

cNotes National Edition | Spring 2007

News and Ideas for Canadian Management Consultants

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NEW! Organization Brand Update:

Introducing CMC-Canada: A Higher Level of Management Consulting

In the new strategic plan, our goals are clear – to advance the profile of management consulting in Canada and promote the CMC designation brand to consumers of consulting services.

Over the past year, a National Branding Taskforce was created by the board, which conducted research amongst members and concluded members wanted the association to increase awareness of the designation, make it meaningful to clients and raise the CMC profile in the marketplace. The Taskforce recommended that we promote the designation “first and foremost.”

Ultimately, our members spoke out about the CMC brand; and we listened. In turn, our association is launching an updated visual identity and mark – which brings the CMC designation front and centre.

Moving forward, we will use the oval CMC logo to represent the designation *and* the organization. The new trade name of the organization is “CMC-Canada,” which draws immediate attention to the designation. You have seen the new tagline before: “A higher level of management consulting.” It truly sets CMCs apart by communicating the value of our designation and organization and most importantly – by highlighting the credentials and caliber of our certified members. The tagline will be incorporated into most brand applications – including the standard application, which will appear on our website and association print materials. Our corporate name will continue to be “Canadian Association of Management Consultants”.

We would like to promote consistent brand presence across the country to strengthen our message. For this reason, regional institutes will also adopt the oval CMC logo in their branding. Regional identities will not be lost, however, but represented in the corporate names of the organizations.

Those of you who earned your designation prior to 2000 will be familiar with the oval logo that was originally designed and trademarked in Canada. It is important to note that Canada's oval logo is now the accepted brand world-wide. Ultimately, one common regional, national and international CMC brand will leave no room for confusion over what the designation means or who the people carrying the designation are.

How will you be affected by the brand change? Put simply, your designation will have more relevance in Canada and abroad and your market value as a CMC will increase. You will notice stronger brand recognition amongst consumers of consulting services, and you will be increasingly sought after for your knowledge and skills.

We are in the process of rolling out the updated brand and incorporating the new logo, name and tagline into all of CMC-Canada's marketing materials. To receive the updated designation logo in electronic file format to incorporate on business cards and e-mail signatures, please contact Sandi Cox at scox@camc.com. Here is a sample of the new designation logo:

Bilingual version:



English version:



French version:



We encourage you to stay tuned and watch for the branding transition. We also hope that you will help us implement the change by communicating this update amongst your fellow CMCs, CMC-Canada members and clients.

Now that Canadian CMCs and the international management consulting profession are aligned and in one brand "uniform," we are truly prepared to prosper in the 21st century business environment in Canada and abroad.

Message from Greg Fieger, CMC, Association Chair

Dear Association Members,

CMC-Canada is currently involved in various projects to advance the management consulting profession and CMC designation and enhance the value of your membership. It is my pleasure to provide a brief update on a selection of recent activities.

New Strategic Plan for 2007

In February of this year, CMC-Canada board members from across the country collaborated on and approved a new strategic plan for the organization. The 2007 plan is summarized on a single page, located on our website's [homepage](http://www.cmc-canada.ca) (www.cmc-canada.ca), and outlines the four key strategic objectives that must be addressed to take our organization to the next level. Highlights of the new plan include:

- A New Mission: To advance the practice and profile of management consulting in Canada through education and certification of consultants, promotion of ethical standards and professional competency and advocacy for the profession in public and government settings.
- Our strategic plan focuses on four key strategic objectives. They include:
 - Connecting to our members and consumers of consulting services;
 - Growing/increasing our membership to 5,000 CMCs in five years;
 - Promoting the CMC brand to consumers of consulting services; and
 - Sustaining our CMC-Canada organization.

CMC-Canada's board and staff will use the strategic plan to prioritize work, will measure results at key milestones and keep you apprised of progress against each of the strategic objectives. We encourage your feedback on the new plan and would be delighted to receive any support you can bring to these initiatives. Reach out to your institute president or CMC-Canada board representative to make them aware of your willingness and ability to get involved!

