

**MCCRACKEN & PARTNERS**  
EXECUTIVE SEARCH INC.



**OUR FOCUS IS YOU™**



## ABOUT US

### **ARE YOU CONFIDENT YOU ARE GETTING THE VERY BEST PEOPLE?**

Welcome to McCracken & Partners Executive Search Inc., a retained executive search firm committed to the philosophy that our success is directly linked to yours.

#### **Thorough but Timely**

As an entirely independent firm, McCracken & Partners has access to the least restricted range of candidates possible. This is because we operate with fewer conflicts than are inherent in the branch operations and other marketing oriented affiliations common in our industry. In other words, we provide you with the most comprehensive market “sweep” possible.

In addition to being thorough, we are also timely. Our extensive experience, combined with the latest in proven research methodologies, ensures we execute your assignment in a focused and efficient manner, balancing the need to conduct a thorough executive search with the necessity for timely results.

#### **Large or Small**

We act for a wide variety of industries and companies, ranging in size from the smallest, entrepreneurial “start-ups” through to industry-leading, global organizations...along with everything in between.

Large or small, our clients are most commonly found in high-change environments where identifying and recruiting the best is crucial to building and sustaining competitive advantage.

#### **Our Clients Are Also Our Partners**

We’re proud of our clients and the very special relationships we develop together.

We stay abreast of developments in both your company and your industry...both during and between assignments. In fact, we often become an extension of your management team.



## PROCESS

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### **One of the most crucial stages in a search assignment is the beginning.**

In the rush to get going on an important recruitment, the initial diagnostics are often allotted little or no attention. This is regrettable because getting it right in the beginning does not need to take a lot of time and it always contributes to superior results.

### **In the end, however, results are what matter most.**

Process is important. After all, without some guiding methodology, energy and time are both wasted. More importantly, the end result is almost always compromised. However, no matter how rigorously followed, the best process is meaningless if it doesn't contribute to a better experience and better results.

### **Results speak for themselves.**

Attention to process means providing superior service and achieving the best results. Superior service means a highly professional, positive experience for both the client and selected candidates alike.

The best results mean identifying the best candidates, objectively evaluating them and, most importantly, recruiting your choice as the best one for you.

### **Superior service and the best candidates in the shortest possible time.**

## PROCESS—ACTION PLAN

<b>STAGE 1</b>	Client • Management Team Consultation and Role Definition
<b>STAGE 2</b>	Research • Recruitment • Positioning Strategy Development • Phase I Execution
<b>STAGE 3</b>	Research • Recruitment • Positioning Strategy “fine-tuning” • Phase II Execution
<b>STAGE 4</b>	Initial Candidate Interviewing and Long List Development
<b>STAGE 5</b>	Secondary Candidate Interviewing • Short List Presentation
<b>STAGE 6</b>	Initial Client Interviewing Commenced • Referencing Commenced
<b>STAGE 7</b>	Secondary Client Interviewing • Finalist Candidate Selection
<b>STAGE 8</b>	Final Referencing Completed • Final Offer Terms Agreed • Offer Presentation • Discussion • Acceptance!

## EXPERIENCE

**An illustrative sampling of some of our experience.**

<b>ARCHITECTURAL, PLANNING AND URBAN DESIGN FIRM</b>	■ General Manager
<b>LEADING MUNICIPAL ELECTRICAL UTILITY AND TELECOMMUNICATIONS FIRM</b>	■ Inaugural Board of Directors ■ President & Chief Executive Officer
<b>MAJOR CANADIAN PENSION PLANS</b>	■ Vice President & Head, Merchant Banking ■ Vice President & Head, Fixed Income ■ Vice President & Head, Strategic Research ■ Vice President, Internal Audit
<b>LEADING CORPORATE FINANCE ADVISORY AND INVESTMENT BANKING FIRM</b>	■ President & Chief Executive Officer ■ Managing Director, Senior Debt
<b>INDUSTRY LEADING, CANADIAN REAL ESTATE CORPORATION</b>	■ Vice President, Human Resources & Organizational Development ■ Director, Corporate Development
<b>TORONTO WATERFRONT DEVELOPMENT AUTHORITY</b>	■ Vice Presidents, Development (2) ■ Vice President, Planning & Design ■ Vice President, Program Management ■ Director, Port Lands Development ■ Director, Sustainability
<b>PROVINCIAL INFRASTRUCTURE PROJECTS CORPORATION</b>	■ Chief Executive Officer
<b>LEADING TSE-LISTED CANADIAN MINING COMPANY</b>	■ Treasurer
<b>INDEPENDENT, GROWTH-ORIENTED, INVESTMENT MANAGER</b>	■ Vice President, Institutional Marketing ■ Vice Presidents, Private Counsel (3)
<b>NATIONAL PROFESSIONAL SERVICES DESIGNATION GRANTING INSTITUTE</b>	■ President & Chief Executive Officer
<b>INDUSTRY-OWNED, P &amp; C INSURANCE, RISK AND TECHNOLOGY SERVICES FIRM</b>	■ Chief Financial Officer
<b>INTERNATIONAL, PUBLICLY HELD DRILLING SERVICES COMPANY</b>	■ President & Chief Executive Officer ■ EVP & Chief Financial Officer

