of employee engagement as we've articulated our corporate objectives.. and as we've worked to create a positive culture based on common or shared values. And leadership development is inextricably interwoven into this mix. In my view, leadership happens at all levels in an organization – it's not just the task of those who have titles – but an opportunity for all to realize some vision, some part of themselves within a business context. Leadership development is key to satisfying the many needs of today's knowledge worker – and to retain this talent.

Employee development should be based on the belief that Leadership is everyone's business... that employees will be called to take on leadership roles as their job context changes... For example in setting up our operation in Shenzhen China last summer, we called on a number of individuals to put a factory in place in less than 6 months... one young leader, Matt Oliver, didn't have a passport and hadn't even travelled out of Ontario much less to China. He has been a star for us – and has learned to deal with a myriad of issues in setting up a foreign operation. These ordinary people – with mid-level titles have gone on to do extraordinary things for us! From a dead start last March – we now have 200 employees and produce \$80M worth of projectors in a world class facility... We couldn't have done it without the leadership shown by a number of entry level and mid level workers...willing and able to think independently, take risks, and who shared the vision that it was possible.

Well, if it is true that all employees will be called upon to lead at some time in their careers or lives, the onus is on upper management to ensure they have the skills necessary to carry out this role. Leadership traits are not innate – they aren't inherited by a "Leadership Class" destined to run organizations. Leadership is a learned trait – with skills like mentoring, coaching, and modelling behaviour that can be taught. That is what Leadership Waterloo Region is all about – creating community leaders. In a business context – similar approaches to Leadership come from thinkers like Kouzes and Posner whose book – The Leadership Challenge articulates very well the 5 Key Practices of a Leader – 1) Model the Way 2) Inspire a Shared Vision 3) Challenge the Process 4) Enable Others to Act and 5)Encourage the Heart. You will hear these themes often in what follows.

I said earlier that Leadership practices are learned. These practices exist in parallel with other learning and growth that happens in all organizations. For example, we have many technical development and training programs at Christie – but we also have some very basic initiatives which together create an environment conducive to developing leadership capabilities. The most basic initiative we have undertaken is to create a framework for positive interactions amongst employees by outlining and inculcating a set of shared values – things we all believe in...

Christie is a global company with 1,500 employees and offices all around the world. As you heard earlier, each office provides support to their local community as well as to the global community. We therefore use this set of Shared Values to create a base line for acting and thinking both in business and in the community. Our Shared Values are prominently displayed – and we invest a lot of time into educating our employees as to why we have this set of Shared Values. Our Values include Mentoring Others, Putting the Interests of Others before your Own and Being Receptive to New Ideas. We display them prominently - as you can see from the photo of our main hallway.

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I believe these values mirror Leadership Waterloo Region's emphasis on personal values and how these personal values impact on community decisions. Similarly, we want our shared values to impact behaviour in business contexts. We want to encourage team building activities, workplace diversity, creative – out of the box thinking –and we want people to take risks on behalf of the organization. This is what leaders do. They have a vision of what is possible – and take personal risks to achieve positive outcomes.

I would like to share with you a new initiative we launched last summer – one which I believe fits very well with the Leadership Waterloo Region's philosophy of nurturing community leaders.

Early last year we were inspired by the commitment and generosity demonstrated by two of our employees who chose to use their personal vacation time to travel to Uganda with GIVE INTERNATIONAL. While they were there, Pat Gaudet and Natalie Schneider delivered family kits (from GIVE) to numerous, needy families living in remote villages (family kits included mattresses, pots/pans, mosquito nets, soap, water jugs etc.). They also taught at a school that had a shortage of teachers, volunteered at an orphanage, spent time at the Home of Hope (where children with disabilities live), provided food and quality time to homeless children and reached out to others in need. Many of our employees contributed monetarily to help them with this trip. Pat and Natalie also received from their colleagues at Christie over 120 pounds of donated clothes, shoes, and toys which warmed the hearts and bodies of countless children. When we spoke with them, we learned that they had had a tremendous experience and had made a difference in many peoples' lives. It is really their generosity - Modelling the way - that has led us to develop our new Humanitarian Leadership Program

New Humanitarian Leadership Program

In essence, Our Humanitarian Leadership Program provides a one month paid leave of absence for up to 5 employees on an annual basis. Recipients spend this time working with a not-for-profit organization of their choice. Whether their interest and commitment is to a local charitable organization, or they wish to spend time helping communities or individuals internationally through the work of organizations such as World Vision or the Red Cross, we want to support their efforts. And in focusing on **their** initiatives and in supporting **their** vision – we tie this program nicely into an overall program of employee engagement, self actualization and leadership development.

