

## **cNotes National Edition | Fall 2006**

### **News and Ideas for Canadian Management Consultants**

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#### **CAMC Career Centre – Recent Postings**

**Senior Consultant, Process Improvement** – ROCG Hobb Bakker Bergin Hill Consulting

**Senior Manager, Planning, Integration & Effectiveness** – RBC Financial Group

**Business Process Reengineering/BPR Consultant** – Solutia

Visit [www.camc.com/index.cfm?PID=12755](http://www.camc.com/index.cfm?PID=12755) to view these opportunities and more (CAMC member login required).

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#### **Message from Greg Fieger CMC, Association Chair**

*Note to readers: On October 3, 2006 the Association appointed its [new Board of Directors](#) and Officers, including Greg Fieger CMC as Chair.*

*Greg began his management consulting career in 1986 with the Calgary office of Coopers & Lybrand, with a focus on outplacement consulting and downsizing strategy. In 1991, he joined Ernst & Young in Regina, eventually becoming partner in the consulting division and leading the Saskatchewan Entrepreneurial Consulting practice. As a vice president with Cap Gemini from 1999 to 2001, he commuted to Toronto to lead the firm's People & Organization Solutions Team.*

*In 2002, Greg launched his own firm, [Strategic Future Group \(SFG\)](#), based in Regina. SFG assists clients through two distinct yet inter-related competencies: people and systems. He has provided strategic organization development services to clients from a variety of industries for over 20 years. Most recently, he began providing internet consulting services to small and medium-sized business through his [WSI franchise](#).*

*Greg joined the Institute of Certified Management Consultants of Alberta (ICMCA) in the mid-eighties and was granted his CMC designation by the Saskatchewan Institute (ICMCS) in 1991. He has been active in the ICMCS council, both as a council member and as president. Greg was Saskatchewan's representative on the Association's Board of Directors prior to his appointment to the position of Chair.*

*Greg earned his BA in Sociology and Psychology, and a Bachelor of Social Work, from the University of Regina. In 1990, he earned his MA in Sociology/Social Studies.*

*Greg volunteers his time to the Fundraising Dinner for the University of Regina Cougar athletes and the Saskatchewan Roughrider Alumni Association. He also provides volunteer facilitation support to select charities. Greg lives in Regina with Brenda, his wife of 30 years.*

Dear Association Members,

It is my pleasure to keep you apprised of the activities the CAMC Board is undertaking on your behalf. The following is an overview of the previous Board's accomplishments and an introduction to the initiatives we have planned for 2006-2007.

We started the year with a new governance structure and we are happy to report that all regional Institutes have signed the "Teaming Agreement" (affiliation agreement), meaning that all regions are represented in CAMC.

Although the implications of the governance changes may not be immediately apparent to members, the Board believes they have a real impact on the effectiveness of the organization and its focus on the CMC designation, both as our main mission and as the mark of professionalism in management consulting in Canada. Aply led by Scott Baldwin, CMC representatives from coast-to-coast, including past and present Board members, contributed to the new governance model and we wish to thank all of those involved for their tremendous effort and accomplishments.

Early in the year, the "120-Day Task Force" was struck to address the issue of membership value. We now have a new brochure and new presentation deck to support the value proposition of our organization to potential members. The new marketing material now reflects our strong commitment to growing the strength and awareness of the CMC designation. Your Board will continue to build on this momentum in the coming year.

On CAMC's behalf Members of the Eastern Ontario Chapter continue to drive the effort to improve positioning of the CMC designation in the Federal Procurement process. Initiatives are also underway in British Columbia and Ontario where volunteers have made progress towards recognition of the CMC designation as an important qualification for management consulting in the public sector. More and more often, CMC is listed as a preferred qualification on government websites.

Last November saw the launch of the revised certification program. The written case study is now augmented by an oral component. Candidates must meet with two assessors to review an engagement summary previously submitted as part of his or her experience documentation. The National Certification Committee, lead by outgoing Chair Nick Shepherd FCMC, must be commended for its tireless effort in ensuring our certification process is current and challenging, yet fair. We are very pleased that Blaine Atkinson FCMC, Atlantic will be Chairing the National Certification Committee going forward.

