

cNotes

News and Ideas for Canadian Management Consultants

February/March 2008 Edition

Table of Contents

Message from the Chair, Ken
Davies, FCMC - 1

What's New

CMC-Canada Website
Reconstruction - 2

Dr. Tony Rahilly Speaks on
IRAP: CMCs Helping SMEs
Succeed - 3

International News:
Kazakhstan Association of
Certified Management
Consultants Joins International
Council - 4

Our Members

Members in the News - 4

Association News and Reminders

Spotlight on CMC-Canada
National Office Staff - 5

Information Resources

Using a Change Management
Approach to Implement IT
Programs - 6

Leaders and Followers: How to
Build Greater Trust and
Commitment - 6

Contract Consulting - Is This
the Right Time to Go it Alone?
- 6

CMC-Canada's Value
Proposition Presentation - Now
Available on CMC-Canada's
Website - 7

PD and Networking Events for
Management Consultants - 7

Message from the Chair: Ken Davies, FCMC

I have important Association news from the January board meeting in Ottawa. As your Chair, I am committed to keeping you apprised of organizational updates and activity.

Heather Osler Retirement

After twenty three years of outstanding service to CMC-Canada, Heather Osler, President and CEO, will retire on June 30, 2008.

It is well known throughout the Association that Heather has built CMC-Canada into what it is today. An advocate for the profession first and foremost, she has elevated the status of the CMC designation in the procurement process and the management consulting profession on the federal government stage. Heather introduced programs – the Management Advisory Service (MAS) program (funded by NRC-IRAP) is just one example – that enhanced our members' practices, skills and profiles and also helped sustain the Canadian economy.

Her dedication to the profession is not limited to national boundaries – Heather has advanced the profession internationally in her work with the International Council of Management Consulting Institutes and the establishment of national consulting associations throughout the world.

In the years to come, the board and future leadership will build on Heather's foundation. A transition team has been created by the national board. The transition plan will be reviewed at the next board meeting and communicated to members shortly thereafter.

Growth Task Force Moves Forward

The Growth Task Force has left the starting gates and is actively engaging medium- and large-sized consulting firms in Canada. The task force currently has traction with two mid-sized firms; both have agreed that all of their consultants will be certified.

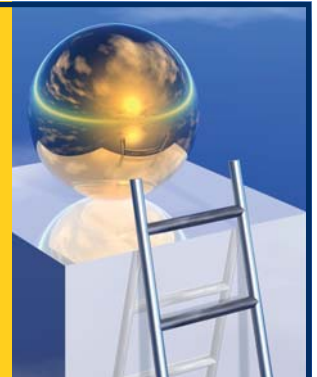
Continued on page 2.

Are you ensuring a higher level of management consulting?

Become a CMC and communicate to clients that you

- are committed to the highest standards of consulting
- adhere to the ethical canons of the profession and
- have the necessary experience and knowledge to deliver objective and independent interventions in the best interests of the client.

Visit cmc.canada.ca for more information.



Message from the Chair Continued...

Initial meetings have been held with three additional firms – evidence that the re-integration of the profession is coming to fruition. The board has engaged Bob McCulloch, FCMC, for four months to lead the efforts of the task force. Bob has stepped down from his position as Vice Chair of CMC-Canada during this period.

Federal Government Procurement Efforts Increase

Hosting the board meeting in Ottawa afforded us the opportunity to meet with the federal government to discuss preferential treatment of CMCs in government Request for Proposals. Thanks to the great efforts of Mike Appleton, FCMC, and Dorothy Milburn-Smith, CMC, CMC-Canada has an inside track at getting the CMC designation preferred. This will take time; however, the wheels are set and in motion.

IRAP

In Ottawa, we were also pleased to have Dr. Tony Rahilly, Director General of the National Research Council-Industrial Research Assistance Program (NRC-IRAP), present to members his perspective on CMCs' contribution to, and influence on, Canada's small- and medium-sized enterprises – key drivers of job and wealth creation in all sectors of our economy. Tony addressed our CMCs' role in IRAP and discussed the MAS program's success. In satisfaction surveys, clients are rating the service provided by CMCs as "excellent" or "very good" 80 per cent of the time.

