

A presentation by

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CHECK AGAINST DELIVERY

Let me begin by saying I'm honoured to have been invited here today.

This is a wonderful forum.

And I think this is what we do well as women. We share our stories.

Whether it's across the dining room table or the boardroom table. On the treadmill. And yes, at the nail bar.

We like to share our successes and disappointments. As well as our hopes and aspirations.

Today, I'd like to share with you three stories.

The first is the story of my company, the Ontario Power Authority, and its vision.

The second is about how the OPA has teamed up with LoyaltyOne in one of the most innovative campaigns ever to launch in Ontario. I know you'll be especially interested in hearing about this and I'll get to this in a few moments.

And lastly, today I'd like to offer a few tips from the Kimberly Marshall playbook—one written especially for women. Tips about what helped me succeed in the workplace.

First, I will start by telling you about my company. And the incredible year we've had.

To give you a little background on what we do for those of you who may not be familiar with the Ontario Power Authority.

Our job is to ensure a reliable and sustainable electricity system for the future of Ontario.

We have three main functions: We plan our electricity system 20 years into the future. We coordinate conservation initiatives and contract for new electricity supply.

We don't own generation stations or transmit electricity. We also don't deliver electricity to your house. That's up to about 80 local distribution companies across the province.

I can honestly say that as Vice President of Business Strategies and Solutions at the Power Authority, I've never had an opportunity quite like this before.

It's actually quite humbling to have the chance to play a role in transforming Ontario's electricity system. A year ago, the Ontario government passed landmark legislation. The Green Energy Act positions Ontario as a global leader in conservation AND renewable energy.

I'm not exaggerating when I say the world is watching what's happening in Ontario very closely.

We're also getting kudos from some notable people—including Al Gore who called Ontario's electricity plan “the single best green energy program on the North American continent.”

And I'll get to more about this in a moment.

But first, more about my company. And what I do.

There are the traditional aspects of my job.

I set the direction of my department. I do my best to win the respect of the people who work with me. And I still put out fires—enough fires that there are days when I have Dalmatians following me home.

While I am the person in charge of the purse strings, I see my job as an enabler. My group helps the OPA achieve its goals—goals that are informed by the provincial government.

Increasingly our role is much broader than just ensuring the lights stay on in our hospitals and schools. It has social, economic and environmental aspects to it.

And we are truly at a pivotal moment in our history.

It is a time to clean our air. To create 50,000 jobs. Replace dirty sources of electricity with energy that comes from the power of the wind and sun.

Our goals are ambitious. We also want to build Ontario into a hub—a destination for clean energy manufacturers to set up shop from around the world.

At the same time, we're also creating a platform for the greening of the rest of society—the electrification of our transit system and the coming of electric cars.

While there's been a lot of attention on our clean energy plan, our first priority at the OPA is always on conservation.

After all, the cheapest megawatt of electricity is the one you don't use in the first place.

And that's where you come in—in the second of the three stories I want to tell today.

As you know, we've recently joined forces with Loyalty One and WWF-Canada to launch the Power Pledge Campaign. It's a major campaign designed to advance a culture of conservation in Ontario. It will run until the end of the summer.

Before I fill you in on the details, I'd like to take a moment to show you a short promotional video that was produced for the Canadian Marketing Association.

(show video: 90 seconds)

I think you get a flavour from that—you can see from that why I am so proud of what we're doing.

The Power Pledge encourages everyone to take simple—yet meaningful—conservation actions that will save money, save electricity and fight climate change.

Our early research told us we should be focusing on a market segment that reflects just about everyone in this room—even me: women between the ages of 35 and 54.

What do we know about these women? We know that they are the demographic group most susceptible to conservation messages. We know they direct most of the household's expenditures. We know they have a great influence over other family members. And we know they LOVE loyalty programs.

I think what's important to highlight is just how innovative this campaign is. We've got three non-traditional partners working together.

Three different sectors—a high-profile NGO (we all know the Panda logo), a government agency and the country's top loyalty program. All working together to motivate consumer behaviour on crucial issues—conservation and climate change.

Our LoyaltyOne collaboration is important for a number of reasons.

Energy conservation is critical for business. It's also critical for the government and for all Ontarians.

If we are going to advance our conservation culture, we need everyone on board. We recognize the time is now for creative and joint solutions – government partnering with industry to make a difference in something we all care about. And something we all benefit from.

And what more effective and innovative way to advance a culture of conservation than to partner with a first class organization like LoyaltyOne? A partner that is already leading the way to a greener and cleaner Ontario through AIR MILES MY PLANET.

AIR MILES “MY PLANET” launched in October 2009. It has already become the broadest-reach and most authentic environmental incentive scheme in the world today.

It is built on the brand equity of the AIR MILES loyalty points. It’s objective is to inspire a sustainable behaviour shift among more than two-thirds of Canadians who are active card users.

And did you know 72 percent of Ontarians are active AIR MILES collectors? Of course you knew, but we didn’t and that was one of the biggest factors in the Power Authority’s decision to partner with LoyaltyOne.

“MY PLANET” leverages the widespread ‘reach capital’ of AIR MILES to generate a meaningful and sustainable environmental impact.

