

Message

From: Nicholas Ingman [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=4B1F8DCE56FC407D89CFDE7EF5F68F46-NICHOLAS IN]
Sent: 2018-04-18 8:14:31 PM
To: Kim Marshall [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=b63a22b42bf14587870d93119a054d88-Kim Marshall]
Subject: RE: Thoughts on Corporate Services Team Meeting Agenda

You're welcome.

Nicholas Ingman
W: (905)855-6108
C: (416)427-2567

From: Kim Marshall
Sent: April 18, 2018 4:00 PM
To: Nicholas Ingman
Subject: RE: Thoughts on Corporate Services Team Meeting Agenda

Great job today thanks

Kimberly Marshall | VP, Corporate Services & CFO
Independent Electricity System Operator (IESO) | T: (416) 969-6232 | C: (416) 545-7202
120 Adelaide Street West, Suite 1600, Toronto, ON M5H 1T1
Web: www.ieso.ca | Twitter: [IESO_Tweets](https://twitter.com/IESO_Tweets) | LinkedIn: [IESO](https://www.linkedin.com/company/ieso)

Corporate Services collaborates with you to deliver solutions and expertise that enable the IESO to achieve its goals.

Conservation: www.saveONenergy.ca | Twitter: [saveONenergyOnt](https://twitter.com/saveONenergyOnt) | LinkedIn: [saveONenergy](https://www.linkedin.com/company/saveONenergy)

From: Nicholas Ingman
Sent: April 11, 2018 8:49 AM
To: Kim Marshall; Mae Stanley
Subject: Thoughts on Corporate Services Team Meeting Agenda

Ladies,

Firstly I apologise if I am being to presumptuous and suggesting things that are outside of my responsibility. I was thinking that we can weave a number of the engagement themes throughout the meeting agenda in a positive way without looking like we are trying to get ahead of the upcoming survey or set expectations that we may not be able to meet for some time. I have tweaked the agenda slightly (sorry that I don't have an electronic copy) below:

- Lunch
- **Welcome and Introduction - Kim**
 - Last time we meet as a team before the new CFO joins
 - Thank staff for their contributions specifically during times of significant change and challenges (Fair Hydro, Auditor General review, establishing a new team and mandate for Enterprise Change, significant initiatives such as GAM, new payroll and time keeping systems, Settlement System Replacement, significant staff movement and opening up a new floor at UMR and Adelaide – Hopefully I have covered everyone) – Hopefully this covers the recognition/appreciation piece
 - This highlights a need for significant resilience and effective change management processes – we will speak to some of that later.

- Over the past few weeks you have worked as a team to identify what engagement looks and feels like and what are some of the barriers to, and enablers of, engagement. These have been incredibly productive and insightful conversations and we will provide you with a summary of themes that we heard later in the agenda. Engagement is something we should think about all of the time and this exercise has been very helpful and has helped inform the content of today's agenda.
- Not to steal Idalin and Nicholas' thunder but we heard that Effective communication and being open and transparent is important to you and today we will hear from Marcia our new VP of HR who will provide some of her insights as she joins our organization. We will also provide some of the discussions at the recent ELT, Board and Committee meetings (if we are okay including these)
- We heard that you are seeing a significant volume of change and feeling "change fatigue". We also heard that you feel team building and relationship building is important so Ron from ProSci will lead an exercise that hopefully starts to address both of these.
- As you likely know there is a formal engagement survey coming out in mid-May and we encourage you to participate in this and I am sure that the new CFO will want to build from the discussions of the past few weeks and the formal results of the survey to develop a more formal action plan but I hope that you will work with your managers to identify a couple of small things we as a team can be doing in the mean time to address some of the things you have identified within your individual teams. (Again a proposal only, but I think it would be good to do this)
- It's important to remember that engagement is a shared responsibility and developing ideas together is an effective way to making things better.
- **Updates from, ELT, Board and Committees - Kim**
- **Engagement Discussion Summary – Idalin/Nicholas**
- **Resiliency exercise - Prosci**
- **HR Introduction - Marcia**
- **Closing Remarks - Kim**

Again, I hope that I haven't gone too far with this.

Thanks,

Nicholas Ingman, P.Eng. Director, Enterprise Change

Independent Electricity System Operator (IESO) | T: (905)855-6108 | M: (416) 427-2567

Station A, Box 4474, Toronto, ON M5W 4E5

Web: www.ieso.ca | Twitter: [IESO_Tweets](https://twitter.com/IESO_Tweets) | LinkedIn: [IESO](https://www.linkedin.com/company/ieso)

Conservation: www.saveONenergy.com | Twitter: [saveONenergyOnt](https://twitter.com/saveONenergyOnt) | LinkedIn: [saveONenergy](https://www.linkedin.com/company/saveONenergy)