

THE MAGAZINE FOR MANAGERS / LE JOURNAL DU GESTIONNAIRE

# CANADIAN Manager CANADIEN



*Leaders in Management — A Publication of the Canadian Institute of Management — La gestion par excellence*

Vol. 43, No. 4  
FALL 2018

WHAT  
WILL  
YOU

BUILD



## IT'S YOUR LEGACY...

### FEATURING...

- Wield the Five Keys to Leaving a Positive Leadership Legacy in Your Life
- The Use of Colour in Communication
- Women as Management Leaders vs. the Phantom of the Male Norm.
- Stop Falling Behind Your Competitor
- Connecting with Customers Through the Keyboard: Getting Your Chat Service Right
- Managers Become Leaders with a Shift in Focus
- Leadership skills are changing; are yours?
- Giving Yourself Permission Slips to Succeed

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# Leaders in Management

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## Message From the President

### Message du président

*Nicole Hamilton, M.Ed., MBA, C.Mgr.*

As is the case each year, the AGM is a benchmark for renewal and this year was no exception. It was a time to reflect, catch up, network, and look forward with new ideas. It was also the time to welcome new board members, identify and fill new roles and committees, and embrace new challenges. The election process at this year's AGM saw the re-election of Robert Fisher and Terry Mitchell to the corporate board, and we are pleased to announce the addition of John Spinelli and Richard Gasparini. Dr. Matthew Jelavic will retain his role and responsibilities as CEO.

I am ecstatic and privileged to accept the position of Chair for 2018-2019. I will carry on important old traditions while working to embed new traditions. As part of my commitment to support our forward-facing future, I would like to take this opportunity to share with you my priorities as Chair.

Over the coming year, our continued mandate will be to facilitate and drive opportunities for further growth and recognition. This has been a tremendous year and I am delighted with what we have accomplished. We are delivering on our commitments with the strategic redeploying of the professional designation, the Chartered Manager (C.Mgr.), as our most highly sought designation. Most notable has been the bringing together of the C.Mgr with the MBA from the University of London. This collaboration will enhance growth by

## Message From the Chief Executive Officer

### Message du directeur général

*Dr. Matthew Jelavic, C.Mgr.*



The Leadership Symposium and Annual General Meeting in Winnipeg was a tremendous success. The CIM Manitoba Chapter hosted an excellent event that delved into relevant contemporary topics in management and leadership. Speakers and members from across the country came into Winnipeg to share their experiences and insights, enhancing the Institute's position as Canada's management and leadership association. During the AGM, we presented some initiatives and the strategy of the Institute to advance our mission and vision for the benefit of our members and the management profession in Canada.

This was my last AGM as your President and Board Chair; however, I will continue to serve the Institute in my existing role as Chief Executive Officer. The Board of Directors has elected Nicole Hamilton as our President and Board Chair, and the Institute is capable hands with our board elected by the membership. It was an honour to have served the membership these last 5 years as your President, and we have achieved so much together. We developed an international reciprocity for our Chartered Manager designation based on internationally recognised standards; we collaborated with the University of London for the delivery of the Global MBA-C.Mgr. program in Canada and have aggressively promoted the Institute in Canada and around the world. We have been working with major universities in Canada to further expand our brand and add value to our membership and will be working with corporations to enhance the value of our

**Our Mission/Purpose:** To be the voice of Canada's Chartered Managers by advancing management and leadership excellence through education, certification and professional development.

**Our Vision/Direction:** To be a leading, progressive professional association that supports Canada's Chartered Managers.

attracting new members, and creating new possibilities for enhancing membership opportunities and services.

The Corporate Board will concentrate on promoting national standards to enhance sustainability, and retain good stewardship. Our follow through will rely upon a multitude of strategies including plans that allow us to:

- Reaffirm our governance in ways that optimise our role as thought leaders to support the business and operations of the institute, with conviction for outcome-based planning.
- Ensure the highest standard of operational excellence and contribute to the achievement and recognition of excellence through sound fiscal decision-making.
- Promote and support the optimisation and diversification of revenue generation for continuity.
- Uphold and maintain the highest expectations around strategic planning and validation while ensuring that our accountability, stewardship and oversight is held to the highest legal and ethical standards, and that our loyalties to our non-profit mission remains prudent through good faith decisions.

My goal is to maintain a strong commitment to our Mission Vision and Values. As a proactive living organization, we will retain our robust growth with the

**Notre mission/objectif :** Être la voix des gestionnaires agréés canadiens afin de faire progresser l'excellence en matière de gestion et de leadership par le biais de formations, certifications et développement professionnel.

**Notre vision/orientation :** Être une association professionnelle réputée et novatrice qui soutient les gestionnaires agréés canadiens.

professional certifications within industry. Our outreach and partnerships will continue to expand and, as your CEO, these exciting advancements will continue - 2019 will be a transformative year as the Institute reaches new heights in Canada and globally.

Our main strategic goals are to create and promote a unified global chartered professional designation in management, collaborate with premier academic institutions and corporations, and promote the management and leadership profession and our members. We officially unveiled our Corporate Development Program which aims to enter the corporate and academic market with a management and leadership development program that will be targeted at the executive, human resources, management and employee-level. Delivering a flexible, affordable, reputable, multi-credential program will allow employees to achieve an MBA or CMP and the C.Mgr. or C.I.M. designations. This will benefit both the employee and employer, and the value proposition is unparalleled in Canada. We aim to be the leading provider of cutting-edge management and leadership development in Canada and are well on our way.

One of the goals of the Institute is to be recognised as the premier advocacy body for Canadian managers and leaders and promote management and leadership as a profession within the corporate world and government. The Institute will make policy



help of board committees that will support the evolution of our strategic goals. A new era of advocacy is also upon us. In addition to leading by example and being an exemplary pillar of progressive practice in management and leadership, the institute will work to continuously modernize our membership at the individual and corporate level, and lead by advancing the knowledge and practice of management through education, research and publication.

The good news is much of this work is already underway! Our operational growth strategy is forward thinking, and will continue to challenge us as innovators. The new C.Mgr.-MBA and CMP-C.Mgr. programs will necessitate the expansion and diversification of our membership. An Indigenous relations strategy will orient us to greater inclusivity. A new corporate strategy will create a gateway to enhance our recognition among the corporate world.

statements on leadership and management with positions on topics that affect the lives of Canadians and Canadian business. We will be forming a dedicated Management Policy Research Group that will be developing policy statements in management and leadership. We will bring the best minds together to take a leadership position in management in Canada.

We recognise that members also join professional associations for affinity benefits. We currently have home and auto insurance benefits, travel benefits, hotel and car rental discounts, and a variety of other affinity benefits. However, we recognise that this is only the beginning. We are currently looking into expanding our member benefits into other areas and will roll out a more comprehensive membership benefit package in the new year. Our goal is to make your membership fees an investment that will return greater value to you, the member.

From a strategic marketing perspective, we will continue to raise the profile of the

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**For additional information on your local Chapter, visit [cim.ca/chapters](http://cim.ca/chapters)**

We will advance training through continued partnerships with high profile educational institutions and through an active promotion of professional development through education and training. New to our advocacy will be a concerted effort and investment in the development and publication of on-going research and policy statements that advance the practice of management through a policy and research group. We will advocate for member value by maximising the member experience, supporting member-to-member connectivity, and providing a thorough suite of services to our members.

In closing, these priorities will guide everything that I hope to achieve this year. I am pleased about the opportunities that lay ahead of us. Engage with us as we continue to excel! Let us challenge each other but also take the time to celebrate milestones and reflect on lessons learned.

Finally, I want to take this moment to acknowledge the dedication and perseverance of the staff and many volunteers who have made this institute what it is today, and what it will be tomorrow. Thank you in advance for your support and for being such an important part of this journey going forward.

Comme chaque année, l'AGA est le point de référence du renouvellement et cette année ne faisait pas exception. Le moment était venu de réfléchir, de parler, de réseauter et d'envisager l'avenir avec de nouvelles idées. Le moment était aussi venu d'accueillir les nouveaux membres du conseil, d'identifier et de pourvoir de nouveaux postes et comités, et de s'intéresser à de nouveaux défis. Cette année, Robert Fisher et Terry Mitchell ont été réélus au conseil d'administration lors de l'AGA, et nous sommes heureux d'annoncer que John Spinelli et Richard Gasparini ont également été élus. Le Dr Matthew Jelavic

Institute, across Canada and around the world. These efforts have resulted in a growth in membership over the last year. Advertisements promoting the Institute are being deployed first in core areas of downtown Toronto and then around Canada through video commercials and magazine content in addition to extensive focus on social media and web advertising. Our website traffic has increased by an order of magnitude, and these efforts will be extended into the new year, so be on the lookout for our ads on the web and across Canada!

We have formed an Indigenous Relations Committee to enhance the awareness of the Institute within the Canadian Indigenous community. This will enhance a positive relationship between Indigenous groups and the Institute. We look forward to enhancing our presence and serving the needs of this community through our membership benefits, academic programs and professional certifications.

I want to take this opportunity to thank the membership for their continued support during this period as we seek to enhance the value of membership and certification, while elevating the CIM | Chartered Managers Canada brand to new heights.