CMC-Canada, Provincial Institutes and Chapters Elevate the Profile of the Organization and Designation across Canada

Over the last few months in various regions across Canada, volunteers have initiated activities to assist local CMCs and CMC-Canada members and strengthen the profession. I congratulate all levels of the organization for their efforts and enthusiasm and would like to list to just a few of these accomplishments.

The Vancouver Island Chapter recently created an organization of associations to help market each other's events and activities – results of these initiatives include increased attendance at chapter events and awareness of the CMC designation and CMC-Canada brand.

CMC-Alberta is embarking on a survey of clients in its provincial marketplace to enhance its recruitment strategy and leverage relationships with its current membership. We look forward to reviewing the results and distributing highlights to members throughout the country.

Creating sponsorship partnerships is an effective way to promote organizations and strengthen ties with local communities. This year, CMC-Saskatchewan is developing a plan to sponsor two case competitions, one in Regina and one in Saskatoon, with the financial sponsorship of EDS Canada.

In April, CMC-Manitoba partnered with the Human Resources Management Association of Manitoba to hold an event on the connection between corporate strategic planning and human resources. Attendees learned more on how HR can align its strategy and develop its business plan in support of an organization's strategic plan.

A “Recruitment, Recognition, and Education” event will take place in Southwestern Ontario (hosted by the local chapter) in May. The event will provide members a chance to become apprised of new developments within CMC-Canada and CMC-Ontario’s President’s Awards will be conferred.

The Southwestern Ontario Chapter also held an event with the Canadian Association of Family Enterprises (CAFE) with the objectives of building CMC-Canada and CMC brand awareness, increasing association membership, establishing new relationships and learning more about CAFE.

Special Interest Groups (SIGs) in the GTA Chapter are thriving in the areas of Government Consulting Services, Technology, Health Care, Business Process Improvement, Strategy and Coaching – we encourage you to get involved with our SIGs and stay tuned for updates on their work. For more information or to get involved, please contact Darlene Hoornstra, Certification and Professional Development Co-ordinator, at dhornstra@camc.com.

In early May, CMC-Atlantic Canada will hold a new CMC reception and awards dinner in Halifax. The event is considered the “highlight event” of the season and celebrates new CMCs as well as other members who have contributed significantly to the profession.

Eastern Ontario Chapter members and CMC-Canada representatives continue to meet with the federal government on procurement issues with a focus on the inclusion of the CMC designation as a desired designation for consulting services. At the provincial level, CMC-Ontario has made several submissions to the Ontario government on the same issue. An Ontario-wide session in June will be co-hosted by CMC-Ontario and the Government of Ontario’s Ontario Shared Services/Supply Chain Management to further nurture our collective understanding about the procurement process.

As CMC-Canada members and volunteers, we have the advantage of learning which initiatives are successful in different parts of the country, sharing this information and leveraging it to create progress in our own jurisdictions. At the same time, there’s a mutual understanding that all of our regional activities contribute to a common goal, that of enhancing the profession and increasing the CMC designation’s value.

CMC-Canada Elevates Canadian CMCs’ International Profile and Creates Opportunity

CMC-Canada is a founding member of the International Council of Management Consulting Institutes (ICMCI), the profession’s international standards body. Many of the certifying institutes from around the world look to our association as a source of leadership in defining, educating and certifying management consultants. This year the following CMC-Canada members will serve as delegates to ICMCI:

Gerry Humphries, FCMC
Mark Nesbitt, FCMC
Heather Osler, CAE
Nick Shepherd, FCMC

CMC-Canada Partners with International Business School Based in India

Through CAMConsult, a national SIG focused on establishing international partnerships, CMC-Canada has recently signed an MOU with a new business school in Chennai, India. In time, the school plans to establish operations in various locations throughout India and internationally. Collaborating with international institutions and professional bodies, the business school will offer industry-relevant diplomas and certificates.

We have agreed to work together to promote and develop management consulting education through the following initiatives: joint work among professionals, faculty and students; sharing of academic resources; organizing joint events and programs; and the promotion of scholarly activities. The partnership will allow CMC-Canada to increase the international visibility of Canadian CMCs and promote the value of the CMC designation and certification in India.

As you know, in any respected profession, the more individuals are well grounded in specific skills and knowledge of the profession, the higher the reputation will be of all in that profession.

