

CAMC - EASTERN ONTARIO CHAPTER

NEWSLETTER

ISSUE 1.0 WINTER. 2005

JANUARY 2006: FROM THE CHAIR

What a year it has been! When last I put fingers to keyboard to prepare a message, the Eastern Ontario Chapter had just initiated new SIGs and the governance review was about to commence at the CAMC Board. Now I am happy to report, both initiatives have reached significant milestones and are well underway to success!

The Eastern Ontario Chapter of the Canadian Association of Management Consultants boasts approximately 350 members. Of those, about 60% are independents or employees of small and medium enterprises (SMEs). This demographic, in addition to the focus on procurement reform, both at the federal and provincial levels, led Council to put together a SME SIG that could develop a close relationship with the movers and shakers in government. After all, effecting change is easier when on the in rather than from without.

Dorothy Milburn-Smith, chair of the SME SIG, happily reports 15 motivated consultants who joined the SIG. Their first order of business will be to work with Marshall Moffat, Director General of the Office of Small and Medium Enterprises (OSME), Department of Public Works and Government Services. Dorothy and her team will be contributing to the discussion and decisions around best practices, new concepts and impact analysis as it affects the consulting SMEs.

For example, the new Office under Moffat's direction is charged with identifying and assessing impacts and issues in collaboration with industry associations such as the CAMC, developing and advocating procurement policy changes to respond to these issues, and delivering information, counseling and training services to SMEs including through collaborations with industry associations, to help SMEs navigate the federal procurement system. Marshall Moffat spoke at our opening luncheon on October 19.

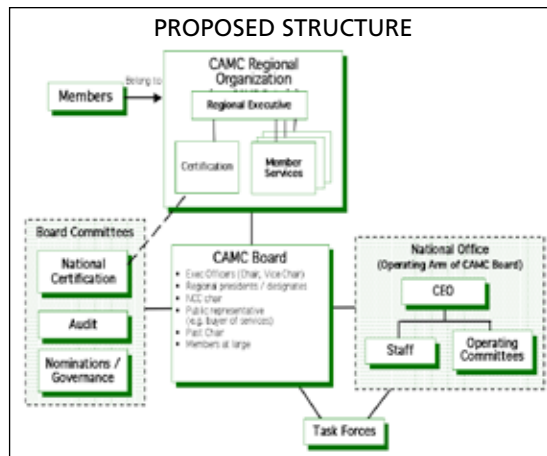
Not to be outdone by this newest SIG, Alcide Degagne and his team have developed a mandate for the International SIG. Our information on international consultants in Ottawa indicates a high percentage of international consultants do not have an opportunity nor a venue where they can comfortably network and share business intelligence. The EOC through the International SIG can provide both. Their objective is to ultimately establish innovative and good practices Network of Centre of Excellence (NCE) in the Eastern Ontario Chapter. This NCE would provide a framework where:

- Canadian consultants could be marketed/brokered internationally
- The domestic strength of the CAMC could be leveraged to the international arena
- Access to larger international business opportunities could be gained
- Critical mass and partnerships to compete in a global market could be created.

Over the next year, much activity will be spun out of this SIG, as they meet with various government departments such as Industry Canada, and attract international development consultants to the NCE, a soon-to-be significant new force in the international consulting arena.

The oldest SIG in the EOC is Technology. Under Steven Fanjoy's able leadership over the last year, they have brought you, amongst other services the following:

- OCRI member rates at the OCRI functions
- Free networking and refreshments in the e-cluster world at BITheads Offices
- Dedicated EOC web site (linked to CAMC) enabling easier communication, to exchange information, present programming and access the local member directory.



Watch for the unveiling in January 2006 for further information on these and other programs.

There is so much more to report. For example, EOC now holds a seat on the Commodity Council at Public Works Government Services to enable us to better position our procurement issues. Mike Appleton and John Herzog will share that role.

A new and revitalized Communications and Marketing Committee under co-chairs Ian Graham and Charles Bokkor will help to bring us out into the community through media coverage, publicity and of course, the new website. This newsletter is one example of our commitment to strut our stuff.

All these new initiatives focus on the most important aspect of our mandate: advocate on your behalf for timely and relevant public policy at all levels of government, and strive to be an active and visible force in addressing issues that affect our business and our profession. It is the committed volunteers such as those mentioned above, and others not yet mentioned today, who help to move

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ANNOUNCEMENTS

Looking for FCMC Committee Volunteers

Would you like to contribute to your association in a unique way? The Fellows Committee receives nominations for FCMCs from across Ontario, and assesses them according to a prescribed set of criteria relating to professional accomplishment, community involvement, etc.

One more CMC volunteer is required to complete the FCMC review committee. The workload is just several hours over a 2-month timeframe, approximately December and January, including 2 or 3 teleconferences. Qualifications include ability to exercise good judgement, highest ethics, tons of discretion, and the incontestable ability to keep a secret.