As your CEO, please contact me any time at [matthew.jelavic@cim.ca](mailto:matthew.jelavic@cim.ca)

Le Symposium sur le leadership et l'Assemblée générale annuelle à Winnipeg ont été un énorme succès. La section du Manitoba de l'ICG a organisé un événement formidable qui explorait des sujets contemporains pertinents en matière de gestion et de leadership. Des conférenciers et des membres provenant des quatre coins du pays sont venus à Winnipeg pour partager leurs expériences et leurs points de vue, consolidant la position de l'Institut en tant qu'association canadienne de gestion et de leadership. Au cours de l'AGA, nous avons présenté certaines initiatives et la stratégie de l'Institut visant à promouvoir notre mission et notre vision pour le bien de nos membres et des professionnels de la gestion au



conservera son rôle et ses responsabilités en tant que directeur général.

J'ai l'honneur et le privilège d'accepter le poste de présidente pour l'année 2018-2019. Je vais poursuivre d'importantes traditions, tout en cherchant à en intégrer de nouvelles. Dans le cadre de mon engagement à soutenir nos efforts orientés vers l'avenir, j'aimerais profiter de cette occasion pour vous faire part de mes priorités en tant que présidente.

Au cours de l'année à venir, nous poursuivrons notre mandat visant à faciliter et entraîner davantage d'opportunités de croissance et de reconnaissance. L'année passée a été formidable et je suis ravie de ce que nous avons accompli. Nous nous acquittons de nos engagements avec le redéploiement stratégique de la désignation professionnelle de gestionnaire agréé (C.Mgr.), notre désignation la plus recherchée. Le regroupement de la désignation de C.Mgr. et du MBA de l'Université de Londres a été particulièrement remarquable. Cette collaboration nous permettra d'évoluer en attirant de nouveaux membres et en créant de nouvelles possibilités de développer les opportunités et les services pour les membres.

Le Conseil se concentrera sur la promotion de normes nationales afin d'assurer notre durabilité et de conserver une bonne administration. La suite de nos activités dépendra d'une multitude de stratégies, y compris de projets qui nous permettront de :

- Réaffirmer notre gouvernance en optimisant notre rôle de leader éclairé afin de soutenir les activités et les opérations de l'Institut, par le biais d'une planification axée sur les résultats.
- Assurer les normes les plus élevées en matière d'excellence opérationnelle, et contribuer à la réalisation et la reconnaissance de cette excellence grâce à

Canada.

C'était ma dernière AGA en tant que président et président du conseil. Toutefois, je vais continuer à soutenir l'Institut dans mon rôle actuel de directeur général. Le conseil d'administration a élu Nicole Hamilton au poste de présidente et présidente du conseil, et l'Institut est entre de bonnes mains avec notre conseil élu par les membres. C'était un honneur d'avoir servi les membres ces 5 dernières années en tant que président, et nous avons accompli tellement de choses ensemble. Nous avons élaboré une réciprocité internationale pour notre désignation de gestionnaire agréé, fondée sur des normes reconnues à l'échelle internationale. Nous avons collaboré avec l'Université de Londres pour mettre en place le programme du Global MBA au Canada et avons activement fait la promotion de l'Institut au Canada et à travers le monde. Nous avons travaillé avec de grandes universités canadiennes afin de poursuivre l'expansion de notre marque et d'ajouter de la valeur à notre adhésion. De plus, nous allons collaborer avec des entreprises pour améliorer la valeur de nos certifications professionnelles au sein de l'industrie. Notre sensibilisation et nos partenariats continueront à se développer et, en tant que PDG, je compte poursuivre ces progrès remarquables. 2019 sera une année de transformation, car l'Institut atteindra de nouveaux sommets au Canada et dans le monde.

Nos principaux objectifs stratégiques sont de créer et de promouvoir une désignation professionnelle mondiale unifiée d'agrément en gestion, de collaborer avec les meilleurs établissements universitaires et les meilleures entreprises, et de promouvoir la profession de gestionnaire et de dirigeant ainsi que nos membres. Nous avons officiellement dévoilé notre programme de développement organisationnel dont le but est d'accéder aux marchés des entreprises et des universités avec un programme de développement en gestion et leadership qui s'adresse aux cadres supérieurs,

un processus décisionnel financier judicieux.

- Promouvoir et soutenir l'optimisation et la diversification de la production de revenus pour la suite.
- Maintenir les attentes les plus hautes en matière de planification et validation stratégiques, tout en veillant à ce que notre responsabilisation, notre administration et notre supervision respectent les normes juridiques et éthiques les plus élevées, et que la fidélité à notre mission sans but lucratif reste avisée grâce à des décisions prises en toute bonne foi.

Mon objectif est de maintenir un solide engagement à l'égard de notre mission, notre vision et nos valeurs. En tant qu'organisation proactive, nous continuerons notre croissance robuste grâce aux comités du conseil qui soutiendront l'évolution de nos objectifs stratégiques. Une nouvelle ère de sensibilisation commence. En plus de donner l'exemple et d'être un pilier des pratiques progressives en matière de gestion et de leadership, l'Institut s'efforcera de moderniser continuellement notre adhésion au niveau de l'individu et de l'entreprise, et de faire progresser les connaissances et les pratiques de la gestion par l'intermédiaire de l'enseignement, la recherche et les publications.

La bonne nouvelle, c'est qu'une grande partie de ces activités sont déjà en cours ! Notre stratégie de croissance opérationnelle est tournée vers l'avenir et continuera de nous motiver en tant qu'innovateurs. Les nouveaux programmes de C.Mgr.-MBA et de CMP-C.Mgr. vont entraîner l'extension et la diversification de nos membres. Une stratégie de relations avec les autochtones nous permettra de devenir plus inclusifs. Une nouvelle stratégie générale nous permettra d'être davantage reconnus dans le monde des entreprises. Nous allons améliorer nos formations

aux ressources humaines, aux gestionnaires et aux employés. Un programme d'agrément flexible, abordable et réputé permettra aux employés d'obtenir un MBA ou un CMP, et les désignations de C.Mgr. ou C.I.M. C'est avantageux tant pour l'employé que l'employeur, et cette proposition de valeur est unique en son genre au Canada. Notre intention est de devenir le principal fournisseur de développement professionnel en matière de gestion et de leadership au Canada, et nous sommes sans aucun doute sur la bonne voie.

L'un des objectifs de l'Institut est d'être reconnu comme la plus importante association canadienne pour les gestionnaires et les leaders, et de promouvoir la gestion et le leadership en tant que profession dans les compagnies et au gouvernement. En outre, l'Institut fera des déclarations de principes concernant le leadership et la gestion en se positionnant sur des sujets qui touchent la vie des Canadiens et des entreprises canadiennes. Nous allons donc former un groupe de recherche stratégique en gestion qui développera des énoncés de politique en matière de gestion et de leadership. Nous allons aussi rassembler les meilleurs cerveaux afin d'adopter une position de leader en gestion au Canada.

Nous savons que les membres se joignent également aux associations professionnelles pour les programmes d'affinité. Nous offrons actuellement des prestations d'assurance automobile et habitation, des indemnités de déplacement, des rabais sur les hôtels et la location de voitures, et de nombreux autres avantages. Cependant, nous reconnaissons que ce n'est qu'un début. Nous comptons développer les prestations pour nos membres dans d'autres domaines et nous lancerons un ensemble d'avantages sociaux plus complet au cours de la nouvelle année. Nous aimerions que vos cotisations soient un investissement qui vous rapportera encore plus à vous, les membres.

D'un point de vue de marketing stratégique, nous continuerons de rehausser le profil de



grâce à des partenariats continus avec des établissements d'enseignement réputés et grâce à une promotion active du perfectionnement professionnel par le biais de l'éducation et de l'apprentissage. Nos nouvelles activités de sensibilisation comprendront un effort et un investissement concertés dans l'élaboration et la publication des recherches en cours et des déclarations de principes qui font progresser la pratique de la gestion par l'intermédiaire d'un groupe de politiques et de recherches. Nous développerons la valeur pour les membres en maximisant l'expérience des membres, en encourageant les interactions entre les membres, et en offrant une gamme de services complets à nos membres.

En conclusion, ces priorités guideront tout ce que j'espère accomplir cette année. Je me réjouis des possibilités qui nous attendent. Collaborez avec nous alors que nous continuons de nous surpasser! Encourageons-nous mutuellement, mais aussi prenons le temps de célébrer les étapes importantes et de réfléchir aux leçons que nous avons apprises.

Enfin, je voudrais prendre un instant pour reconnaître le dévouement et la persévérance du personnel et des nombreux bénévoles qui ont contribué aux succès actuels et futurs de l'Institut. Je vous remercie à l'avance de votre soutien et de votre rôle important lors de ce parcours vers l'avenir.

l'Institut au Canada et à travers le monde. D'ailleurs, ces efforts ont engendré une augmentation du nombre de membres au cours de l'année dernière. Des annonces visant à promouvoir l'Institut vont être mises en place d'abord dans des zones clés du centre-ville de Toronto, puis dans le reste du Canada. Elles comprendront des vidéos commerciales et des publicités dans des magazines, ainsi qu'une promotion intensive sur les médias sociaux et sur Internet. Le trafic sur notre site Web a beaucoup augmenté et nous continuerons ces efforts au cours de la nouvelle année, alors soyez à l'affût de nos annonces sur Internet et à travers le Canada!