As part of the agreement, through CAMConsult, Canadian CMCs will have the opportunity to teach the Essentials of Management Consulting Course in India. In addition, a select group of CMC-Canada members will reside on the academic council of the school and be involved in developing and updating course curriculum. There will also be CMC-Canada representation on the school's governing board and Canadian management consulting experts will have direct influence over the global transfer of the profession's knowledge.

It is anticipated that this relationship will lead to more collaboration between consultants from the two countries and opportunities for Canadian CMCs to do business in India will increase dramatically.

We are pleased to stimulate opportunities for our members and look forward to your feedback and involvement.

For more information on this project, or to get involved with CAMConsult, please contact Heather Osler at: hosler@camc.com.

In conclusion, on behalf of the board, I would like to thank everyone who has been actively involved – members, volunteers and staff – for your continued support of the association and development of our profession. I want to encourage each of you to seek ways to get more involved in your professional association: wear your CMC pin proudly, attend professional development events, engage with colleagues in SIGs to build your practice, participate in recruitment and promotion activities at the local level and ask questions of and share ideas with your institute council and CMC-Canada board representative. Let us know how we can continue to enhance the value you receive! I look forward to reporting back on the activities addressed in this message in the months to come. Through collaboration and volunteerism, we reinforce the value in the CMC designation and enable our association to continue to produce tangible benefits for you our members.

Sincerely,

Greg Fieger, CMC
2006-2007 Chair CAMC

CMC-Canada Career Centre – Recent Postings

Technical Consultant, Source Control Specialist – Brainhunter, ON

Senior Consultant, Solution Architect – Brainhunter, ON

Senior Consultant, Supply Chain Management Consulting – Meyers Norris Penny LLP, Vancouver, BC

Visit this [page \(www.cmc-canada.ca/index.cfm?PID=12755\)](http://www.cmc-canada.ca/index.cfm?PID=12755) to view these opportunities and more (CMC-Canada member login required). Members can also input and maintain their own Career Site employment profiles.

The CMC-Canada Career Site is dedicated to connecting members, employers, professionals and clients throughout the management consulting industry using a fast and easy-to-use website designed to provide members with a multitude of great employment and consulting opportunities. We know this industry has specialized career needs and the CMC-Canada Career Site is the best place on the web to support your job and project searches. Whether you are actively looking for a job, passively waiting for the “dream” job, or would just like a place to store your resume, the CMC-Canada Career Site is the place for you.

Benefits:

- Search and apply to jobs and RFPs **24/7**
- Secure and confidential profile posting tool that allows you to **post, edit, and delete your resumes and cover letters at your convenience**
- Store up to three unique profiles – **FREE!**
- Make your resume available to **prospective employers around the clock**
- Receive **job notifications directly in your inbox**
- **Application tracking** feature allows you to see where you stand throughout the application process
- Customized **Job Search Agents** available to search for jobs even when you can't.

Login today [here \(www.cmc-canada.ca/index.cfm?PID=15519\)](http://www.cmc-canada.ca/index.cfm?PID=15519) to input your personal profile.

Congratulations CMC, FCMC, and Award Recipients

CMC-Canada and the regional institutes would like to congratulate our recent CMC, FCMC and Awards recipients!

CMC Designation Recipients

The CMC designation signifies that an individual has met the industry's stringent international academic and experiential requirements. It also reflects his or her personal commitment to best practices and the highest standards in management consulting.

The following CMC-Canada members achieved their CMC designation in 2007: (list updated as of May 1, 2007):

CMC-Alberta

Elio Artuso, CMC
Michelle Bacanek, CMC
Stefan Bucataru, CMC
Mark Hutchison, CMC
Jon Pascoe, CMC

CMC-Atlantic Canada

Harry Cook, CMC
Richard Daw, CMC
Greg FitzGerald, CMC
Richard C. Martin, CMC
Shawn Porter, CMC
Venkatesh Thyagarajan, CMC

CMC-British Columbia

Eric Anderson, CMC
Suzanne Dane, CMC
Ewa Gwiazda, CMC
Katie Hill, CMC
Kurt Pregler, CMC
Arden Styles, CMC
Jamal Temirova, CMC

