

MAKE SURE THAT WHAT CONFORMS, PERFORMS

My credo is simple: for both flagship and fledgling businesses, there is only one step between governance and performance. More than just a legal issue, governance is the sine qua non condition for taking and maintaining a strategic lead.

My name is **Emmanuelle Létourneau**. An experienced lawyer, a certified director. I advocate in favour of enterprising governance, that is, governance adapted to the context of your business.

A consensus has now been reached on enterprising governance, because it combines the best of core competencies, personalities and passion to synergistically accelerate the operational and financial fate of a business. That which could have been considered a necessary evil has become a source of value creation.

Especially when combined with innovation. That is my mission.

IMPORTANT ADVICE ... FOR VISIONARY BOARDS

Over 17 years of experience have shown me that rejecting the status quo requires as much audacity as empathy, and as much creativity as adaptability; the right balance.

It requires the ability to ask the right questions and identify the appropriate issues, without compromise and with a certain elegance.

Dedramatizing the process of setting up a first board of directors while achieving a common sentiment that nothing is actually being imposed ... but that it is simply the extension of a promising vision, built on the existing situation. Or, if there is a board in place, but its performance is lacking, creating circumstances favourable to the sustainability of the business while ensuring that it greatly supports and inspires its leaders in their efforts. To properly manage change, it is necessary to know how to manage talent.

Whether it consists of coaching or training a board of directors or an advisory board, a customized approach is developed with management and the directors, respecting each of their roles, the objective of which is for the business to achieve or exceed its commercial objectives.

THE RIGHT NETWORK TO MAKE THE RIGHT “CASTING”.

Finding the best possible advisors for the business’ specific vision, issues and culture requires tact.

I will help you define the profiles and recognize those rare gems who possess unexpected skills. I will work with you to ensure that all the members of your board of directors or advisory board are in tune with your strategic plan and contribute to it in a constructive and productive manner.

So that meetings are focused on the future of the business, rather than on its past, on accountability and on compliance. Ensuring everything is in place including the leadership required to make essential decisions, I consider the details that can make all the difference, the annoyances to be eliminated and the strengths to further develop.

The objective sought? That meetings of the board of directors and advisory boards are always more enriching than stressful.

IN SUMMARY, all the expertise required to implement the governance formula that is best adapted to and most profitable for your business. Smoothly and painlessly.

BUT ALSO TO ADDRESS THE RISK ... OF NOT INNOVATING, which should not be minimized. Accelerating the fate of the business requires taking a step back, being thorough and having a clear vision. You got it, my bias is to contribute to the full development of businesses that have taken on the challenge of innovating and reinventing themselves through governance ... that is enterprising.

BIOGRAPHY

Emmanuelle Létourneau, LL.B, LL.M., ASC

A lawyer with a master's degree in business law, Emmanuelle conveys the principles of enterprising governance to SMEs, NPOs and publicly traded companies. She has advised several SMEs and worked for major institutions such as Desjardins Venture Capital Inc., the National Bank of Canada, the Autorité des marchés financiers and Bombardier. A speaker and trainer, she is the author of the book *Gouvernance d'entreprise: perspectives juridiques et pratiques*.

She speaks the frank language of entrepreneurship and innovation, in addition to being a polyglot.

Description of services provided

DIAGNOSIS AND OPPORTUNITIES

Choice of governance formula: Do you need to take risks that will affect your business but do not feel properly advised? Is an institutional investor insisting that you implement a governance structure but you don't know where to start? I will help you choose the best governance formula (board of directors or advisory board) for your business in accordance with its needs and stage of development.

Governance analysis: Do you need to exercise the voting rights of a corporation and require support in your understanding of governance? I analyze corporate governance from the perspective of exercising proxy rights.

ESTABLISHMENT AND OPTIMIZATION

Set-up: Do you wish to enhance your business or give it a boost? I will help you establish an advisory board or board of directors to achieve your business objectives: choosing the right members to create the ideal composition in accordance with the growth drivers of the business, director recruitment, meeting structure set-up.

SMEs	NPOs	Publicly traded companies
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Acceleration: Do you have a board of directors or advisory board already in place? Does it provide the leadership you require for your strategic decisions? I will optimize it so as to increase momentum and improve its functioning or overcome a counter-productive situation.

Balancing: Do you feel scrutinized and judged by your directors rather than supported? Do you need your board of directors to rally behind your strategic plan? I will instill balance in your meetings between issues of compliance, accountability and strategy

Organization: Is preparing for board of directors' meetings more stressful than the resulting benefits are worth? There is a solution that will allow you to achieve optimal management: determining mandates and the annual schedule, convening meetings, determining which documents should be submitted, and support in preparing the minutes.

Collaboration: Does it take too long to make decisions when your business needs to move fast? Establishing and implementing delegations of power and procedures.

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STRATEGIC ADVICE AND GUIDANCE

Strategy and innovation: I will help you determine the role of your board of directors or advisory board in the strategy and innovation of the business.

Challenges of change: Would you like to discuss your challenges of change with informed people? Supporting the CEO in managing change so that they can benefit from the governance structure, rather than simply tolerate.

Communication: Would you like to improve communication with your shareholders? Preparation or improvement of circulars and annual information forms.

Shareholder meetings: Do your annual shareholder meetings lack inspiration? I can organize them and prepare all related documents.

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TOOLS AND TRAINING

Training: Customized training for entrepreneurs, directors, the management team and other stakeholders.

Relationship between the CEO and the president of the board: Personalized meetings with the president of the company and the president of the board of directors to maximize the effectiveness of their relationship.

Tools: Documentation regarding the establishment on an advisory board or board of directors with customized models.

Assessment of the functioning of the board of directors.

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