Nous avons formé un Comité des relations autochtones visant à faire mieux connaître l'Institut dans les collectivités autochtones canadiennes. Ceci permettra de développer une relation positive entre les groupes autochtones et l'Institut. Nous avons hâte de consolider notre présence et de répondre aux besoins de cette communauté, grâce à nos avantages réservés aux membres, nos programmes de formation et nos certifications professionnelles.

Enfin, je voudrais profiter de cette occasion pour remercier les membres pour leur soutien continu au cours de cette période, alors que nous cherchons à améliorer la valeur de l'adhésion et de la certification, tout en propulsant la marque de CIM | Chartered Managers Canada vers de nouveaux sommets.

N'hésitez pas à contacter votre PDG à [matthew.jelavic@cim.ca](mailto:matthew.jelavic@cim.ca)

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## ABOUT THE CANADIAN INSTITUTE OF MANAGEMENT

The pace of change is accelerating, and with change comes the challenge to adapt and improve. For over 75 years the Canadian Institute of Management has advanced careers and contributed to the field of management knowledge amidst changing times.

As a non-profit association the Canadian Institute of Management is Canada's senior management organization dedicated to professional development. As a member or a program participant CIM informs and trains management professionals to be better prepared for the challenge of change.



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### VISION/DIRECTION STATEMENT

To be a leading, progressive professional association that supports Canada's Chartered Managers.

### MISSION/PURPOSE STATEMENT

To be the voice of Canada's Chartered Managers by advancing management and leadership excellence through education, certification and professional development.

### CIM AIMS AND OBJECTIVES

1. Provide a national voice on issues affecting the management profession in Canada
2. Serve as the authority on Canadian management developments
3. Increase awareness of management as a profession
4. Develop and maintain educational programs consistent with the professional aspirations of our membership
5. To provide professional certification to managers across Canada and internationally

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## Wield the Five Keys to Leaving a Positive Leadership Legacy in Your Life

Your legacy is defined by the impact you have on the lives of others after you are gone.

*Jeffrey W. Foley*

Many successful business people have pondered their leadership legacy—how do they want to be remembered? And many of them struggle to find the answer.

Your legacy is defined by the impact you have on the lives of others after you are gone. It is how you will be remembered. We are all leaving a legacy, there is no escaping it. If asked, how would you respond to the question of, “*What do you want your leadership legacy to be?*”

However old or young, you have the opportunity to raise the bar on the legacy you are leaving. Whether you are a senior executive, in a new position in your business, a new parent or grandparent, a student or recent graduate, you can choose your legacy. Or perhaps you have had a setback in your life, it is never too late to refocus on what you can change - your legacy.

The most effective business leaders are people who ultimately pursue five separate but related behaviors. These five can provide the framework for you in your pursuit of creating a positive leadership legacy in life.

- Character.** Being a person of character is at the foundation of building trust with others. Character is who we are and what we stand for. It is comprised of many things but its foundation is values; those deep beliefs like integrity, loyalty and respect. Values do not change overnight; rather they are forged in one's heart and soul over time. They ultimately drive how we behave. When you think of those people who left a wonderful legacy for you, was not character the essence of the memory?
- Attitude.** Your attitude can change everything you do and everyone you meet. No one enjoys hanging out with chronic complainers or naysayers. A positive attitude can be a force multiplier in daily interactions or long term strategies. A positive attitude creates passion, enthusiasm and a call to action. It can change outcomes. You have a choice in your attitude. Make it positive!
- Vision.** We all need a vision, or a plan, for our future. A saying attributed to the great Yogi Berra goes: “*If you don't know where you are going, you are likely to end up someplace else.*” A vision provides clear direction for your future. Create your future by putting a mark on the wall of where you want to be 1, 2, 5 years from now. Craft an action plan that identifies your objectives and critical decision points. Establish a set of milestones that will help you achieve your objectives, and then celebrate each of their achievements as you progress along the way!

Jeff Foley is a recognized speaker, executive leadership coach, and author of *Rules and Tools for Leaders*. He is a West Point graduate and retired as a Brigadier General having served thirty-two years in the Army. Drawing on his unique military experience, Jeff uses his singular insight to build better leaders. For more information on Jeff Foley, visit.

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# WHAT WILL YOUR STORY BE



- **Excellence.** Both championship teams and successful businesses do not drift to greatness; they commit themselves to excellence. Commitment means tireless pursuit of doing your absolute best, every day, all the time. Excellence matters in everything you do. If you don't commit to excellence yourself and demand it from others you will create a culture of mediocrity. Most people are not interested in mediocrity.
- **Relationships.** Building trusted relationships with others trumps everything else when it comes to leaving a positive leadership legacy in your world. Serving the needs of others builds trust in relationships. You serve by knowing your people, genuinely caring for them, reaching out to those in need, sacrificing and celebrating with them, exercising humility - are all important aspects enabling strong relationships. Nowhere is trust between leaders and followers more profound than in the military. You can learn, just like US Military Academy graduates at West Point are

required to learn, that is Schofield's Definition of Discipline. Major General John Schofield in his address to the Corps of Cadets in 1879: *"The discipline which makes the soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an Army."* You know you will have achieved the goal of building trust when you can feel the spirit of cohesion that permeates the hearts of who serve together.

These five keys will provide a framework for establishing your approach to leaving a positive leadership legacy in your life. On a scale of 1 to 5, with 1 being not so good and 5 being great, how would you assess your behavior in each of the five areas? An action plan should follow your assessment that focuses you enables you to grow your ability where needed.

*I wish you the best in your leadership journey.*





## The Use of Colour in Communication

Understanding of how colour can affect non-verbal communications.

### MEMBER CONTRIBUTION

*Ksenija Kasumovich, C.I.M.*

Ksenija Kasumovich has been with McMaster University since 2009 working in various management capacities, and currently holds the role of Department Manager with the Department of Anesthesia, Faculty of Health Sciences, McMaster University. This department combines educational and clinical activities with undergraduate and postgraduate medical education students, supported by over 145 faculty and a team of 15 administration professionals led by Ksenija. Prior to her work with McMaster University, she gained extensive leadership experience through her work in hospitality as a Corporate Controller for an international hotel management company, a Controller with the Hilton Whistler Resort, and as a real estate office manager earlier in her career. Ksenija describes herself as confident, motivated, considerate and often a bit quirky when her sense of humour takes over.

She is a Tiger Cats season ticket holder and an ever hopeful Leaf fan.

### Introduction

The understanding of colour's impact on non-verbal communications can be used as a tool by managers and employees when planning their objectives for meetings and projects. Symbolism is represented in colour choices and carries non-verbal cues, both negative and positive, to the intended audience. It is important to understand these meanings, understand the audience demographic and choose colours that will help support the identified goals. The colour choices made can be applied to self, audience, surroundings, presentation materials, groups and behaviours.

The understanding of how colour can affect non-verbal communications can assist managers in achieving a special purpose in a meeting, such as brainstorming new ideas or developing a new policy. The detailed paper that I wrote on this subject has been summarized for this article, and will show how colour choices, applied thoughtfully in relationship to the intended result, and applied with planning and purpose can assist with achieving the identified result.

### Symbolism in Colour

#### Western Society Meanings

Contemporary Western societies share similar thoughts on the symbolism of colour. White is commonly associated with purity, simplicity, peace and innocence. Red is a vibrant colour and expresses energy, strength, assertiveness and danger. Pink is most frequently associated with love, and represents peacefulness and empathy. Blue is the colour representing loyalty, tranquility, security and harmony. Green is nature's colour and symbolizes renewal, calm, good luck and wealth. Yellow is a bright and warm colour, which represents cheer, optimism, imagination and hope. Black

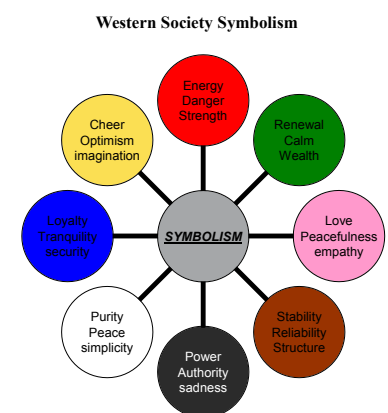


Figure 1 – Colour Symbolism Summarized  
(Research sources as listed in bibliography)

is the ultimate power colour showing formality, authority, sophistication and sadness. Finally, brown is the earth and embodies stability, reliability, structure and endurance.

### **Cultural Differences**

The symbolism described represents just a few associations assigned to the colours chosen for this article. Cultural differences can provide alternate symbolism and should be considered once an audience demographic is identified. The Chinese believe red to represent good luck and celebration, while white represents death and mourning. This is opposite to the Western use of red as a strength colour and white as purity and hope. According to Norine Dresser “Chinese use a yellow marker to identify a defective product” (Dresser, 2005 p.63-69) yet Western cultures often associate yellow with positive connotations and highlight in that colour. The difference between cultures could cause misunderstandings and the loss of a client if not researched in advance.

### **Using Colour to your Advantage** **Study Audience Demographic**

Culture does not merely reference people from various countries or backgrounds; it also offers insight into the mindset of a group of people. For instance, sports fans routinely wear the colours of their team, if not the actual replica uniform. This choice of colours signifies their allegiance in a visual communication method so that everyone in the stands at the sporting event can identify their group. This generates camaraderie and implies friendship and understanding without any verbal communication occurring. Similar reasoning is applied to the workplace. Anyone who has travelled has likely checked into a hotel whose front desk staff wore a uniform. The uniform colours were representative of the business and chosen for their aesthetics and sometimes their actual meaning. The staff uniform provides immediate recognition of the team at work, and a sense of belonging between colleagues.