In May, we hosted a session with David Maister in Toronto. The event, co-sponsored by Microsoft and HP, proved entertaining, provocative and relevant. Attendee feedback was overwhelmingly positive.

Launched in late 2005, the Association was able to leverage the Comprehensive Report on Management Consulting in Canada throughout 2006. The study, funded primarily through sponsorship and at a low cost to the Association, helped raise our profile and proved to be a valuable member benefit. In the 2006 Membership Survey, the member report earned the highest ratings among all other benefits and services.

I would like to take this opportunity to thank my predecessors, Ted Stedman FCMC, immediate Past-Chair, and David Bolton FCMC, past Past-Chair, for their outstanding leadership during terms that were pivotal to the Association. The 2006-2007 Board looks forward to building on their accomplishments.

One priority your Board has this year is to refresh the our organization's strategy. The following strategic directions emerged from initial Board discussions held in October: Grow, Connect, Promote and Sustain. Here are some highlights of each strategic theme with more to come over the year:

**Grow:** Build strong, win-win relationships with firms, universities, other professions; continue to streamline the certification process.

**Connect:** Clear communication between members, Institutes and the CAMC Board/National office; leverage technology effectively to enable SIGs, PD, collaboration across boundaries in support of advocacy and other ventures.

**Promote:** Professionalism and therefore the CMC brand must be front and centre. It is the CMC that provides a common ground for all members across Canada. Institutes govern the profession within provincial boundaries. CAMC exists to serve the Institutes and their members, and through this service elevate the image of our profession across Canada. CAMC must continue to do so in a highly effective manner.

**Sustain:** Our new governance structure and renewed teaming agreement provide a foundation from which to build. Our Board must be effective stewards of CAMC as a forum for Institute collaboration. We must take steps to ensure a positive, sustainable future so that CAMC continues to be positioned to serve the needs of our members.

In addition to refreshing the CAMC strategy, your Board will be working hard on several specific short-term initiatives focused on adding value and furthering our collaboration goals. I look forward to reporting on these strategic directions and short-term initiatives in the coming months.

On behalf of the Board, I would like to thank all of our members for your continued support of the Association and the profession, and to all of our dedicated volunteers at every level of the organization. Together, we continue to promote excellence and integrity in the management consulting profession in Canada.

Sincerely,  
Greg Fieger CMC  
2006-2007 Chair CAMC

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### **Association makes seven recommendations to improve Conference Board of Canada's Report on Temporary Help Services**

The Association has submitted a detailed letter to Dr. Michael Bloom, VP of Organizational Effectiveness at the Conference Board of Canada, outlining concerns with the Pre-Consultation Report on Temporary Help Services (THS). The Association addressed concerns with the following areas of the report, and made seven recommendations for improvement:

- Management Consulting Services in the Professional Services Stream
- Professional Certification
- Small Business
- Consultation with Industry and Professional Associations

[Click here](#) to read the full letter (PDF) and CAMC's recommendations.

Many thanks to Michael Appleton FCMC and the Ad Hoc Committee on Government-wide Procurement Reform for their ongoing efforts on behalf of our members.

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### **New articles from David Maister**

David Maister, world-renowned thought leader on the management of people and professional services firms, has posted the following new articles to his website:

**The One-Firm Firm Revisited:** <http://davidmaister.com/articles/1/101/1/>

Together with Jack Walker, former managing partner of Latham & Watkins, David has written a

new article "The One-Firm Firm Revisited" which re-examines the practices and policies of the five firms he first wrote about 21 years ago: Goldman Sachs, McKinsey, Hewitt Associates, Arthur Andersen and Latham & Watkins. Maister and Walker conclude that the collaborative, collective philosophy has helped these firms sustain and improve their pre-eminence and their financial success.

**Adventures in Modern Marketing:** <http://davidmaister.com/articles/2/97/1/>

The article contains both the lessons David has learned in his own online marketing adventures, as well as the generous and helpful advice he was given by those who participated in his blog discussion of this topic.