## Diane Armstrong

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In her capacity as Partner in charge of Research and Execution Quality, Diane leads the research, candidate identification and candidate development phases of each assignment, ensuring the balance between thorough, but timely, assignment execution is maximized at all times.

A veteran of the search industry, with over fifteen (15) years' experience, Diane has been a key member of the McCracken team for years and a Partner since 2009. She has worked extensively across virtually all executive and senior management positions in a wide range of settings and industries, in particular, financial organizations including investment management firms, banks, insurance companies and pension plans.

For a number of years, Diane was a Senior Team Leader with a major Bank's internal search and recruitment arm.

While now a highly regarded executive search professional, Diane's first career and passion was in Healthcare, having trained as an RN at Toronto's highly regarded Wellesley School of Nursing, where she received the Bruce Pin for highest achievement. Diane subsequently practiced for eight years in intensive care and emergency units in a number of major teaching hospitals, principally as a Charge Nurse in the Medical and Coronary Intensive Care Unit at Wellesley Hospital in downtown Toronto.

In her personal time Diane is both an avid runner and one of Toronto's leading fitness industry professionals, teaching early morning, evening and weekend aerobics, spinning and specialty programs such as duathlon training and Reformer Pilates classes, in fitness facilities in downtown Toronto. Diane is a certified Pilates Instructor and has successfully completed the 400-hour Yoga Instructors training program.

## Paul Bruner

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Paul is an experienced and talented executive search consultant, having led and completed searches in most functional positions, across a variety of industries. He is also a seasoned operating executive, having enjoyed success in both multinational organizations and venture capital / private equity backed start-ups. Having hired hundreds of people and built winning teams in numerous settings, Paul knows first-hand the importance of recruiting and profitably engaging *“the most qualified candidates for your role and circumstances – people who fit with your culture, share your values and vision, and have the talent, energy and enthusiasm to make it a reality.”*

Paul began his business career with Andersen Consulting (now Accenture) working on strategy and information systems projects in the advertising, brand management, professional services, distribution and manufacturing sectors. As an entrepreneur, he co-founded and ran successful businesses in the real estate, hotel, technology and human resource sectors. In each case, great people and outstanding service were the cornerstones of success.

Today, Paul works with a wide variety of search clients in sectors including finance, technology, healthcare, environmental / sustainability and social services. His clients rely on his broad perspective, strategic thinking, sound judgement and straightforward communication to help them make the best hiring decisions.

In addition to being an avid tennis player, skier and golfer, Paul spent many years coaching children’s hockey and soccer. Over the course of his career, he has also contributed to numerous charities and is a committed advocate for environmental sustainability.

Paul is a graduate of the Ivey School of Business at the University of Western Ontario.

## Gary McCracken

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A widely experienced search consultant, Gary has led search assignments for virtually all management functions across a broad range of industries and organizations of all sizes. He is particularly experienced, enthusiastic and successful working with emerging and other high-change companies and management teams, whose recruitment needs, circumstances and "fit" issues are both unique and critical to sustainable and accelerating success. He has also recruited senior Board members for public companies and charitable organizations, as well as inaugural executives for unique private sector-facing public sector entities, such as Waterfront Toronto and Infrastructure Ontario.