### **Thoughtful Choice of Your Surroundings**

Our surroundings affect our emotions

and actions, whether consciously or sub-consciously. To select a mood or influence feelings, choose room colours with associations to match your needs. Comfort and relaxation is best in a green room. Intellectual stimulation is ideal in a yellow room. Excitement or arousal equates with a red room. Calm and security work best with a blue room. Quiet strength is evoked through black. (Lindsay, 2008). White is the colour of silence, peace.

How can we apply colour choices to our environment? As yellow is an intellectual stimulant, a room with yellow features would be an excellent choice for a meeting that requires group participation and brainstorming. Many hospitals and institutions use green as the colour has a calming effect. Green is an ideal choice for a group who may need to resolve issues that require level heads and remain at ease with all participants during the meeting or discussion.

### **Self-Perception Check of Colour Choices**

The application of colour can be studied in groups and social roles as well. Colour has a psychological impact so wearing red will boost confidence and express strength. Dressing in a black suit will project power and authority, therefore wearing a black suit when acting as the chair or facilitator of a meeting will enhance the role and image you wish to project. The same holds true for men and women in their wardrobe colour choices. Reflect on political campaigns and the colours chosen by candidates for their suits, ties, posters and rallies. The colours are most often power colours such as red and black, with white providing the backdrop to enhance the colour choice.

### **Identify Type(s) of Groups**

Consideration is required for the type of group involved in a meeting. Decision making groups are most common in the workplace and are usually comprised of both staff and management, depending on the subject of the meeting. The methods of decision making are varied.

- Consensus decision making groups require all participants to agree and this implies calm which is symbolized by the colour pink. The group needs to be like-minded and focused on the same goal.
- Majority rule group shows harmony which is associated with the colour blue. This group will have some varying opinions, but will also have some key members using influence to achieve a majority vote. (eg. Social committee)
- Expert opinion group relies on one member to provide their expert recommendation which indicates reliability and is associated with the colour brown. (eg. Budget or Financial Committee)
- Minority rule groups are not the most

The Use of Colour in Communication  
decision making groups

CONSENSUS	Does the group contain too many colours to achieve consensus
MAJORITY	Identify the key influence people and how they interact with the group
EXPERT OPINION	Is the expert confident and can s/he get the buy-in
MINORITY	Committee within the group for non-critical issues; go to group with findings on critical issues
AUTHORITY	The leader/manager, used when time sensitive, critical decision making

Figure 2 – Decision Making Groups (Adler, Rodman & Sevigny, 2008 p.306-308)  
(Colours applied through researched meanings)

common practice followed in business as this type of group requires more discussion and brainstorming, usually through the establishment of a committee. This style can be stimulating and as a result is associated with the colour yellow.

- Authority decision making groups requires a leader to take charge, and is used for critical or time sensitive issues that need immediate attention, therefore this colour is black, the colour of power.
- Defining Behaviours through Colour
- Behaviours also impact communication and the achievement of objectives. The colour red

signifies strength and assertiveness. Wearing a red jacket or tie will boost confidence. These two things combined can be associated with defensive behaviours as illustrated in the Gibb Categories of Defensive and Supportive Behaviours. (Adler, Rodman, & Sevigny, 2008)

If the objective of communication is consensus, the colour choice of red or black in clothing is inappropriate as they relate to the defensive behaviours of superiority, control and certainty. A person with these behaviour traits

Defensive Behaviours	Supportive Behaviours
Evaluation – <b>power</b>	Description – <b>considerate</b>
Control – <b>intensity</b>	Problem Orientation – peace
Strategy – <b>manipulation</b>	Spontaneity – <b>honesty</b>
Neutrality – <b>indifference</b>	Empathy – <b>calm</b>
Superiority – <b>strength</b>	Equality – <b>stability</b>
Certainty – <b>assertiveness</b>	Provisionalism – <b>imagination</b>

Figure 3 – Gibb Categories of Defensive & Supportive Behaviours  
(Adler, Rodman & Sevigny, 2008 p. 259)  
(Colours applied through interpretation of meanings during research)

is not likely to put at ease a group of people required to reach a consensus. Supportive behaviours will garner best results with an individual or a group. To conduct an employee meeting and provide feedback on performance, wearing pink or blue will project empathy, honesty and calm.

## Conclusion

The ability to communicate through colour, set a mood, and provide visual clues to the audience is an interesting concept. The identification of the colour symbolism and meanings, coupled with self-perception checks and planning can be a tool used to develop decision making groups, prepare presentations,





identify your own role, and realize goals.

Study the dynamics of a workplace setting and determine if colour choices can change attitudes and assist with desired results. The environment needs to be conducive to the required style, whether that is brainstorming or information sharing. Information packages will carry visual cues to the audience and the

paper colour, ink, diagrams, cover sheets and any charts can be used to influence the result. The role required will dictate, through self-perception, the choice for clothing as a non-verbal communication style, or in simple form **DRESS FOR SUCCESS!**

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## PROFESSIONAL DESIGNATIONS GRANTED

Last Name	First Name	Chapter
<b>C.MGR.</b>		
MacDonald	Angela	NA/NWT
Millar	Jason	NA/NWT
Primeau	Michael	NA/NWT
Koebel	Susan	Grand Valley
Daniher	Janice	Grand Valley
Yong	Patricia	London
Doumbia-Haug	Britta	BC/Yukon
Pahl	Diana	Southern Alberta
Shippie	Marlon	Nat'l (Outside Can/US)
Eastman	William	Manitoba
Olaso-Pezeshkian	Rachel	Toronto
Mirlocca	Victoria	Lake Simcoe
Samson	Jessica	Toronto
Heise	Colin	London
Martin	Famida	NA/NWT
Tetrault	Denis	Manitoba
Mark	Art	Saskatchewan
Gerrior	Michael	Lake Simcoe
<b>C.I.M.</b>		
Denomy	Sarah	London
Huberdeau	Thierry	Manitoba
Zocco	Amanda	London
Cooke	Ryan	Manitoba
Page	Rylan	Manitoba
LeBlanc	Kevin	NA/NWT
Findlay	Andrew	Manitoba
Rowe	Roxanne	NA/NWT
<b>CIMA</b>		
Huberdeau	Thierry	Manitoba
<b>CSM</b>		
Johnson	Joanne	Manitoba
Chruszcz	Mark	Lake Simcoe
Crawford	Nancy	Manitoba

## NEW MEMBERS

Last Name	First Name	Chapter
Bouteiller	Teresa Anne	Southern Alberta
Nickel	Jayden Chandler	Manitoba
Courage	David	London
Rodriguez	Gonzalo	Manitoba
Hussain	Anwar	Hamilton
Diduch	Victor	Manitoba
Ali	Mohamed Irfaan	Nat'l (Outside Can/US)
Oliver	Kristjana	Manitoba
Routhier	Travis	Manitoba
Adonina	Yuliya	Manitoba
Sutton	Charles	Northern AB/NWT
Chaudhary	Vishal Singh	Manitoba
Hurley	Mark James	London
Baker	John Dale	Northern AB/NWT
Peckham	Erica	London
Borth	Kimberly	Manitoba
Martin	Famida	Northern AB/NWT
LeBlanc	Kevin	Northern AB/NWT
Frias	Tara Trishika	Toronto
Barker	Sheldon	BC/Yukon
Decelis	Ronald Matthew	Toronto
Carnie	Alexander Brent	Northern AB/NWT
Gaye	Orest William	Toronto
Heise	Colin	London
Puddicombe	Chris	Lake Simcoe
Ross	Kevin David	Quebec
Pedersen Lamb	Tanya	BC/Yukon
Hutton	Tiana	Maritime (NB)
Bullee	Bradley	Manitoba
Ahmad	Omer	Northern AB/NWT
O'Neil	Erin	Grand Valley
Olaitan	Tomola	Manitoba
Rosati	Antonietta	Hamilton
Proulx	Ronald	BC/Yukon
Ojo	Daniel Oluwayemi	Ottawa Valley
Kur	Kelly	Northern AB/NWT

## CIM RE-ACCREDITATION

The Canadian Institute of Management is very pleased to announce that Mohawk College has been re-accredited from Oct 1, 2018 through Sep 30, 2023.

### Mohawk College

commencing October 1, 2018

- Diploma in Business Administration





## Women as Management Leaders vs. the Phantom of the Male Norm.

Do women have to exhibit masculine characteristics – in other words, set aside their feminine qualities – to ‘succeed’ as leaders?

### MEMBER CONTRIBUTION

*Richard O. Gasparini, BA, JD, LL.M., MBA, PhD(c), C.I.M., C.Mgr., Cert.Ad.Ed.*

Following graduation from Carleton University and the University of Ottawa law school Mr. Gasparini practiced in Ottawa and Toronto Ontario and was a litigation partner at Lang, Michener (now McMillan's) one of Canada's most elite and prestigious law firms. In 1998, he became regional in-house Counsel at Canada Post Corporation (Toronto) with focus on litigation management, labour law and regulatory policy. In 2009, he retired from active practice and began teaching at Colleges and Universities. He has taught at George Brown College, the Chang School of Ryerson University (Toronto) and he currently teaches business law at York University (Toronto) and is the Academic Program Manager of the Paralegal Certificate Program at Seneca College (Newham Campus, Toronto). He is a past public member of the Council of Ontario Professional Foresters' Association by appointment of the Lieutenant-Governor of Ontario.