**Two Entrepreneurs to Watch:** <http://davidmaister.com/articles/24/98/1/> and <http://davidmaister.com/articles/24/99/1/>

In the first article, a 29-year-old launches his own law firm, convincing all new hires, from a recent graduate to a 30-year veteran bank executive, to defer compensation until his experimental model pays off. In the second, a software services engineer retraces his career, reflecting on how he built "Maisterisms" into his own successful firm. Both cases illustrate how disruptive and revolutionary a true commitment to client service and business principles can be.

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**Two free webcasts for CAMC members**

**"Advanced Selling Skills" & "Psychology of Achievement" Wednesday, November 29 2006**

LMS Prolink, the Association's preferred supplier of errors & omissions insurance, is pleased to do more than simply INSURE your business...With this investment in you, we are helping to ENSURE growth in your company.

Whether you're looking to grow sales (Advanced Selling Skills) or you're looking to reach your potential (Psychology of Achievement), author Brian Tracy has the insights to share so you can get there.

Brian Tracy is one of North America's leading authorities on human potential and personal effectiveness. A Best-Selling Author 23 times over, Brian coaches 450,000 people each year on leadership, management, sales, personal development, strategic planning, goal-setting,

**We've invested in you so that you and/or someone from your company can join the program by webcast and benefit your organization**

**Session 1: Advanced Selling Skills** (Based on the Best Seller)

1:30 PM to 4:30 PM Eastern Time

21 Proven Ways to Sell More, Faster, Easier in Tough Markets

- Meeting all the Challenges in Modern Selling
- Positioning against Competition
- Partnering with Customers
- Knowing your Customer
- Prospecting for Profits
- Personal Performance

**Session 2: Psychology of Achievement** (Based on the Best Seller)

6:30 PM to 9:30 PM Eastern Time

Discover the proven techniques and methods shared with literally millions of people who have used them to achieve unbelievable results:

- Building a Positive Self Concept
- Accepting Responsibility and Taking Charge
- Programming your success

- Goals and Goal Achieving
- Creative Problem solving & Decision Making
- Superior Human Relations

#### How to join the webcast

Log in to [www.UCLABC.com/Theatre](http://www.UCLABC.com/Theatre) and watch the program LIVE from the comfort of your office, home or anywhere that has high speed internet!

[Click here for full seminar details.](#)

#### How to register

- Call Azra @ 905 479 7979 x 305 to register and get your username and password so you can log into the program
- Please note – a special Follow-up Seminar Package makes it easier for you to implement the ideas and concepts of Brian Tracy into your daily life to Successfully Achieve Results You Can Track.

Also, if you want additional tickets (more than one), because you're an LMS client, you get the preferred rate of just \$59.00 instead of \$225 the public pays.

Sincerely,  
Joe McCabe  
President  
LMS PROLINK Ltd.

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#### Professional development and networking events for management consultants

The Association website includes listings of PD and networking events of interest to management consultant. Visit [www.camc.com/index.cfm?PID=12514](http://www.camc.com/index.cfm?PID=12514) to see a list of events across Canada.

**Attention CMCs: All Professional Development events are worth one point per hour towards your CPD requirements.**

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#### Members in the news

##### Julia Gluck FCMC and Bob McCulloch FCMC

Bob and Julia's first book in The Energy Exchange™ series, The Vowels of Personal Power: 5 +1 Ways to Liberate Your Creative Energy, has been published by Bastion Books.

In this book, Bob and Julia take the vowels – A, E, O, and U – and describe three practices of each that will help you achieve mastery of awareness, engagement, openness, and understanding. I, meanwhile, has a chapter of its own and is front and center throughout this book as it works to coordinate and integrate all of the practices.

The 12 practices will enable you, step by step, to access more effective, more powerful, and more creatively energetic ways of relating. They will enable you to liberate your creative energy and transform your relationships. They will enable you to reconnect with your innate ability to create. They will improve your physical, mental, emotional, and even spiritual well-being.