Beyond his considerable search career, Gary's work as a client partner/advisor is informed by his experience as an executive himself. A former Executive Vice President with Barclays Bank of Canada, Gary ran Barclays' then principal Canadian operation, specifically its mid-market focused wholesale banking and related services division, with eleven fully staffed offices located in major cities across Canada. He also held executive responsibility for Barclays' Real Estate and Lease financing activities in Canada.

Gary has served on charitable Boards, enthusiastically participated in their fundraising campaigns and personally supported such causes both directly, by way of direct financial contributions, as well as through the provision of select pro-bono executive search services.

Gary holds a degree in economics and business, as well as an MBA from the Richard Ivey School of Business at Western University in London, Ontario.

## Robert Millward

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Bob is long-standing and valued member of the McCracken & Partners team. An Associate Partner since 2003, Bob primarily acts as an advisor to the firm, keeping us abreast of planning, development and urban design related activities and issues, as well as occasionally assisting with related search assignments. He is best known as the founder and principal of R. E. Millward & Associates, a respected consulting firm providing development and planning services to investors, developers, businesses, municipal governments and community groups.

Prior to founding R. E. Millward & Associates in 1997, Bob was Commissioner of Planning and Development for the City of Toronto from 1987 to 1996, in which capacity he was actively involved in all aspects of policy formulation, project management and economic development in Toronto. During his term as Commissioner, Bob was the City of Toronto's chief strategist and negotiator, successfully dealing with city building issues at the conceptual, administrative, political and technical levels in conjunction with major development projects such as BCE (now Brookfield) Place, the CBC Centre, the Metro Toronto Convention Centre and the Air Canada Centre, to name a few.

Bob also served as Director of the Central Core and Waterfront Division of the former Toronto Planning & Development Department and Director of Planning for the Toronto Housing Department.

A native son of upstate New York, prior to relocating to Toronto in the late 1970s, Bob was Director of Planning for Staten Island, NYC and held other positions in New York City's Department of Planning and Development.

A long-time member of the Canadian Institute of Planners, in 2007 Bob was elevated to Fellow status (FCIP) - the highest honour that can be bestowed by the Institute - in recognition of his outstanding career which, in the words of the Institute, has seen achievements with "professional implications Canada-wide and beyond." Bob is also a Full Member of the Washington, DC-based Urban Land Institute (ULI) and an active contributor to the Toronto Board of Trade where he is a member of the Infrastructure Committee and a past Chair of the Planning and Development Committee.

Bob holds a Masters Degree in Urban Planning from New York University and a BA from the University of Rochester, N. Y.

## Lee Davidson

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In addition to her role as our resident grammarian and copy editor, Lee is both the face of the firm as visitors arrive, as well as the voice of the firm when callers phone in.

However, she pretty much runs everything behind the scenes as well. The scope of these responsibilities ranges from maintaining and securing our 26,000+ record database – an important job in itself - through coordinating schedules, choreographing interviews, producing all reports, presentations, proposals and other documents, to managing a myriad of other administrative matters, all integral to the smooth operation of the office.

Prior to joining McCracken & Partners in 2005, Lee contributed her considerable personal and professional skills to a wide variety of industries, including publishing, law, computer hardware, software development and management consulting.

Armed with a triple major B. A. in English, French and Education, followed by a Masters degree in English and two years of law school, Lee's formidable written and oral communication skills are valued assets to the firm.

# PENRHYN INTERNATIONAL

McCracken & Partners is a member of Penrhyn International, one of the oldest and largest global partnerships of independent retained executive search firms. Legally based in Zurich and chaired on a rotating basis – currently in Munich – Penrhyn member firms can be found in major cities throughout Europe, North America, South America, Asia and Australia.



McCracken & Partners / Penrhyn International is a global member of the Association of Executive Search Consultants. Headquartered in New York, the AESC is the professional body representing retained executive search consulting firms around the world. Among its activities and responsibilities, the AESC promotes the highest professional standards in executive search through its industry-recognized Code of Ethics and Professional Practice Guidelines.

Since its foundation in 1979, Penrhyn International has been represented in the regional and global leadership of the AESC. Penrhyn members have served as Chair of the AESC globally, in addition to serving on and chairing many of its Committees.

Penrhyn is the only firm able to boast four winners of the AESC's award for distinguished contribution to the executive search profession.

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**OUR FOCUS IS YOU™**

**If you believe recruiting the best available people to your team is crucial to your continued success, let us show you how we can help.**

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