Mr. Gasparini is a former Vice-President of the Alzheimer's Society of Canada (National) and Counsel to the Ottawa local chapter. He is a Chartered Manager (C. Mgr.) certified in management by the Canadian Institute of Management. He is also a Fellow of the Chartered Management Institute (U.K.), a Fellow of the Royal Society of Arts, a Fellow of the (British) Institute of Leadership and Management and an Associate Fellow of the Society for Advanced Legal Studies at the University of London, (U.K.).

His participating memberships include the Academy of International Business at Michigan State University, U.S.A., the American Society of International Law, the Academy of Management (U.S.A.), the Society of Legal Scholars (U.K.), the Canadian Law and Society Association, the American Sociological Association, the Canadian Anthropology Society (Montreal, Que.), the Association of MBAs (AMBA, U.K.) and the World Association for Public Opinion and Research centre at the University of Nebraska-Lincoln, U.S.A.

Mr. Gasparini's publications include scholarly articles in Canadian Manager, the Osgoode Hall Law Journal and the Advocate's Journal. He has a BA (Carleton), JD (LLB) (Ottawa), LL.M. (Osgoode Hall) and an MBA (Bradford University, School of Management and Law (U.K.)). Mr. Gasparini is pursuing PhD studies in Sociology at Manchester Metropolitan University (U.K.), where his concentration focusses on gender-capital in institutional management. He continues to be a licensed member of the Ontario Bar and is a member in good standing of the Law Society of Ontario (Toronto). He was recently elected a member of the York University Academic Standards, Curriculum and Pedagogy Committee and the joint committee on Quality Assurance.

Mr. Gasparini's private passions include Bach and Brubeck, American politics, Ayn Rand and Sigmund Freud, a park full of empty benches on a late Fall afternoon, angry seas, wet snowflakes on city streets at dusk and thundering rainstorms in the Spring. And when they are blooming nearby, he literally does stop to smell the roses.

Do women have to exhibit masculine characteristics – in other words, set aside their feminine qualities – to ‘succeed’ as leaders? As a contemporary social construct there is robust support for this idea. (Dallery 1989:53, Cixous, et. al. 1976). In fact, as early as the French Revolution, feminist Mary Wollstonecraft (Kelly 1992) protested the domination of women, and in 1913 feminist author Ethel Snowden objected to “*pressing down ... woman's personality into one channel*” (1913:18). Some feminists believe leadership itself tends to reflect ancient and enduring (Meyer and Ellis 2009) masculine

constructs (Oakley 2000) such as, for example, the legendary Greek army led into Troy by King Agamemnon.

In modern organizational structures, where they are often more likely to be unconscious and unintended, this prehistoric construct arguably victimizes women through a lasting “*invisible patriarchy*” (Johnson 2005:101) that ignores gender inequality. Indeed, lurking in the background, unseen behind the tapestry of espoused diversity policies, there is an organizationally dominant (Omar and Davidson 2001) and masculine atmosphere that



permeates many organizations – even some that ostensibly promote gender equality in hiring and work practices (Connell 2005:829). As a result, a woman aspiring to managerial legitimacy must obligingly push through the glass ceiling to which the tapestry is attached only to find herself at the beginning of many formidable challenges including the compunction to redefine herself within *“equivalent [male] identity options and values, answering to a managerialist mantra of transparency, accountability and sustainability”* (Janssen 2010:11).

Feminist Yvonne Due Billing (2011), put a label on this ancient construct and called it the phantom of the male norm. It can be found obscured in organizations almost everywhere. Some social-scientists believe it isn't the phantom all that is the cause of gender inequality. Instead, they attribute it to our commercialized and commoditized hyper-real existence. For example, Jean Baudrillard (1994) in his very well-known book *“Simulacra and Simulation”*, implies the phantom exists because of consumer-obsessed capitalism with its ultra-hetero-masculine overtones relentlessly fueled by a business ecosphere that has *“no relation to any reality whatsoever”* (Mann 2013: n.p, Economist 2007). According to Baudrillard, the gender debate is beside the point. He claims that in our hyper-real and hetero-male world, women must *‘seductively’* compete for inclusion in a reality-subsuming metanarrative in which they masquerade amid masculine stereotypes (Grandy 2010, Schein 2007, Kandola 2004, Ojo 2006). It is a dystopic and austere social construct against which, according to the theorist, *“there is no alternative, resistance, struggle [or] refusal”* (Toffoletti 2007:116).

To put this in concrete terms, consider the characters in *“The Devil Wears Prada”*. Feminists criticize how women are portrayed in a film fundamentally focussed on coercive power. Power and dominance are *“at the heart of a patriarchal society predominantly residing with males”* (Spiker 2012:18). Women who portray these defining hetero-masculine

values do so against a situational mise en scène representing subordination of the heroine's own feminine essence just as Meryl Streep does in her portrayal of Vogue editor, Anna Wintour, who Lady Gaga once famously described as a *“bitch”* (Finn 2011). Unchallenging acceptance by women of such presentations is a poignant reminder that Baudrillard's inescapable, hyper-reality might very well be just as he suggests. Karl Marx would have laughed at the phenomenon and dismissed it as mere *“commodity fetishism”* (Marx 1867:13), the natural corollary of which amounts to nothing more than looking at one problem through the lens of another (Janssen 1997).

The upshot is that masculine norms, whether overt or hidden deep within the crinkles of Baudrillard's hyper-reality, are shaped and contextualized by the media (Snyder 2008) and implicitly legitimized through traditional female acceptance and assimilation of such a presentation generally without complaint (Kawakami, et. al. 2000). Examples of women reflecting the phantom reach an archetypical highwater of sorts in the physical attributes of some female leaders, notably, Margaret Thatcher (1925-2013), known as the *‘Iron Lady’*, Chancellor Angela Merkel inevitably garbed in her ill-fitting power suits and television host Ellen DeGeneres' defining pixie hair-style, among others. These women exhibit a conspicuous degree of chapstick androgyny. Even dominating anti-patriarchal figures such as Sigourney Weaver, in *Alien* (1979) or Linda Hamilton in *Terminator 2* (1991) resound with plagiarized masculinities precisely because of their commoditized, stereotypical portrayals that emanate gender-blurring fictions.

More polemicized feminists (Walker 1992) advocate their own Rambo (2008) simulative postures to confront the phantom of the male norm – their reactions themselves perhaps unwitting concessions to heavily mediatized masculine stereotypes. This group aligns itself with feminist identity politics and its stark, reactionary theme borrows predominantly from

racial, LGBTQ and fringe activist politics which it employs as a template to expand pro-feminist diatribes on a larger stage with heightened levels of socio-cultural influence (Hennessy 2002). Their oppression is positioned in terms of the systemic limitation of opportunity enforced by a dominant patriarchy that disassembles and then crushes feminist self-determination under the weight of its historical traditions (Butler 1999). Radical feminists see this as an inflammatory and galvanizing influence on the hegemonic gender inequality debate (Dean 2009). However, the reality is that this sort of ultra-robust metanarrative at the boardroom table of most organizations – particularly the most conservative of them where often the greatest power exists – is usually dismissed, even by many female executives, as being “*unmindful and uncool*” (Kawakami, 2000:60).

Some women remain aligned with the core of their being and try to compete with men along their respective career paths as females – nurturing and empathizing in ways not fully understood nor appreciated by men. Occasionally, where it serves a calculated and strategic endgame, they will introduce femininity through an overt expression of their own sexuality in a more-or-less subtle, ancient and mythologically endowed gender-play that is an integral managerialist component of many traditional organizations. We are reminded of Elizabeth Taylor’s movie role as Cleopatra in which, as a powerful temptress, she became irresistible to the epitome of masculine males in her domain. A more current caricature to underscore the point might include Carol Wayne’s famous portrayal of the Matinee Lady, foil to Johnny Carson in his ‘*Art Fern*’ skits on the NBC Tonight Show. Arguably, both portrayals are actually masculine in the way females strategize their own competitive advantage over males by utilizing specific feminine traits to achieve goals in the playing field. Sometimes the strategy works but retaining and asserting this unique form of what Everett (2002) describes as gender capital is nonetheless considered contemptible

by many feminists who argue that it “*provides only limited access to potential forms of power*” and should only be utilized “*in tactical rather than strategic ways*” (Skeggs 1997:10).

As suggested earlier, the inevitable conclusion is that women attempting to remain true to themselves as they seek to ascend through the managerial hierarchy do indeed frequently encounter and are frustrated by the glass ceiling jealously surveiled by the phantom of the male norm. Career aspirational women are constrained, not by competency deficiencies which are much easier to contend with and surmount, but instead by discriminatory marginalization simply because they are women competing with men who endlessly reproduce and therefore legitimate an ancient construct even though it no longer has organizational relevance in an increasingly knowledge-based economy (Kanter 1977, Cockburn 1991).