The book is available at bookstores across Canada and online at [Chapters-Indigo](http://Chapters-Indigo). It is also available directly through The Energy Exchange website ([TheEnergyExchange.com](http://TheEnergyExchange.com)), as an inscribed hard copy or an eBook. An audio book will be available later this month.

**James V. Reyes-Picknell**

James and co-author John D. Campbell have had their second edition of UPTIME: Strategies for Excellence in Maintenance Management published by Productivity Press, NY.

Uptime, 2nd Edition, is an updated and expanded version of the invaluable first edition and provides current insight into successful strategies for managers, maintenance and non-maintenance professionals alike. Updates from the first edition include current trends in technology, reliability maintenance improvements, and the challenges of finding qualified maintenance personnel due to an aging labour force.

For full details, please visit <http://www.productivitypress.com/productdetails.cfm?PC=361>.

#### **Attention CMCs: Free Book Offer**

If you would like to submit a book review and earn Continuing Professional Development points, please email [hmillier@camc.com](mailto:hmillier@camc.com) by Friday, November 17 2006. A draw will be held and the winning member will receive a free copy of UPTIME.

#### **Jim Love CMC**

Jim has published two articles in the Cutter Journal of IT Management: *Get Real With Strategic Budgeting* and *Getting on the Same Page – Dashboard Development from Planning to Implementation*. Both articles can be found on the Reference page of Jim's corporate website: [www.performanceadvantage.ca](http://www.performanceadvantage.ca).

#### **Roger Ellerton CMC**

Roger's book, *Live Your Dreams Let Reality Catch Up*, was recently published by Trafford Publishing, Victoria BC.

In this book, Roger Ellerton acknowledges that life is a journey of personal growth, and provides insights, tips and processes to assist each of us to get the most out of life. His book helps us to look at ourselves, identify the influence that we allow others to have on us, appreciate that others may not experience reality in the same way we do and to move forward to live our dreams.

For more information, please visit <http://www.live-your-dreams.biz>.

If you have contributed an article, published a book or given a media interview, please let us know! Email [hmillier@camc.com](mailto:hmillier@camc.com) and we will include a notice in an upcoming issue of cNotes.

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#### **2006 Member Survey results available online**

The Association would like to thank all of our members who took the time to respond to the 2006 Member Survey. We are pleased to report a final response rate of 45%. Survey results are available from the Association News page at <http://www.camc.com/index.cfm?PID=12637> (member login required).

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#### **CAMC Affinity Centre update: Vonage and BelAirTravel.com offer new member discounts**

The Association is pleased to announce the addition of two new preferred partners:

##### **Vonage**

Using your existing high-speed Internet connection, Vonage makes it easy to call around the corner or around the globe and save up to 50% or more on your monthly phone bill!

##### **BelAirTravel.com**

Canada's largest online travel company. Lowest price guarantee, advance notice of special deals, group promotions and exclusive last minute offers!

To learn more about CAMC member discounts, please visit <http://www.camc.com/index.cfm?PID=12948>.

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### How to get the CMC logo

You've worked hard to achieve the CMC designation, now it's time to tell the world! If you would like to add the CMC logo to your business card, letterhead, proposal documents, PowerPoint presentations or website, please contact Sandi Cox at [scox@camc.com](mailto:scox@camc.com). Please indicate how you intend to use the logo to ensure you receive the appropriate file type.

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### Make your voice heard

If you have comments about what you've read in cNotes, or have a contribution or suggestion for the Editor, we want to hear it. We can't reply to every email we receive, but we do read *all* of them and we take your opinions seriously. [Click here to send a message to the Editor](#)

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### Visit our website

Get more information on the world-renowned CMC designation, find a consultant, and make connections in the profession. All this and more is available to you every minute of every day on the Association's website. [www.camc.com](http://www.camc.com)

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cNotes is the newsletter of the Canadian Association of Management Consultants. We hope you find it useful and enjoyable, but if for any reason you wish to remove yourself from our mailing list, please contact [Darlene Hoornstra](#).