I invite you to consider joining me on the committee - please contact me at murray.kronick@interis.ca or call me at 237-9331. Thank you.

Murray Kronick, FCMC.

Future EOC Newsletter Issue Topic

Winter 2006 Performance Management
Spring 2006 Consulting in the Capital
Summer 2006 IT Consulting

If you are interested in submitting an article for an upcoming issue please contact the editor.

CMC, Certified Management Consultant, is the professional certification awarded by the provincial institutes of Certified Management Consultants across Canada, and represents the highest standard of professional management consulting and adherence to a national code of ethics.

Upcoming Events

January 27, 2006 - NAC
Wayne Wouters
Secretary of the Treasury Board of Canada

February 23, 2006 - TBD
1 Day Professional Development Seminar on Strategy

March, 2006 - TBD
Details to Follow

April 12, 2006 - Rideau Club
New CMC Reception

Check the CAMC website
EOC Chapter for more details.

JANUARY 2006: FROM THE CHAIR (Continued from Page 1)

our Association forward. Across the country, other Chapters are working diligently, with the support of the staff at the National Office, to communicate the same message: that it does make a difference to be a member with the Association. It does make a difference to hold your CMC designation. It tells others that we are committed to the highest professional standards and abide by the Association's stringent Uniform Code of Professional Conduct.

I want to leave you with a final report on the new governance structure recently approved at the Special Meeting of the CAMC membership, held in Toronto on October 5, 2005. This new model will allow the Association to work in concert with its many stakeholders to achieve the vision of becoming the Single Voice of Management Consulting.

ICMCO HEALTH PILOT

Wait Times; Bird Flu Pandemic; the Merits of Public vs. Private Health Care - the media inundates with these topics. As private citizens, most of us worry about the impact of these issues on our families and ourselves. Have you ever wondered what this might mean for your consulting practice?

ICMCO Health Pilot

In March 2005, ICMCO and its local chapters established a volunteer working team to pilot a profile-building initiative in the health sector. This sector was chosen because of its province-wide importance and the likelihood that it will offer a growing potential market for consultants. The objectives of the pilot were to improve the understanding of:

- Current health sector issues;
- How the health sector views consultants; and
- How CAMC and its members can better serve the sector.

The pilot focused on five key segments within the health sector (see table opposite) and three geographic areas (the GTA, Eastern Ontario, and South Western Ontario). Senior leaders from 25 different organizations were interviewed. The pilot was conducted over a four-month period.

Teaching Hospitals	9
Community Hospitals	5
CCACs	4
Research Institutes	2
Government	5
TOTAL	25

Restructuring is a Key Issue

We were not surprised to learn that the pilot study found that system restructuring and budgetary concerns were the two biggest issues facing the health sector. Restructuring meant different things to each segment within the sector. Government representatives spoke about the challenges of coordinating such a complex sector. Service providers spoke of the pressing need to clarify the implications of the implementation of the Local Health Integration Networks (LHINS), including amalgamations of Community Care Access Centres (CCACs). Since the survey was conducted, board chairs, CEOs, and two board members have been appointed for each of the 14 LHINS. LHIN legislation was passed in late November 2005.

"Ontario is the last to move to a regional system. We need to figure out how we operate under this new business model."

Budgetary concerns were also raised consistently across throughout interviews. Again, the perspective varied with the segment. Research institutes reported being torn between the conflicting priorities of academic and health organizations. They reported a struggle to protect research funds from being redirected to cover operating expenses. Factors contributing to budgetary concern among the hospitals included operating deficits increasing staff and drug costs; limited increases in funding; increasing complexity of patient care; and an aging population.

A town hall meeting will be held in late November-early December to describe in some detail the changes and impacts on your profile as a member and your profession as a CMC. They say a picture is worth a thousand words and in this case, there could not a more apt truism!

I look forward to seeing you at the programs and events Leigh Harris-Fowell and her team will continue to organize for you. There is something for everyone. I am sure that in the past, as you walked away after the event, you reflected on your good fortune for stimulating new connections and reviving old ones, all the while feeding body and brain. Quite a deal.

Join us. It will just keep getting better.

ALICE KUBICEK,
MBA, CHRP, CMC Chair EOC President
AK Performance Solutions Inc



Increased Use of Consultants is Expected

The current use of consultants varied across the range of organizations contacted depending on factors such as budget and individual buyer preference. What was consistent was the expectation that the use of consulting services would increase considerably in the near future.

It was widely anticipated that there would be an increase in demand for consulting expertise to support system restructuring due to the need to create new models for collaborative work between organizations. Participants also anticipated continued demand for consulting in the area of information technology to support requirements for more, better, and more standardized health information.