Ironically, in Australia it was found that one source of gender discrimination is the queen-bee syndrome, a pernicious behaviour whereby a minority of highly successful female business leaders in senior positions systematically discriminate against female aspirants asking for assistance from their female superiors (Rindfleish 2000). Similar studies produced the same results in the United States (Abramson 1975). In Canada these findings were largely contradicted, at least superficially (Burke 1994) in a much later study, perhaps the reflection of a more vigorously espoused diversity ethos made robust by punitive anti-discrimination policies and legislation. Nevertheless, the conservative and intrinsic masculinity of the militant stance adopted by some female executives in the Australian and American studies is obvious. The studies demonstrate that “*because they saw nothing wrong with the current gender practices*” (Rindfleish 2000:np) these female leaders, while professing feminist sentiments, engaged in dominant behaviour with members of their own sex in a manner typically characterized by feminists as archetypically male.

But even in Canada, where anti-

discriminatory human rights legislation is universalized, leadership gender diversity has remained persistently unbalanced for three decades. During the past 10 years which have seen most of the ameliorative legislation passed at the federal and provincial levels, there has been virtually no attitudinal change in this regard. In fact, with respect to gender equality issues at the boardroom table, *“in some major organizations, early progress has given way to a stall or decline”* despite the prevailing zeitgeist of corporate sustainability and accountability (Purcell, et. al. 2011). True gender equality at the corporate executive level has been narrowly interpreted – almost like lawyers construing punitive legislation. Some employers will female count, a numeracy game played out by management demonstrating unassailable proof of sector-wide female assimilation when in fact it is merely accommodation. Gender equality as a component of corporate social responsibility is touted publicly but less often seen in practice. The reality is that, historically, (Levy 2005) decadent chauvinist bias (Deaux and Emswiller 1974, Cerulli 2016) has been legitimated through narrowly compartmentalized accommodation beneath a thin veil of professed transparency. Gender *“economic and social equality”* envisioned by de Beauvoir remains a hard-fought struggle in Canadian boardrooms (Rosenbluth 2011:51, Grace 2008).

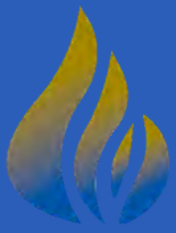
What does the future hold for women in management roles? Feminist Claire Colebrook contends that *“[t]he concept of woman is ... tied to the structure of hope ...”* (Colebrook 2010:11). Notwithstanding inroads, women occupying executive positions are still expected to exhibit leadership characteristics associated with male heteronormative stereotypes. But hope prevails (LeGates 2001). Leadership on a global stage is transformational (Aman 1996, Bass and Riggio 2006, Alimo-Metcalfe 2012) and transactional (Walumbwa, et. al. 2008). Increasingly, strategic primacy is accorded to synergies implicit in accessing *“broad-based intellectual capital”* (Stewart 1998:58)

to enhance organizational performance. As multi-cultural, resource-based firms evolve toward participatory, gender-blind diversity management (Smithson and Stokoe 2005), visionary executives are becoming cognizant that an emergent, transnational, gender-neutral and knowledge-based organization stimulates strategic capabilities beyond traditional, vertically aligned structures (Smith-Doerr and Croissant 2011). This spawns opportunities to transform hierarchically differentiated, invisibly privileged architectures into relational ones replete with the complimentary benefits of gender diversity. The aspirational universality of organizational leadership itself – although not necessarily a centerpiece of the feminist polemic (DiCarlo Currie 2016) – will progressively embrace female talent as a resource-based competitive advantage, intensifying as firms venture inter-dependently into McLuhan’s global village. Perceptive, epistemocentric, leadership focussed upon merit will become increasingly recognized. Meanwhile, a critical mass of competent female talent, replicating and supplementing masculine axiological and semiotic codes, will advance the feminist struggle for gender parity in the workplace, society and beyond.

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# Leadership Symposium & National AGM 2018

HOSTED BY THE CIM MANITOBA CHAPTER

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## Navigating Current Challenges Impacting Leaders

This year's Leadership Symposium and National AGM was held in Winnipeg, MB and was hosted by our CIM Manitoba Chapter. Focusing on the current challenges impacting leaders across Canada, the event included keynote speakers, Colton Hnatiuk, Judy Murphy and David Zinger. They presented dynamic discussions on cannabis in the workplace, the 'gig' economy, and mastering management moments.



### Chapter Marketing & Brand Awareness Award: Membership Services

CIM Ottawa Chapter Chair, Julia Orr, C.I.M., C.Mgr., was presented with the Chapter Marketing and Brand Awareness Award for Membership Services. Presenting the award was National President \* CEO, Dr. Matthew Jelavic, C.Mgr. and VP of Marketing, Anela Tomac, MBA, C.Mgr.



### Chapter Marketing & Brand Awareness Award: Community Activities & Promotional Material

CIM Manitoba Chapter member, Charles Ibezimako, C.I.M., C.Mgr., was presented with the Chapter Marketing and Brand Awareness Award for Community Activities and Promotional Material.



### Chapter Marketing & Brand Awareness Award: Electronic Media & Personal Contact

CIM Hamilton Chapter Chair, Don Spaetzel, C.I.M., C.Mgr., was presented with the Chapter Marketing and Brand Awareness Award for Electronic Media and Personal Contact.





# Event Wrap Up



## Membership Volunteer Service Award: Lorraine Gignac

CIM Ottawa Chapter member, Lorraine Gignac, C.I.M., C.Mgr., was presented with her Sapphire pin in recognition of the Membership Volunteer Service Award. Lorraine has previously served on the National Board, and currently sits on the CIM Ottawa Valley Chapter Committee.



## Membership Volunteer Service Award: Louise Doberstein

CIM Manitoba Chapter member, Louise Doberstein, C.I.M., was presented with her Gold pin in recognition of the Membership Volunteer Service Award. Louise has been a long-serving member on the CIM Manitoba Chapter Committee.



## Membership Volunteer Service Award: Julia Orr

CIM Ottawa Chapter Chair, Julia Orr, C.I.M., C.Mgr., was presented with her Gold pin in recognition of the Membership Volunteer Service Award. She has been a long serving member of the CIM Ottawa Valley Chapter, and is current Chapter Chair.



## Builder's Challenge Award: Jack H. Gringorten Award

CIM's Academic Dean and Newfoundland & Labrador Chapter member, Paul Walsh, C.Mgr., was presented with the Builder's Challenge - Jack H. Gringorten Award in recognition of the chapter with the most growth in 2017/2018.

Thank you to everyone  
who attended the  
Leadership Symposium &  
National AGM.

We look forward to seeing  
you again in 2019!



# Stop Falling Behind Your Competitor

Seven Steps to Gain a Competitive Advantage

Brad Wolff

Brad Wolff specializes in workforce and personal optimization. He's a speaker and author of, *People Problems? How to Create People Solutions for a Competitive Advantage*. As the managing partner for Atlanta-based PeopleMax, Brad specializes in helping companies maximize the potential and results of their people to make more money with less stress. His passion is empowering people to create the business success they desire, in a deep and lasting way. For more information on Brad Wolff, please visit:

[www.PeopleMaximizers.com](http://www.PeopleMaximizers.com).

Doesn't it seem that business is more competitive and difficult than it used to be? ABC, Inc. experienced this challenging business atmosphere firsthand. A building materials manufacturer that previously dominated their marketplace, ABC suffered staggering losses in the previous fiscal year. It became blindingly apparent that what had worked in the past was no longer effective, and the company president had no idea how to fix things. It was time to use proven techniques for achieving a competitive advantage.

ABC engaged a firm that identified the root causes of their problems. After two years, sales and profits dramatically increased—even with the same leaders. The results came from a seven-step process based on sound principles that put a focus on leveraging their internal

talent. If you find your business falling behind, you can follow ABC, Inc.'s lead by putting these seven steps into practice.

## 1. Employee alignment

When a significant percentage of duties performed by employees don't fit their innate characteristics or core nature, they won't perform well. For example, people low in detail orientation doing work that requires high detail. Training and development, management encouragement and other well-intended efforts will not fix alignment issues. As Peter Drucker said, *"A manager's task is to make the strengths of people effective and their weaknesses irrelevant."*

## 2. Creating a competitive advantage through a culture of personal growth and development

In truth, personal growth results in professional growth. It results in a greater capacity to handle life challenges, accomplish long-term goals and work well with others. Personal growth and development includes an increased awareness of self and others, the ability to manage one's ego, ability to manage emotions and development of innate talents to maximize productivity and effectiveness. Most performance issues that managers complain about relate to one or more of the above. These are fundamental character traits of success.

## 3. Aligning employees with the mission and vision of the organization

Human beings have an innate need for meaning and purpose in what they do.



This means that they care about how their efforts affect the world outside themselves—people, the environment, animals, etc. For example, take assembly line workers that produce incubators for premature babies. In one scenario the workers are only told to mechanically perform the prescribed duties. In the other scenario they are crystal clear about the importance the quality of their work has on the survival of infants. Which workers do you think are more motivated? Engagement and performance are directly affected by people's connection to the outcomes of their work.

#### 4. Aligning employees with the culture and values of the organization

People need to feel that they fit in with their social groups. Employees who are significantly out of sync with an organization's culture and values will never make their highest contribution. Having perfect alignment is not the goal, since diversity of thought and behavior allow a culture to adapt and thrive. However, significant misalignments are damaging. It's also important for leaders to consider whether they should change their culture. Examples of this would include a culture that they know is toxic and when there's shrinking population of workers who fit the current culture. In both cases, without the ability to attract and retain needed talent, organizations will fail.