Initial Marketing Plan for the CMC Designation Developed

In our 2007 satisfaction survey, members indicated that increasing the recognition and awareness of the designation within the profession and among clients should be an Association priority. The national office has developed an initial Marketing Plan to direct activities over 2008 – 2010. The plan's implementation will commence in the spring.

cmc-canada.ca Website Reconstruction

Members also indicated in the 2007 satisfaction survey the need for cmc-canada.ca to more effectively present information and represent the Association and CMC designation. The Association recently posted an RFP for a site reconstruction. The new website is scheduled to be up and running this year.

You can read more about these initiatives in this edition of *cNotes*.

Ken Davies, FCMC
Ken@Lumina.ca

What's New

CMC-Canada Website Reconstruction

On January 28, an RFP for a new CMC-Canada website was sent to all members and posted on the home page of the existing cmc-canada.ca.

RFP highlights included:

- fully-searchable reference library of articles of interest to management consultants
- e-commerce solutions for all Institutes and Chapters
- searchable member directory
- opportunities for members with similar interests or issues to connect.

The Website Committee – Cam Telford, CMC, Ken Davies, FCMC, Mary Blair, CAE, CMC-Canada, Stephen Fanjoy, CMC and Venkatesh Thyagarajan, CMC –

are reading through the 20 proposals now. The successful bid will be announced as soon as possible.

Thank you to everyone who either responded directly to the RFP, or forwarded it to a known website developer.

CMC-Canada Career Site

CMC-Canada's Career Site provides members a multitude of employment and consulting opportunities – it's the best place on the web to support your job and project searches. Click here to view the most current listings.

Dr. Tony Rahilly Speaks on IRAP: CMCs Helping SMEs Succeed

According to Dr. Tony Rahilly, Director General, National Research Council-Industrial Research Assistance Program (NRC-IRAP), there are many challenges for small business today. A looming recession, increased global competition and rising costs for energy and raw materials make for a complex Canadian business environment. How can small business best succeed?

Enter the IRAP program. In January 2008, Dr. Rahilly spoke to members in an event hosted by CMC-Ontario-Eastern Ontario Chapter on the profound impact IRAP and CMCs have on Canadian small- to medium-sized enterprises (SMEs).

About IRAP

Regarded world-wide as one of the best programs of its kind, IRAP stimulates and supports wealth creation in SMEs by connecting more than 8,000 SMEs to expert technical and business advice, financial assistance, contacts and national and international networks every year.

The program is implemented in part by more than 240 Industrial Technology Advisors (ITAs) who live and work in more than 100 communities across Canada. ITAs play a key role in helping new entrepreneurs solve technological challenges and enable their product or service to “break through.”



Pictured left to right: Ken Davies, FCMC, Chair, CMC-Canada and Dr. Tony Rahilly, Director General, NRC-IRAP.



Dr. Tony Rahilly, Director General, National Research Council-Industrial Research Assistance Program, speaks to CMC-Canada members at a CMC-Ontario-Eastern Ontario Chapter event in January.

The MAS Program

CMC-Canada is one of 100 national organizations partnered with NRC-IRAP. Through CMC-Canada's Management Advisory Service (MAS) program (funded by NRC-IRAP), CMCs help SMEs set priorities and establish work plans to resolve their management issues. It is NRC-IRAP's plan to implement at least 150 contracts annually across Canada between CMCs and IRAP clients.

MAS engagements last a maximum of five days and cover a wide range of projects – from strategy and human resources to financial planning and marketing.

In his speech, Dr. Rahilly described the success of the program. In satisfaction surveys, clients are rating the service provided by CMCs as “excellent” or “very good” 80 per cent of the time. They are ranking the usefulness of the advice as excellent or very good 74 per cent of the time, and 100 per cent of the clients said they would recommend the program to others.

Dr. Rahilly noted that through the program CMCs demonstrate to SMEs the essential value of consultancy to their progress; the relationship helps CMCs build rapport with this source of future business.

For more information on the MAS program, please contact mblair@cmc-canada.ca.

Note: This program is only available to those holding the CMC designation.

Kazakhstan Association of Certified Management Consultants Joins International Council

In 2007, CMC-Canada provided advice and guidance to the founding committee of the Kazakhstan Association of Certified Management Consultants (KACMC). In December, the International Council of Management Consulting Institutes (ICMCI) indicated that KACMC has been accepted as a provisional member.