Clients are Looking for Capability and the 3 'R's (Relationship, Referral and Reputation)

The pilot found that those interviewed were generally satisfied or very satisfied with the consulting services they have received. When buying consulting services the quality most valued was clearly "capability". What does this mean? Participants generally defined it as "the ability to get the job done in a competent manner". Those interviewed believed that management consultants should be knowledgeable about the issues and challenges their clients face. While specialization in the health sector is not necessarily a requirement, familiarity with the health sector is.

"I like to have long term relationships with consultants. Of course, quality is important too. If the quality isn't there, the relationship isn't very long."

It was also considered very important that the consultant belong to a network of professionals the buyer knows and trusts. Participants referred to a number of trust-related factors that influenced their selection decisions including relationship, referral and reputation, many of which overlap.

Building on What We Learned

Participants were asked for ideas about what CAMC could do to better serve the needs of the health sector. Most suggestions related to making it easier to find consultants and ensuring that consultants are well informed about the sector.

Several participants suggested that CAMC facilitate the development of relationships and help consultants keep current by inviting speakers from the health sector to make presentations. Some even expressed an interest in speaking.

To start the ball rolling, each of the Ontario chapters of CAMC is planning a professional development event. These events will provide members with an opportunity to learn more about the study findings and about local health issues. The EOC Chapter event will feature Dr. Robert Cushman, CEO Champlain LINH. The event will be held in May or June of 2006. More details will be available soon. We look forward to seeing you there!

This article was co-authored by Anne Bachinski, B.A. CMC, EOC Member and Laren Stadelman MBA CMC, GTA Chapter Member. The authors co-lead the Health Care Pilot Study on behalf of the Value Added Working Group of the ICMCO.

DO YOU TAKE CHARGE OF YOUR LIFE OR ACCEPT WHAT OTHERS ALLOW YOU TO HAVE?

By Roger Ellerton PhD, CMC

How do you live your life? At cause or at effect? It is important to be aware of this distinction. It is the rare individual who always lives his or her life at cause; however, far too many of us live a large portion of our lives at effect – responding to the whims, desires or emotional states of others.

Being at cause means that you are decisive in creating what you want in life and take responsibility for whatever you achieve. You see the world as a place of opportunity and you move toward achieving what you desire. If things are not unfolding as you would like, you take action and explore other possibilities. Above all, you know you have choice in what you do and how you react to people and events.

If you are at effect, you may blame others or circumstances for your bad moods, for what you have not achieved or for the disarray of your life in general. You may feel powerless or depend on others in order for you to feel good about yourself or about life. You may think, "If only my spouse, my boss, my co-workers, my parents, my children understood me and helped me achieve my dreams or did what I wanted or what is best for me, then life would be great." If you wait and hope for things to be different or for others to provide you with results or happiness, you are at effect, or a victim of circumstances. And really, how satisfying is that? How satisfying do you think it

is for others to be around you? Believing that someone else is responsible for your happiness or your different moods is very limiting and gives this person mystical powers over you, which can cause both you and the other person a great deal of anguish.

Being at cause means you have choices in your life – you can choose what is best for you while ensuring the choice is ecological for those around you, in your community and your society. That is, you consider the consequences of your actions on others, while not taking responsibility for their emotional well-being. Believing you are responsible for the emotional well-being of someone else places a heavy burden upon you and can cause a great deal of stress.

Those who live their lives at effect often see themselves as victims with no choices whatsoever. The truth is that they do have choices but have chosen not to take action. They are simply reactive to whatever is thrust upon them.

Emotions such as guilt, fear, anxiety and resentment are the result of being at effect. People at effect tend to blame others and do not take responsibility for their actions. Emotions such as these can wear heavily on a person's body and life, and can be the root cause of many physical and personal issues.

Do I always live my life at cause? No, not a chance; the great majority of the time I do live at cause. When I don't, one of the following usually comes to mind: 'There is no failure only feedback' or 'There are no unresourceful people, only unresourceful states'.



Then using various personal growth techniques, such as those from NLP (neurolinguistic programming), I am able to explore other ways to achieve my outcomes or ask others for help, without being a victim to their answers.

Each morning when you get up, you can either ask yourself, "I wonder what my day will bring," or "What do I choose to bring to my day?" The choice is yours.

About the Author: Roger Ellerton is a certified NLP trainer, certified management consultant and the founder and managing partner of Renewal Technologies Inc. (www.renewal.ca). He can be reached at info@renewal.ca. This article is an extract from his book *Live Your Dreams - Let Reality Catch Up: NLP and Common Sense for Coaches, Managers and You* (www.live-your-dreams.biz).

CANADIAN ASSOCIATION OF MANAGEMENT CONSULTANTS UNVEIL MAJOR RESEARCH STUDY

The following text is taken from a CAMC news release and has been included in the EOC newsletter because the study may be of interest to our members.