CMC-Manitoba

Lizanne Roziere-Penner, CMC

CMC-Saskatchewan

James Mitchell, CMC

CMC-Ontario

Anthony Batchelor, CMC
Brian Bourns, CMC
Montana Chen, CMC
Sara Chen-Wing, CMC
Alice Cheung, CMC
Rhonda Chou, CMC
Michael Clark, CMC
William Cowie, CMC
Graeme Foster, CMC
Thomas Gallagher, CMC
Stéphane Gallant, CMC
Satheesh Gopalan, CMC
Bradley Hamilton, CMC
Kalindi Jog, CMC
Wendy Larocque, CMC

Blair Mantin, CMC
Christy Marinig, CMC
Aaren Mohité, CMC
Françoise Mouttham, CMC
Bruce Redekop, CMC
Sam Samod, CMC
Ron Schwartz, CMC
Yogesh Shah, CMC
Zoran Slatinoski, CMC
Seija Suutari, CMC
Eleanor Toews, CMC
John Wieser, CMC
Victoria Williams, CMC
Helen Wojcinski, CMC

TD Meloche Monnex Gold Medal Award Winner

The TD Meloche Monnex Gold Medal Award was given to Blair Mantin, CMC, a manager with the Deloitte Financial Advisory practice in the Greater Toronto Area. The award recognizes the CMC who achieved the highest mark on the comprehensive exam; one of the final steps in achieving the CMC designation.

The TD Meloche Monnex Gold Medal Award is valued at \$2500 CDN. TD Meloche Monnex is a valued CMC-Canada Affinity Partner and also provides financial support to CMC-Canada award and event programs.

Honour Roll

CMCs who achieve the highest marks on the comprehensive exam are recognized on our Honour Roll. This year, the following CMCs are congratulated for their exceptional exam scores (*please note: recipients are listed in alphabetical order and by province*):

CMC-British Columbia

Kurt Pregler, CMC
Jamal Temirova, CMC

CMC-Ontario

Montana Chen, CMC
Kalindi Jog, CMC
Blair Mantin, CMC
Christy Marinig, CMC

FCCM Designation Recipients

FCCMs are those individuals who have been broadly recognized as being outstanding professionals within and beyond the confines of management consulting. They have been singled out by a combination of peers, clients, colleagues and community members for their integrity, pioneering efforts, innovation and their accomplishments and contributions to both their profession and community.

The following CMC-Canada members were awarded the FCMC distinction in 2007:

CMC-Ontario

Genevieve Bonin, FCMC
Jan Grude, FCMC
Bonnie Lindsay, FCMC
James Love, FCMC
M. Laren Stadelman, FCMC

CMC-Saskatchewan

Frank Hart, FCMC
Holly Hetherington, FCMC
Aldene Meis-Mason, FCMC
David Yanciw, FCMC

President's Award

During CMC-Ontario's recent CMC/FCMC celebrations, Lynn Bennett, CMC, President of CMC-Ontario recognized four members for their outstanding contribution to the profession over the past year. The following members were bestowed this great honour:

Stephen Fanjoy, CMC
Bill Jermyn, CMC
Phillip Stein, FCMC
Bob White, CMC

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. Visit this [link \(www.cmc-canada.ca/index.cfm?PID=12514\)](http://www.cmc-canada.ca/index.cfm?PID=12514) to view the listing of events.

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

Members in the News

CMC-Canada members are making the news! Check out their stories from the links below.

Michael Marmur, CMC

Michael Marmur, CMC, was featured in "When partners divorce," an article that appeared in the March 17 edition of the *National Post's Financial Post* section. In the article, Karen Mazurkewich outlined the benefits of using mediation – as opposed to litigation – to solve business disputes.

Excerpt from "When partners divorce":

"Finally, Mr. McCabe [who was engaged in a dispute with one of his business partners] approached Michael Marmur, a Toronto-based business consultant. After a series of meetings that included separate consultations and group discussions, the company came to a mediated compromise. Mr. McCabe and a third partner decided the best solution was to buy out their disgruntled associate and keep the business going. The deal had happy consequences: the brokerage business grew 20% last year. "Michael helped us refocus on what the goals were," says McCabe.

Rather than litigate to the tune of tens of thousands, the company only spent a few thousand dollars in mediation. The cost benefit, not to mention the emotional relief, was well worth it says Mr. McCabe.”