KACMC can now implement a CMC certification program and work with the international consulting community to advance the profession in the region.

Mukhtar Mussabetov, FCMC, President of KACMC has extended his thanks to CMC-Canada, "I would like to thank [CMC-Canada] for [their] support and valued input throughout 2007. I have enjoyed [working] with [the Association] this year and look forward to working with you to reach greater successes for KACMC in 2008."

Congratulations Mukhtar and future members of KACMC.

CMC-Canada To Launch New E-Broadcast Program

CMC-Canada is moving to a new e-broadcast system, which will improve the design, content and delivery of our electronic communications. Titled *CMC Events Calendar and Association News*, the e-broadcasts will be sent once a week and targeted by Institute. They will contain local event listings, links to other events of interest, Association news and articles of interest.

Members will begin receiving the new e-broadcasts in March.

CMC-Canada in the News!

CMC-Canada recently launched *Management Consulting in Canada: 2007 - 2010* to our public stakeholders. The report's media release was picked up by several reputable online news sources, including ReportonBusiness.com (globelInvestor.com), CanadianBusiness.com and Yahoo Finance. [Click here to see preliminary press clippings.](#)

Our Members

Members in the News

Our members are very talented individuals, who continue to make astounding contributions to the profession and their communities. Check out their stories in the links below.

Frank Bourree, CMC (British Columbia)

In December 2007, Frank's company, Chemistry Consulting Group Inc., was selected as the best company to work for in British Columbia. BC Business magazine's annual roster placed Chemistry in first place for companies with fewer than 100 employees, rating them on human resources practices, employee engagement, leadership dynamics and the culture of the organization.

James Bowen, CMC (Ontario) has had several articles published in National Capital SCAN, including "Visions of a Wireless Future" (December 2008), "Grazing Green Dollars" (January 2008) and "It Isn't Easy Being Green" (January 2008).

Bonnie Lindsay, FCMC (Ontario) was featured in an article titled "Why Didn't I Think of That? Joining the Chain Gang" published in the *Ottawa Citizen* in December 2007.

Greg Richards, FCMC (Ottawa) had an article titled "Integrating CPM Systems: Building a Performance Oriented Culture" published in a recent edition of *Canadian Government Executive*.

If you have a recent success story to share with your peers, please contact ahoddinott@cmc-canada.ca and it will be included in the next edition of *cNotes*.

Spotlight on CMC-Canada National Office Staff: Meet George McClellan, Accountant

The purpose of this *cNotes*' section is to familiarize you with individual CMC-Canada staff members, who strive to provide members a positive Association experience through CMC-Canada's many member services.

Meet George McClellan, CMC-Canada's Accountant, who has been with the Association for one year. George has a variety of responsibilities, which include: tracking accounts payable and receivable; preparing bank deposits; reconciling online payments; recording receipts; and preparing interim financial statements for the board and the books for the annual audit.

George has a great deal of bookkeeping experience. He started out in the field years ago and then went into purchasing where he spent a good part of his working life with J. H. Lock & Sons, a refrigeration contractor, ITT Canada, Stone & Webster Canada, Hatch & Associates and Dick Engineering. About six years ago, George started a freelance bookkeeping business, which he operates today with CMC-Canada as one of his clients.

In his free time, George tries to catch at least one movie a week. He's also a news and political junkie who enjoys keeping track not only of CMC-Canada numbers – but also of what's going on in the world.



George McClellan, CMC-Canada's Accountant, busy crunching numbers.

When he is not crunching numbers, George likes to spend time with his wife Kathy, their three daughters, twin grandchildren and granddogs.

George can be reached at gmccllellan@cmc-canada.ca or 416-860-1515 ext. 9.

Call for Association Volunteers!

Are you interested in advancing the management consulting profession in Canada?

Volunteer with CMC-Canada and help us take management consulting to a higher level.

Recent studies indicate volunteering not only helps organizations thrive, it also helps reduce volunteers' stress and enhance their personal lives.

The Association has many volunteer roles available; contact your local Institute or Chapter for more information today.