The Canadian management consulting industry is increasingly well placed to expand into more North American markets, and seize on opportunities in the United States – the largest global consumer of consulting services. That conclusion is one of the findings in a comprehensive new study commissioned by the Canadian Association of Management Consultants (CAMC).

The study was conducted by the respected research firm, Kennedy Information Advisors on behalf of the CAMC. It found that while there is increasing competition both in the U.S. and from overseas, there is also opportunity for Canadian firms to form strategic partnerships with competitors and seek business in other sectors beyond the heavily serviced Information Technology sector.

"Canadian management consultants, when compared to their international peers, have a number of advantages, including: a high level of education and experience and, of course, geographic proximity to the U.S., the world's biggest market for consulting work," said David Bolton, Chairman, CAMC. "This is a profession that attracts top talent and will continue to do so as firms compete to hire and retain the best."

Highlights of the study include:

- A sizable market in Canada, which accounts for \$6.7 billion in spending on consultants
- Business is increasingly going to a short list of large firms, but with increasing opportunities for smaller firms

- The field is dominated by IT consulting and public sector work
- The Canadian market is attractive to Indian and Chinese entrants for a variety of reasons, especially the proximity to the U.S.
- Consulting in Canada is geographically diverse, with Ontario, Quebec, British Columbia, and Alberta serving as the major markets
- The Canadian consulting business is populated by experienced, and well-educated consultants
- The industry is increasingly responsive to emerging client needs
- Canadian management consultants have been successful in creating a mix of services, and building on successes that will allow individual firms to compete and win today, and in the future

"The IT sector is mainly serviced by a dozen or so of the largest consulting firms. However, that indicates that growth opportunities can be found in other, increasingly important sectors such as strategic consulting, cost reduction consulting, outsourcing and other more specialized markets," said, Bradford Smith, Vice President of Research for Kennedy Information Advisors. "There is also the potential for partnerships with overseas competitors seeking entrance into the lucrative U.S. market by marketing the North American reach of Canadian management consultants."

The study is being presented today at CAMC's annual professional development event at the Harbour Castle Westin Conference Centre, from 8:30 a.m. to Noon EDT. David Bolton and Bradford Smith are both available for interviews.

Orders for complete study results will be taken at the event, or contact Heather Miller at hmillier@camc.com or 416-860-1515 ext. 8.

EDITOR'S NOTE

This first issue of the CAMC EOC Chapter newsletter for 2005/2006 season. This newsletter has two purposes:

- To communicate information regarding EOC chapter activities
- To provide information of interest to EOC member consultants

We will produce four issues in electronic format. We believe that with near-universal access to the Internet in the Chapter, that electronic distribution is an effective (and cost-effective) way to serve the membership.

We welcome and encourage article submissions. Article submissions should be intended to educate and inform EOC member consultants to do better work. While you may be doing them to promote your practice or service, this must take a back seat to providing genuinely useful information. Articles should ideally be approximately 550 words in length. We also welcome book reviews, and any other suggestions you may have for future content.

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**"I've never worked with a consultant.
Are you going to hypnotize me first?"**

Courtesy of Cartoon Resource - www.cartoonresource.com

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ABOUT OUR CHAPTER - EOC

The Canadian Association of Management Consultants (CAMC) is the recognized national body representing over 3,500 Individual and Firm Members. CAMC is the largest professional association of management consultants in the world. With Local Chapters in major centres across Canada, CAMC administers the profession's strict Code of Professional Conduct and program leading to the internationally recognized Certified Management Consultant (CMC) designation. Established in 1963, CAMC's mission is to foster excellence in management consulting services.

The Eastern Ontario Chapter (EOC) provides representation for the CAMC in greater Ottawa and surrounding areas. The chapter was founded in 1999 and is the third largest chapter in Canada. The EOC is comprised of an executive council and a number of committees that support various membership services, special interest groups and other activities of interest to members. The EOC provides networking opportunities and support for members seeking or maintaining their CMC designation.

If you would like to learn more about the chapter or get involved in a committee(s) we would really like to hear from you. The Executive Council and Committee chairs are listed below. Their contact details can be found on the EOC chapter page of the CAMC website.

Executive Council Contacts

EOC Chair – Alice Kubicek
EOC Vice-Chair – Vincent Stapleton
EOC Past Chair – Greg Richards
EOC Treasurer – Mark Chisamore
EOC Secretary – Wendy MacLaurin

Committee Chairs

Membership Services – Leigh Harris Fowell
Recruitment and Retention – Ravi Kumar
Co-Marketing Advocacy Communication – Ian Graham
Co-Marketing Advocacy Communication – Charles Bokor
External Relations – Mike Appleton
High Technology SIG – Stephen Fanjoy
Small Medium Enterprise SIG – Dorothy Milburn Smith
International – Alcide DeGagne

Contact details are available on the
CAMC EOC website www.camc.com