By taking the Power Pledge, Ontarians can learn to conserve energy in a variety of simple and meaningful ways. Our main focus is on reducing phantom power—the kind of power that is used by home electronics even when they are turned off.

The campaign also encourages homeowners to replace energy-guzzling appliances with ones that are more

efficient. And even undertake simple actions like washing laundry in off hours and in cold water.

And it's working. I just checked the status of the campaign on my way here. I'm thrilled to say that nearly 52,000 Ontarians have taken the Power Pledge. That represents a cumulative savings of over 168 million kilowatts each year and about \$16-million back in consumers pockets. That also tallies up to nearly 35 million kilograms of greenhouse gases avoided.

What's more exciting—particularly for everyone in this room—is that a recent solo email blast to 200,000 Ontario AIR MILES collectors yielded an astonishing 12,000 + pledges—in one four-hour period. That's real power!

It illustrates how we can work together to seize opportunities.

And that brings me to the final chapter in my three part story. The last topic I'd like to address today.

Opportunities for you as women. How to identify them. And how to seize them.

I do work for an outstanding organization—and it's one in which women truly excel. Consider these figures. Two of six vice-presidents in the company are women. And 40 per cent of our managers are women. Not bad for a company in a sector that has traditionally been dominated by men.

If there's one thing I want you to take away from what I'm going to talk about for the rest of today's session, it's this: find your passion. Find your passion and you'll have your compass. It will lead you where you need to go.

But beyond that basic lesson, there are a few others I've learned along the way.

I'm going to share a page out my playbook. It's really a manual I started compiling when I was still in pigtails.

You see, everything I learned about how to succeed in business, I learned playing games—whether it was card games or board games like Monopoly.

There. My secret is out. I'm not just a finance geek. I'm also a game freak. I trust you won't share that with anyone outside of this room today.

But everyone who knows me knows I'm very results oriented. I'm a driver. I've kicked butt a lot and I like to win.

I trace my competitive spirit back to my summers at the cottage when I was a child. Our nights were filled with endless games of Pairs—a kid's card game where you test your memory by finding matching cards.

At high school, it was euchre in the cafeteria during spares and at lunch time.

Later, as an adult, Team trivial pursuit games went on forever and took trash talking to a new level.

These are games I still like to play—and win.

So, here are my top lessons, learned playing a few of my favourite games.

Lesson one comes from Trivial Pursuit:

Trivial Pursuit taught me the importance of teamwork.

You can play Trivial Pursuit on your own, but you have more fun and a better chance of getting the right answer when you're part of a team.

For example, if my team landed on sports and leisure as a topic, my male partners might take the lead on a sports question. But I could certainly handle the entertainment questions.

In other words, everyone brings something to the table. Build on each other's strengths. I've tried to apply this philosophy to every job I've ever had.

Lesson two comes from Jenga. Does everyone know Jenga?

It's a game where you take turns removing wooden blocks from a tower and place them on the top. The object of the game is to keep it from toppling over.

Jenga taught me the importance of being open to reworking your career plan. Sometimes you've got your eye on a particular piece and then your opponent beats you to it. So, you've got to come up with a new plan.

Careers are often like that. I left a job I loved in finance at IBM after 10 years. I had my heart set on becoming a controller and the company wanted me to move into strategy.

So, I switched jobs. I moved to Shoppers Drug Mart as director of finance.

Well, guess what? It wasn't long before I was tapped to work on strategy for Shoppers. The same job, more or less, that I would have been doing at IBM.

It wasn't part of my grand plan, but in the end, it was what I should have been doing all along.

In other words, keep your options open. Don't be wedded to one career arc.

And then there's lesson three from Risk.

Well, as the name suggests, I have learned the importance of taking risks in your career.

After years of working for blue-chip companies, I moved to work for a high-tech start-up. It was during the glory days of the dotcom era—before everything went bust.

I saw it as a chance to build something from the ground floor up.

I poured everything I had into it. I worked late nights. I put on 25 pounds. The wine bottle never went back into the cupboard at night because I knew I would need it to settle me down when I got home the next night.

It was a really stressful period in my life.

In the end, the dotcom wasn't a success story. And that was really tough.

But would I give up that experience? Not on your life.

It taught me that you can care too much. You can become too invested in your job. It's important to have some distance and not take yourself too seriously.

One final lesson from games.

Sometimes in your career you can do all of the right things. Play smart. Try to take managed risks. But still you don't always win.

As women, we tend to overanalyze what we could have done differently. But perhaps we just weren't dealt the

right cards at the right time. In a card game this is something we understand.

The opposite is also true. Sometimes we just get lucky. Accept it when it happens. Enjoy it. And know that sometimes you will win when perhaps you weren't the best at that moment. But it all averages out.

So, be passionate and competitive about the game you're in. Play to win. But realize it's just about the game. It's not personal.

So there you have it. That's the Kimberly Marshall Plan. If you try it, I hope it proves useful. Whether you're just playing a board game or planning and managing your career. The real game of life.

As I have said, I am proud to be working for an organization with such progressive goals.

And it's been a real pleasure to have had this opportunity to work with LoyaltyOne. To work with another very progressive organization.

Thank you for your time today.