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"The CMC has presented me with opportunities to develop my skill set and associate with top professionals."

JULIE MAY, CMC

Challenge: Manage change
After a thorough review and analysis, Rogers Communications Inc. decided last year to outsource its administrative human resources activities. Subsequently, Rogers required a detailed design for its remaining HR organization, and turned to management consultants Deloitte.

Julie May, a CMC for 13 years and manager of human capital at Deloitte, managed the project along with Karen Jensen, director of HR planning and performance for Rogers. CMCs play an extremely important role in these types of projects because of their broad business knowledge in the areas of strategy, operations, finance, HR, IT and marketing.

"We had to make changes that would work for everyone or it would become expensive and inefficient," says Ms. May. "The remaining people took on more focused responsibility across different parts of the business."

Ms. May says her role was to design a consistent approach to decision-making as they addressed each part of the organization. To begin the process of deciding how to structure a

particular group, she convened workshops to summarize the current situation, presented alternative configurations complete with pros and cons, and then facilitated discussion. "One challenge was to keep everyone focused on the inter-relationship of decisions made from one area to the next."

Ms. Jensen says she valued Ms. May's logical and efficient approach to gathering reliable data through quantitative surveys, interviews and statistical analysis. As a consultant, Ms. May was also devoted exclusively to the project. "Julie was tenacious with deadlines," says Ms. Jensen, "and when the rest of us became diverted by day-to-day responsibilities, she was creative enough to come up with proxies for the data so that we didn't fall behind."

A year after completing the project, the retained organization is operating smoothly.

Ms. May says the CMC "has given me an opportunity to develop my skill set, associating with professionals at the top of the field and even developing informal mentorships. It has also given me a better understanding of the consulting

marketplace. Overall, the CMC turned out to be good career management."

Challenge: Build or buy?

Lloyd and Hilary Ross of Constant Motion Technologies in Calgary design conveyor systems for the food processing industry. They subcontracted the manufacturing, and now wanted to start fabricating the conveyers themselves. But should they build or buy?

They asked Pauline Patenaude of Marketing Directions to conduct a feasibility study. "She showed us it would be better to buy or to partner with someone already in the fabrication business," says Hilary Ross. "Existing businesses don't have the cash-flow issues that new ones have."

Ms. Patenaude, a CMC since 1993, draws on long experience in marketing and sales, CRM systems, marketing research and business planning with utilities and manufacturers in Western Canada.

After a search of potential partners, they settled on Demers MetalFab, but the Demers owners soon inquired about a buyout. Ms. Patenaude helped

conduct the negotiations, and did market research that she assembled into a business plan. The Rosses then used the plan to obtain bank financing.

The deal was completed at the end of 2007.

"A startup is usually the most expensive way to go," says Ms. Patenaude. "Once they saw the risks set out on paper, they could see that there were lower-risk options."

The Rosses were thankful for reliable outside advice. "This was an easier decision to make once Pauline showed us what the variables were," says Hilary Ross. "As the possibilities changed, she knew what to do next and stuck with us through the process."

Says Ms. Patenaude: "The CMC designation ensures you have the tools, the techniques and a framework to work with. If clients present an unusual situation, you can go back to those principles."

Challenge: Develop a strategy map

Top executives at an international elevator company wanted to compete more aggressively in Canada. "We were given a variety of competing growth objectives, all of them important," says Jeff Coles, manager for the company's Toronto region. "We needed a framework and structure we could follow."

They called on Greg Richards,

FCMC, visiting professor of performance management at the University of Ottawa's Telfer School of Management, and a consultant with 13 years' experience in strategic planning.

CMC training and qualifications ensure an objective, well informed approach to these types of management challenges, giving clients focussed expertise that is not possible for in-company executives who necessarily must balance these tasks with other responsibilities.



Greg Richards, FCMC

Working at the company's national level, Dr. Richards brought together top management to develop a "strategy map" based on the balanced scorecard concept. A strategy map sets performance measures in different parts of the company with specific timelines that all managers commit to meeting over six to 18 months.

"It sets the basis for competition and winning," says Dr. Richards. "It tells you who's accountable for what and when, and that becomes the basis for action."

Mr. Coles says Dr. Richards' skills as a facilitator were instrumental. "Greg moderated our discussions without bias in favour of any product or region. With his help, we developed a full picture of what we needed to do."

Now, managers have simple

measures that address long-term objectives while meeting short-term needs. "We start every management team meeting with a review of the strategy map," says Mr. Coles. "Our performance measures tell us whether we're on target."

Says Dr. Richards: "With the five-phase CMC methodology, my clients can easily understand what I'll deliver. On the human side, the CMC association is a good network. There is tremendous communication among CMCs to continually improve the process of consulting."

What's required for CMC designation?

CMCs benefit from more opportunities to grow in their profession through peer relationships, business partnerships, exposure to special practice groups and the CMC guarantee to clients of integrity, transparency, accountability, knowledge and access to best practices.

To obtain the CMC designation, members must meet requirements related to:

- Peer sponsorship;
- Academic credentials;
- Completion of required courses;
- Management consulting experience;
- Engagement summaries and client references and deliverables;
- An oral examination; and
- Continuing professional development.

Note: Very senior consulting practitioners may qualify for the Executive Stream to the designation. Contact sfernandes@cmc-canada.ca, or call 1-800-268-1148 ext. 8 for more information.

How do you find a consultant with a CMC designation?

Visit CMC-Canada's Member Directory at www.cmc-canada.ca or call 1-800-268-1148.

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The CMC designation is the profession's only international

certification mark, recognized in more than 40 countries. It represents a commitment to the highest standards of consulting and adherence to the ethical canons of the profession.

For more information on the CMC designation, hiring a CMC, or CMC-Canada, visit www.cmc-canada.ca or contact consulting@cmc-canada.ca.

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