#### 5. Aligning roles and responsibilities with organization's strategies and goals

In today's environment, organizational

goals and strategies must change to adapt. Frequently, roles and supporting job duties don't adequately change to align with these shifts. When this occurs, some or much of employee work efforts are out of alignment and can impair the ability to achieve the desired outcomes. For example, a company changes strategy to shift most customer communications from telephone to online, yet the employees' duties and training continue to focus on telephone communications.

#### 6. Assessing personal and professional weaknesses, starting from the top

Weaknesses are the negative side of strengths. It's impossible to have a strength without its vulnerable side. We've been

taught to hide or deny our weaknesses despite them being obvious to others. Our ego's impulse to protect our self-image is normal but counterproductive. It hinders our true potential from being realized—a loss to the organization and ourselves. When leaders openly and honestly acknowledge “challenge areas”,

this sets the example for others. The organization opens the door to growth and development.

#### 7. Committing to work on the personal and professional challenges discovered in the assessment process

Studies on human potential and positive change demonstrate that self-awareness is the first step—but it's not the last. Committing to take steps (starting with baby steps) and taking them allows for the development of positive habits that create lasting positive



change. Deliberate change intended to meet the needs of your environment creates a flexible, adaptive organization—one that is poised to thrive despite the torrent of unpredictable/unwanted change that defines your world. Thriving in an unpredictable world is about you. Your willingness to acknowledge change that you don't like, openly discuss it and consistently take the actions required to adapt and emerge stronger.

At the end of the day, leaders are simply making choices that define the present and future of themselves and their organizations. There's nothing magical about the most effective leaders. They're just making more effective choices. These choices encompass

how they decide to see the world, their openness to challenge their beliefs and their willingness to experiment with innovative ideas that can capture breakthrough advantages. Equally important choices include their willingness to objectively look at themselves and take actions to grow in areas. They choose to become a greater, more effective version of themselves. They know that what they demonstrate (not what they say) is what has the greatest impact on the entire organization. As a leader, the question is, what choices are you going to make?



## Connecting with Customers Through the Keyboard: Getting Your Chat Service Right

Providing exceptional service via chat involves more than simply choosing a technology platform.

*Kate Zabriskie*

Kate Zabriskie is the president of Business Training Works, Inc., a Maryland-based talent development firm. She and her team help businesses establish customer service strategies and train their people to live up to what's promised. For more information, visit:

[www.businesstrainingworks.com](http://www.businesstrainingworks.com).

*Customer: Hi, I'm having a problem with my bill. I'm being charged \$50 more than what I expected. Could someone please help? I'm finding this very frustrating. Thank you.*

*Chat Agent: Hello! Glad you are chatting with me this morning! This is Matt. What can I do for you today?*

*Customer to Himself: Huh? Well for starters, Matt, you could read what I typed before asking what you can do! Furthermore, you can take that smile off your face.*

Providing exceptional service via chat involves more than simply choosing a technology platform. Chat is a distinct communication channel with its own set of rules and organizations that choose to implement a chat system need to prepare their service representatives to use it effectively.

### Step One

After you've chosen a chat platform or while that activity is in process, you should determine who on your team is well suited to serve customers online. Chat service providers should be able to type, and they should have a basic command of English spelling and grammar.

### Step Two

Once you have a team in mind, you must identify some rules to guide their chats. The following questions are examples of basic considerations you should know the answers to before your representatives start typing.

- How many chats should an agent handle at once? (In the beginning, nobody should attempt more than one, and even experienced agents shouldn't divide their attention among more than three.)
- What topics can and can't be addressed via chat? Depending on your industry, regulations may limit what your representatives can and can't say.
- When will you move customers to a different mode of communication if chat is not appropriate?

### Step Three

Sometimes organizations implement chat, and the tone of what's typed takes on a stilted or off-brand look and feel. For that reason, it's important to think about what on-brand messaging looks like before rolling out the chat platform.

How should a chat start if a customer has already shared information? What words and phrases align with your brand? What words



and phrases should providers avoid?

How should representatives address angry or frustrated customers? In what way should greetings differ?

A good way to start thinking about your organization's look and sound is to start chatting. Visits sites that use chat. Think about each experience: what you liked, what you didn't, the brand you felt and so forth.

#### Step Four

Be prepared for the obvious. Anyone who has worked in service usually starts to notice patterns. For example, if the provider is an online retailer, close to the holidays the organization may receive more inquiries about delivery times. If the provider is a utility, representatives may realize they receive more inquiries about billing on certain days of the week.

The point is to plan for the expected. Just as telephone service agents in most industries should know how to handle the top 20 or 30 customer requests without having to reference a lot of documentation, the same is true for chat. Consistency is essential. This is especially true when it comes to the basics.

Before being set loose with a keyboard, providers should go through both systems training and roleplays that address common inquiries.

#### Step Five

Determine the extent to which you wish to use canned responses. Pre-written text has its plusses and minuses. On the plus side, it's quick, it's not written in the moment,

and it's had the opportunity to be proofread by one or more people. On the other hand, canned text can sound canned. Furthermore, representatives sometimes choose pre-written responses that don't get to the heart of what a customer is asking.

So what's an organization to do? The answer to that question varies. No matter the option chosen, canned text should sound conversational. If you wouldn't say what's written in the course of natural speech, it probably isn't right.

Chat is supposed to be a dialogue. It's not a brochure, the text from a website, or worse still, verbiage from a policy or legal document.

One way to help maintain a conversational tone is to keep your text short. Long sentences usually equate to a longwinded or unnatural feel.

A good place to source potential pre-written responses is from your representatives' actual chats. If your organization is like most places, some people will show a natural gift for chat. Why not leverage their strengths and skills?

#### Step Six

Learn from your failures and your successes. When service goes wrong, most first-rate organizations address the shortcomings. Beyond fixing what's broken, the best organizations also invest time in



figuring out what went right and why. They then replicate the good.

As with any service interaction, chat can go well, or it can go poorly. The key is monitoring, course correcting and standardizing success.

Providers and their supervisors should regularly review chats. What can we leverage? Where are the opportunities? What was on-brand? What was off-brand? The questions are essentially endless.

The trick is to systematically ask and answer them. The more methodically you evaluate your chats, the quicker you will capitalize on what works and eliminate what doesn't.

### Step Seven

Chat training is not a one-and-done activity. Needs change, technology evolves and staff turns over. Ideally, organizations should focus

on one or two best practices a week, they evaluate the pre-written text twice a year and they spot check transcripts daily.

Chat is no longer a novelty, and more customers expect their service providers to offer it. No matter where your business is in the chat-implementation process, there is always room to improve the way you connect through a keyboard.





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## Managers Become Leaders with a Shift in Focus

...the leverage for a performance advantage

Brian Braudis

Brian Braudis is a highly sought-after human potential expert, certified coach, speaker and author of *High Impact Leadership: 10 Action Strategies for Your Ascent*. He has also authored several audio programs from executive leadership development to stress management. Brian believes “*leadership*” is a verb not a title. Brian’s passionate and inspiring presentations are based on the foundation that regardless of your position or role everyone is a leader. For more information on Brian Braudis, please visit:

[www.TheBraudisGroup.com](http://www.TheBraudisGroup.com)

Senior leadership at the corporate headquarters of a large retail chain was entertaining succession planning. What started out as an exercise turned into a sweeping new protocol for transitioning managers into leaders.

For the organization, it’s vitally important to get this right. Managers sometimes trip on their way up. Senior leaders can mitigate stumbling with an aggressive strategy.

Managers are typically promoted into leadership roles with the thought that their effectiveness will continue; but rather than assume, senior leaders are wise to put into place a two-pronged approach. The first prong is to place the right candidate. The old cliché applies: “*Hire for attitude and train for ability.*”

The second prong is to cultivate the well-selected candidate. This involves extensive training opportunities and environments that promote growth.

Transitioning managers into leaders should ideally start long before the switch is flipped. Early on, candidates should be “*groomed*” through extensive training, cross-program experiences and leadership development.

Preferably the training, experience and development will culminate by equipping the candidate-leader with a view and an understanding of the “*leadership landscape.*”

Placing an incumbent leader in a productive environment is less precise.

The context of leadership can be polarizing, ambiguous, volatile and complex; so out of necessity, strong support systems must be in place. A network of colleagues to model the way and offer reassurance along with mentors, coaches and careful monitoring will serve as the classic challenge/support system to promote a productive transition while cultivating new leaders.

### New Leaders Must Shift in Five Broad Areas

The biggest difference to grasp for new leaders is the change in role that entails a focused shift in five broad areas:

#### 1. Production to Outcomes

The immediate challenge for managers is to shift their thinking and operating from a “making widgets” mindset to an influencing outcomes

mindset. It is inherent in the leadership process that the leader influences the outcome. As the new leader begins working with department heads and stakeholders they need to be operating from a new perspective, a long-term view with idea of short-term, stepping stone implementation. The role of the leader is to influence the long-term with organizational strategy in mind.

Rather than making and counting widgets, a new leader must have both eyes toward efficiencies now and necessary adaptations toward the future.