So how does it work?

Each year employees interested in the Humanitarian Leadership Program submit a Proposal to an HR Administrator. Their Proposals identify the charitable organization they wish to work with, and where the work will take them; as well as an overview of why this organization and its work is important to them personally. We want to understand the scope of the work they will be doing and how it will benefit the not-for-profit organization or those it serves; and we want to understand what the employee hopes to learn from the experience. We want them to have a "leadership" experience.

In addition to the paid leave of absence, Christie reimburses the charity for \$1,500 of travel and accommodation expenses our employees may incur to reach their destination and begin their work. And more importantly, we allow our employees to raise funds for their project within Christie – through raffles, jeans days, and bake sales. This takes a lot of initiative on their part – they need to learn how to share their vision with fellow employees – and how to get them to "buy in" so to speak!

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We set up a website for these employees – to allow them to blog with our employees –and to ensure their experiences are shared with others...

Sharing the Experience

Upon return to work from the Volunteer Experience, we arrange Lunch and Learn sessions at which time the scholarship recipients deliver a report and visual presentation that highlights what they have accomplished and the impact the work has had, or will have, on individuals served by the charitable organization or its surrounding community. We hope this inspires more employees to become more actively involved in humanitarian work that has a personal significance to them. Note the emphasis on personal significance. This is where the Leadership development comes from – from within the individuals desire to improve the lives of others we begin to see the development of a “Servant as Leader” philosophy.

This was the first year of the program, and I have to say we were thrilled with the tremendous response from our employees. Many applications were received - each one was worthy of our consideration and support. We are proud of the interest and commitment all of the applicants showed to making a difference in the lives of others.

Please allow me to give an overview of these varied initiatives...

Natalie Schneider, Technical Writer:

Natalie’s volunteer experience will be with **Gap Adventures**, helping to build an environmentally friendly eco-playground for children in the city of Santa Cruz on the Galapagos Islands. Natalie is excited about the opportunity to show how recycled materials can be used to make a positive impact in a community. This is a hands-on volunteer project that will provide a safe environment for the children of Santa Cruz to play in.

She was told by the volunteer coordinator in Santa Cruz that they will be implementing an Ultimate Frisbee league throughout the school district when she is down there. Apparently two world championship players from Sweden are going to be there to teach the children how to play. So she mentioned that it would be great if Natalie could bring some Frisbees along. As far as I know, she has been able to collect enough to fill a suitcase full of Frisbees – and one way she did it was to have a pretty good ad on her blog....

Rick Dalley, Advanced Product Developer, Software:

Rick’s fascination with the Teduray Lambangian people will take him to the Philippine Island of Mindanao where he will work with **Centro Saka Inc.** to provide these indigenous peoples with the tools and knowledge they need to manage and store data. Rick believes that by connecting these peaceful people with the outside world they will have a stronger voice outside of their community that will allow them to better advocate for themselves. To do this Rick will be collecting and transferring computer equipment to Upi, where he will build a local network that can be connected to the internet. He will then train the tribal members to use each application and maintain the hardware. I believe this may be quite a challenge in an environment with an unreliable supporting infrastructure.

Liz Ritzenhaller, Customer Service Manager, EMEA:

Liz has chosen to work with **Geovisions** an association in Villa Allende, Argentina, which works to improve the lives of women affected by abuse and domestic violence by helping to plan educational and cultural events about and for gender equality and women’s rights. Liz will be helping to plan, organize and promote the activities of the association, will help to care for and empower victims of abuse and domestic violence and offer administrative support in their office and educational library.

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She will be working with Hogar de María “Madre Teresa de Calcuta” which is a welfare organization which manages a shelter for single mothers and their babies in order to help them and protect them from abuse or being abandoned, neglected, or when their rights or health situation is at-risk.

Pamela Golnik, Technical Writer:

Pamela’s proposal involved working with the **Sweet Corners Christian Church**, which is part of the **Ontario Christian Assembly**. Pamela travelled to Cagayan De Oro City, Philippines, to assist with the church’s mission trip and volunteer with their outreach program. While there, she visited women’s shelters, shelters for abused children and rehabilitation centres. Prior to the trip, she worked to gather resources such as toys and funds for the trip ahead. Pamela gained a greater world view of mission work and learned about the Philippine language, culture and land – and infrastructure challenges!