Using a Change Management Approach to Implement IT Programs

By Henry Hornstein, Source: Ivey Business Journal

Henry Hornstein is adjunct faculty at Norwich University, where he teaches in the MBA and Masters of Science in Organizational Leadership programs. He is also principal, Hornstein Teamworks Inc., a change management/leadership and organization development/design consultancy.

Too often, implementing enterprise-wide information technology neglects the human factor. This author demonstrates that attention to organization

development and change management in IT implementation has resulted in a positive impact on productivity, job satisfaction, and other work attitudes, in the end, justifying the pursuit of change management effectiveness in most organizational interventions, particularly in IT initiatives that traditionally tend to turn the organization into which they are introduced upside-down.

[Click here to read the full article.](#)

Leaders and Followers: How to Build Greater Trust and Commitment

By Dan Hill, Source: Ivey Business Journal

Dan Hill is President of the marketing consultancy Sensory Logic (www.sensorylogic.com), and the author of Emotionomics: Winning Hearts and Minds (Beaver's Pond Press, September 2007).

The key here is ensuring that the company's workforce views senior management as worth having faith in and, in best-case scenarios, even magnanimous and generous of spirit. How the CEO's

character is communicated to others will determine the extent of people's trust and commitment. Specifics examined in this article include: the importance of closing the emotional gap between leaders and followers to compensate for the financial gap between them, and how the emotions displayed on leaders' faces reveal their core personality traits.

[Click here to read the full article.](#)

Contract Consulting - Is It the Right Time to Go Alone?

Source: Top-Consultant.com

The business world is full of decisions – some might be a gamble, but for those brave enough to take the plunge as a contractor, it can pay-off in a major way. Graham Thomson made the leap in 2003 and here his experiences are shared for the benefit of others considering how next to progress their consulting careers.

[Click here to read the full article.](#)

CMC-Canada's Affinity Centre: Are you taking full advantage of your membership?

Find a complete listing of services we have developed with third parties in our online Affinity Centre – and maximize the benefits of your membership. Services include:

- Home and auto insurance coverage options through TD Meloche Monnex.
- Disability and critical illness insurance, preferred life insurance, health and dental plans, and international travel coverage through Crossgrove & Company Financial Services Ltd.
- Errors and Omissions Insurance Coverage through LMS Prolink Ltd.
- Discount pricing with Vonage, Workopolis, Staples Business Depot, Microsoft, Lenovo, UPS, CNW Group and others!

[Click here for more information.](#)

CMC-Canada's Value Proposition Presentation – Now Available on CMC-Canada's Website!

Are you giving a presentation on CMC-Canada and the values of a CMC-Canada membership?

Equip yourself with information on the Association and benefits of a CMC-Canada membership. We have created the Value Proposition Recruitment Presentation – containing facts on CMC-Canada, the CMC designation, the management consulting industry and member services – to help you deliver the most effective presentation and recruit new members into the Association.

[Click here to download the presentation.](#)

Help Us Promote the CMC Designation!

We also encourage CMC members to add the logo and positioning statements to business cards, letterhead, proposal documents or PowerPoint presentations.

[Click here to download the CMC logo or the designation's positioning statements.](#)

Note: Positioning statements can be found on page three of the Logo Usage Guidelines.

Professional Development and Networking Events for Management Consultants

CMC-Canada's website includes a listing of PD and networking events taking place in Canada – and beyond – for those interested in management consulting.

Upcoming CMC events include:

March 12 and 25 - CMC-Alberta

Business Process Improvement Meets HR in Process Simulation

April 23 - CMC-Alberta

Engaging and Retaining a Multi-Generational Workforce

April 24 - 26 - ICMCI

EuroHub - Stockholm 2008: Increasing Business in Consultancy

April 29 - CMC-Atlantic Canada

Speaking Opportunity and Professional Development Day

May 4 - CMC-Canada/CMC-Atlantic Canada

Heather Osler's Retirement Party (part of the CMC-Canada May board meeting)

May 12 – CMC-Ontario-GTA Chapter

Connect, Build, Celebrate: GTA Chapter PD and Networking Event and New CMC/FCMC Reception

September 26 - 28 - CMC-Canada/CMC-Alberta

2008 AGM in Kananaskis, Alberta

[Click here for more information.](#)

Attention CMCs!

All professional development events are worth one point per hour towards your CPD requirements.

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