To read the full article, please click [here](#)

(www.canada.com/nationalpost/financialpost/story.html?id=87d0ecf8-12ea-4692-8aef-c8882507fd7a).

Michael is a member of the GTA Chapter of CMC-Ontario. In addition to being a CMC and founder of Michael Marmor and Associates, he owns a photography business, which services various regions throughout Canada, including: Edmonton, Calgary, Montreal, Ottawa, Toronto, Regina, Banff and Barrie.

Hani Obeid, CMC

Hani Obeid, CMC, is making big waves overseas. He is currently the Director of eCommerce with the UAE's Telecommunications Regulatory Authority (TRA) and is responsible for creating a regulatory framework for eCommerce transactions in the UAE. The TRA's goal is to establish itself as a regional and then global authority on eCommerce regulation and it liaises closely with international bodies to formulate best practices in the eCommerce arena.

Prior to joining the TRA, Hani was employed with a B2B eCommerce company called Tejari.com in Dubai. While at Tejari, he developed a well-known regional consulting brand along with new deliverables and respective methodology – called Tejari Expert – and delivered many assignments in eProcurement consulting. His work with Tejari was featured in several publications, including:

ITP Technology: “Stretch IT” (www.itp.net/features/details.php?id=5881&srh=&tbl=itp_features) (February 1, 2007)

AME Info: “Emirates Bank Group becomes procurement 'Expert' with Tejari consulting service” (www.ameinfo.com/87584.html) (May 31, 2006)

AME Info: “Dubai Municipality casts a 'Tejari Expert' eye over supplier base” (www.ameinfo.com/80653.html) (March 18, 2006)

Hani, a CMC since 2001, has also represented the UAE on Free Trade Agreement negotiations with the US and Australia in the areas of government procurement and eCommerce.

In addition to his current role with the TRA, Hani has accepted an Adjunct Professor position at the American University in Dubai teaching a course on the principles of management.

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

New Article by David Maister: "What's Our Deal?"

The latest article from David Maister is now available at this [link \(http://davidmaister.com/articles/4/107/\)](http://davidmaister.com/articles/4/107/).

At a recent conference, David heard a number of successful firm leaders describe how their firms had achieved significant growth and profitability. A common phrase used by each and every one of these firm leaders was “making sure that all the key people were ‘on the same page.’”

Clearly, it was important that something was agreed to and shared among the members of these firms. But what? What does “being on the same page” really mean? And how is it done?

The latest of his articles on doing strategy in a professional business (located through the link above) attempts to answer these questions.

For a complete list of David's articles, podcasts and information, visit <http://davidmaister.com/>.

Participate in CMC-Canada's Member Project and Reap Health Rewards!

Several recent studies have indicated that assisting others on your own time – via charity or volunteer work – can actually improve your own physical and mental health. NBC aired an episode of 20/20 in the spring featuring two studies, one from Duke University and the other from the University of Miami, which illustrated that when individuals donate their time to help others, everyone's lives benefit.

CMC-Canada would like to test this phenomenon in Canada and amongst our members. We are encouraging all members to help grow our association by inviting potential CMC-Canada members to association recruitment events or submitting their names to national staff contacts.

The exercise provides you the opportunity to strengthen your organization and the management consulting profession in Canada. Further, you are giving peers access to: an association mandated to advance their careers; excellent professional development and educational opportunities; and the chance to network with other professionals in their field.

After you have submitted your names and attended – or encouraged new members to attend – recruitment events, please let us know about your activities and whether they had an impact on your health. We hope to feature your stories in upcoming editions of cNotes!

Good luck with this project and we look forward to hearing from you in the near future.

If you have any questions or would like to send in your feedback, please contact Audrey Hoddinott, CMC-Canada's Marketing and Communications Manager, at ahoddinott@camc.com.

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. Please indicate how you intend to use the logo to ensure you receive the appropriate file type.

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 \(or email: \[ahoddinott@camc.com\]\(mailto:ahoddinott@camc.com\)\)](#)

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.cmc-canada.ca.

cNotes is the newsletter of the CMC-Canada. 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](#) (email: dhoornstra@camc.com).