“I went to the Philippines to make a difference and to help others. However, I came back with so much more than what I could provide one Philipino. The people showed me how you can be happy with so very little. Life is not about being in the fast lane, it is about having what you need and the rest is extra and can be given to help others. Materialistic items are just that. What matters the most is what is in ones heart. Be kind, give with great intentions, never say no, and help all who ask for help.

In Canada we have an abundance of everything, if we only gave a little; it could make the difference to feed one in need, and that does make a difference. Christie made that difference to many in the Philippines by sending one. “

I got this quote from her blog site yesterday – as well as these photos of her delivering 50 kg packages of rice – packaging rice for families and travelling to various sites to deliver food to families in need.

I wanted to suggest to Mayor Craig in Cambridge that there is a third alternative to our transit problems – other than LRT and Rapid Buses, let me suggest Rapid Scooters!

Pat Gaudet, Executive Assistant, Engineering:

Pat travelled to Mazatlan, Mexico in February, 2011 to work with **Push International**, a non-profit organization which provides mobility devices to people with disabilities, and with **Padres y Compadres**, a Mexican children’s therapy organization which works collaboratively with Push International to provide therapy and ongoing support to individuals, families and communities without the financial means to meet their fundamental needs. The scope of work included conducting rural home visits to deliver mobility equipment, equestrian therapy, training new wheelchair users how to navigate their environments, clothing and food distribution, integration of individuals into their communities and other related activities. Her blog was quite moving.. as her final comments indicate...

“now on my way to say goodbye to the children at padres....they have taught and inspired me more than anything I could have ever possibly done for them. I’ll take a little part of them with me in my heart and hope to leave behind a little part of me in theirs....life is what it is I guess...and if we all just do a little.....makes the world go round a little easier and happier for those not as fortunate as us.....have learned at least that in the past 35 years of community outreach.....keep smiling, see you Monday my family and friends....”

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These individuals model behaviour for others at Christie – the behaviour is based on a concern for others well being, for making a tangible difference in other's lives. It demonstrates that talking about change and making change happen are very different things....

I believe that our Humanitarian Leaders will inspire others to act in positive ways in the future – both at work and in their personal lives. Think of how this type of learned behaviour could impact each and every service organization in a company- whether it's technical writing, administrative support, customer service or sales... wouldn't you want people like Natalie and Pam on your team? Well, the fact is that people like them do work for you – but does your organization enable these latent capabilities to flourish and be realized? The cost of our program is minimal – minimal in terms of it's demands on our organization since we are asking employees to define the program and take steps to realize their vision. While a month's leave is not insubstantial, we do feel that the program more than pays for itself in its positive impacts.

This Humanitarian Program has not only allowed these individuals to make a difference in others lives - but the program itself creates an internal brand – a company that encourages engagement, and sees a bigger picture for corporate goal setting than revenue and profit. I believe this program and our bigger picture CSR focus together create greater trust between staff and management. They build team spirit and pride in being part of the organization. Wouldn't you rather come to work for a company you can take pride in?

Mind you, revenues and earnings are still the ultimate yardstick of success – for without them we would not be able to invest in organization development, hiring, training and in community development... but the basis for action remains a set of shared values which encourage risk taking for the organization, lavishing trust on others and considering the needs of others before oneself. Pursuing larger than life goals, like improving the lives of those less fortunate, allows us to put our self interest into a larger context – and to take ownership of creating a better future for all. I do believe our program mirrors many aspects of Leadership Waterloo Region's program – leadership volunteers helping others through service to social profit organizations, through their modeling of the way for other community members and by inspiring them also to become involved, and ultimately by harnessing local resources to build a better, stronger community.

Leaders connect people with people and the present with the future. In doing so, they create Hope within the organization. Hope for a sustainable business, for a greener economy and most of all, hope for our and for the world's children – that they may enjoy a better quality of life.

In closing allow me to quote from Margaret Mead, whose motto graces our Humanitarian Leadership Website...

She said...

“Never doubt that a small group of thoughtful, committed citizens can change the world.

Indeed, it is the only thing that ever has.” *Margaret Mead*

Thank You.

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