## 2. Specialist to Visionary

Managers thrive as specialists. They know their department, their people, and their function. That's not enough for a leader. Leaders must know the language of all departments. They must be able to translate information, patterns and trends from departments into the language of efficiencies, profit and direction. The vision of the organization is up to the leadership. No one else will take the reins here. Leaders must harness what is known now with the trends they see in the telescope and provide direction. Vision can be complex and multifaceted, but nothing can beat everyone pulling in the same direction. This is one big advantage that is difficult for competitors to duplicate.

## 3. From One to All

Managers have the responsibility to manage the day-to-day on the floor. They are embedded with the staff. Leaders don't manage things as much as they lead direction. Whereas a manager focuses on employee engagement, a

leader has a focus of workforce engagement.

A new leader may have lingering “*departmental biases*” that show up as baggage that slows meetings and other processes down. The classic mistake is for new leaders to over-manage and under-lead, especially their previous function. Colleagues need to give the new leader their patience while he cultivates an open-minded shift from managing one department to serving all departments in the organization.

## 4. Solving Problems to Seeing Problems Before They Develop

Strictly speaking, managers and leaders are keen problem solvers. But one of the finer points of leadership—and where leaders earn their keep—is seeing problems before they happen. If a leader can identify slowed growth or a decline in earnings early on and proactively put things in place to avoid the dreaded

“workforce planning,” this “seeing” can save everyone.



## 5. Worker to Learner

Leadership is not about knowing—it's about learning. New leaders typify the shift from a working manager to a learning leader. As they work to cultivate an open mind

and flexibility, they must also demonstrate a commitment to relentless self-improvement—that means applying continuous learning toward competency, excellence and greatness.

When new developing leaders are hand selected, cultivated and afforded the organizational backing necessary for success, it's more than an exercise in succession. It's a testament to a leadership strategy and the state-of-the-art demonstration of a leadership culture. Over time the effort builds into the ultimate competitive advantage.





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## Leadership skills are changing; are yours?

Leadership and working with teams can be fun. It can also be an exercise in futility and frustration.

Leading is an acquired skill in the art of working with people in helping them focus their efforts on a common goal or team objective. Let's row in the same direction!

*Bob 'Idea Man' Hooley*

Bob 'Idea Man' Hooley is a creative, productivity and leadership strategist who regularly writes for North American Consumer and Trade Journals, on-line magazines and company intranets. He works with Canada's 50 Best Managed Companies. He is the prolific author of multiple business and leadership books and the 48th person in the history of Toastmasters International to earn their coveted professional level Accredited Speaker designation.

If you seek to be an effective manager and leader in 21st century, a reflective look at this list of leadership styles, activities, or attributes might be in order. To add to that reflection a few different aspects of effective leadership follow.

Ask yourself how many of these traits you exhibit as you seek to lead those who have entrusted you with their concerns. What needs to change for you to become more effective in your leadership and team management?

### Responsible:

Do you take full responsibility for your actions and decisions? Do you also take responsibility for their results? Are you responsible and accountable and available when decisions are made and steps taken by your team?

### Growing:

Are you a leader on-the-grow, a manager who is committed to seeking out new ideas, new methods and new alliances to help serve those you lead? Are you a leader who is also an avid reader?

### Exemplary:

Do you walk your talk? Do your motives, actions and attitudes reflect the person you would honestly like to become?

### Inspiring:

Do you inspire confidence and trust in those who follow you? Can you call them to action, in solving your mutual challenges?

### Efficient:

Do you use your time wisely as well as the time of those you serve? Do they see you using your time in productive activities on their behalf? Do you have time to fully do your job in leading and managing your team?

### Caring:

Do your people know from experience that you care about them? Do you model it?

### Communicating:

How are you at sharing your ideas; at listening to the needs and concerns of your people and in making sure that you fully understand them? Do you make sure they are well informed about what the challenges and your proposed solutions to those changes entail?

### Competent:

This strikes at the heart of your ability to deliver the goods for your people. Are you competent to do the job and do it well?



### Goal oriented:

Are you a leader who is effective in setting realistic goals, communicating those goals, and gathering people to support the attainment of those common goals? A leader or manager who achieves the worthwhile goals set for the common good?

### Decisive:

Can you make an informed decision and action on that decision quickly? Do you study a challenge to death and continually put off making a decision while waiting for more information?

### Unifying:

Are you a leader who seeks to include everyone involved and works hard to make sure no one is excluded? Are you a manager who builds bonds between diverse groups or many with conflicting agenda and viewpoints? Are you a leader who can earn their trust and allow them to get past their divisiveness and get behind you in accomplishing something in everyone's best interest? Are you a creative catalyst for commitment and concrete action?

### Working:

Are you a leader who is committed to working on behalf of those who trust you? A leader or hands on manager who is not afraid to get their hands dirty, to dig in, and lead by example; to do what is needed, to get the job done successfully? Are you a leader who sets an energetic pace and is fully engaged on working out the solutions and to engaging people in the partnership of performance in achieving common goals?

### Tough list isn't it?

But, if you would truly seek to be a 21st century manager or leader these are the skills that will assist you in successfully serving and leading your people. Are you willing to change?

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## Giving Yourself Permission Slips to Succeed

What aren't you giving yourself permission to do?

*Sarah Bateman*

Joan was sitting at a round table when a hand descended over her right shoulder and slapped a piece of paper down on the wooden surface. A permission slip lay before her. Joan wondered, *"Why do I need a permission slip?"* She glanced up at her colleague, Cheryl, who said, *"It's a permission slip. You've been thinking about honing your presentation skills for decades. Why haven't you?"*

*"Why hadn't I?"* Joan thought. She was right. It was her choice to dream but never act. It was her choice to exist but never take the risks to improve her life. Joan was expected to give presentations at work. Her presentation style was somewhat lacking—she sometimes appeared nervous, and it was obvious to others that it wasn't an area in which she was particularly confident.

Joan noticed that her self-limiting routines and beliefs were affecting both her personal and professional life. She had to remember that her presence was significant and she began creating her own permission slips to succeed.

1. Her first permission slip to becoming significant and successful was allowing herself to make mistakes. This is the natural growth and learning process when we're children. If you're not willing to allow yourself to do something badly you are not allowing yourself to change—you are not allowing yourself to grow. You are not allowing yourself to master new skills.

Do you feel uncomfortable placing yourself in unfamiliar situations? Have you avoided seeking new responsibilities at work because you didn't

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want to look foolish? Research shows that it is important to become perpetual beginners. This is especially true as we age. Learning new skills makes you more flexible and ready to compete in this chaotic world. Successful working professionals are willing to become a beginner over and over again. They are willing to let go of being the expert.

There are strategies which can help you undertake new challenges. One is to break your routine. Do you find yourself on autopilot often? Are your days carbon copies of each other? Set the intention to try something new. You might speak up more in a meeting, or seek new functionalities at work. Find a friend or coworker to support you.



2. Joan's second permission slip to becoming successful and significant was letting herself be heard and seen. She was practically non-existent during her early years at the office. Her first presentation was a moment of silence—she literally could not speak. Her struggles with connecting at work or in networking situations were drastically impacting her professional life. She needed to give herself the permission slip to speak up and speak with confidence.



How would being seen and heard change your business life? Would you gain more respect from those around you? Would you be able to build trust and relationships? If you are not seen and heard, you are not known—and opportunities and promotions will pass you by because you don't stick out in people's minds.

Deciding to be seen and heard can take courage. One way to begin is to set your intention before you attend a meeting or meet a client. Know what you want to contribute. Know what ideas you would like to share. In a meeting make sure you speak up early. The longer you wait to speak the harder it will be. Make eye contact with others in the room and use open body language. Be sure you are not creating a barrier between yourself and anyone else in the room. Remember: you want to be accessible at this time. Celebrate your victories so the next time it will be easier for you to speak up.

3. Joan's third permission slip to becoming successful and significant was learning to say no. In the office she was very accommodating.—the supervisors loved her. Basically she never said no. They got into the habit of bringing her rush files, just before 5:00 PM. They would drop them at her desk and head home. Joan learned how important it was to shorten her yes list. Do

you have too many Yes's in your life?

Have you forgotten the benefits of saying no? Learning to say no when it's appropriate gives you more control over your life so you don't overextend yourself. It is a way of learning to respect yourself which will lead to others respecting you as well. Saying no gives you more time to yourself which is a precious commodity in today's chaotic world. You will have more energy and time so when opportunities appear you will be available to take them. When you have time to yourself you have time to determine your priorities and make better decisions which cut down on daily stress.

Before saying yes ask yourself these following questions:

- 1) Is this something I truly want to do?
- 2) What am I saying no to if I say yes to this?
- 3) What will I gain by going to this event or doing this task?
- 4) When I need help will this person reciprocate?
- 5) If I don't do this, how will I use my time instead?

If you decide to say no to someone, let them know as quickly as possible so they can make other plans. Maybe you can help the other person out by suggesting an alternative.

What aren't you giving yourself permission to do?

What are the dreams which have escaped you until now? Since Joan began following her three permission slips she began enjoying her work life more. By allowing herself to make mistakes she felt less pressure to be perfect. She gained the confidence to learn new skills which made her more valuable to the team. When she began speaking up at meetings she learned that she had good ideas to contribute. She was more valued by the team. When Joan said no to excess, unexpected work she was able to focus on her responsibilities. If you're struggling like Joan was, write yourself her three permission slips. They will better your work life, and make you a more