

# IPMA ASSOCIATIONS

## MEMBERS QUARTERLY



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### News, Updates and Events

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Nathaly Pinchuk, RPR, CMP  
Executive Director

# Roll Out the Red Carpet: IPM's Honour Roll for 2014

*Time to recognize our shining stars*

As the warmer days of summer are finally upon us, it's time to pay tribute to those individuals who made their mark with IPM.

Our 30<sup>th</sup> Anniversary Annual Conferences brought record attendances in all six locations across Canada. Four cities were sold out 3 weeks prior to event dates. Feedback received from delegates has never been better. We've even been asked to post comments on the "Events" page of our [www.workplace.ca](http://www.workplace.ca) website so you can all check them out.

As you can well imagine, planning six conferences is not an easy task. The selection of speakers and topics to meet the needs of the various audiences involves extensive research and time. IPM's National Office would not be able to do this as successfully without the support and assistance of the regional directors and their regional teams.

At the top of the 2014 Honour Roll, we thank our Regional Directors: Pat McKay from the Nova Scotia Community College in the Maritimes, Jaime Moore from Canadian Commercial Corporation in Ottawa, Linda Kellett in Toronto, Cindy Ziobrowski from the Talisman Centre in Calgary and Mary Ann McCann from St. Albert Victim Services in Edmonton. These directors have been on our National Board for over five years. Their sense of commitment, dedication, energy, creativity and attention to detail are truly admirable. The Regional Directors work with Co-Chairs and executive teams ranging from 3 to 9 members to assist in the planning and running of the local or regional chapters. Also, special thanks to Natalia Venida from MNP LLP, a new CPTA member who stepped up to

the plate and ran the Vancouver conference on our behalf. These Regional Executive teams have certainly made their mark and deserve to be recognized by everyone!

We must also commend our conference presenters who did an outstanding job delivering current trends, best practices and strategies to our attendees. We are especially grateful to Brady Wilson and Rick Boersma from Juice Inc., Marcel Bellefeuille, Craig Dowden, Eddie Lemoine and Suzanne Nourse from the Protocol School of Ottawa who travelled to multiple centres to share their expertise with our delegates. Not only did our attendees appreciate the information, but they've already contacted them for potential work. We extend our sincere appreciation to Steve Williams from Emond Harnden LLP, Tom Ross from McLennan Ross LLP, Colin Fetter from Brownlee LLP, Malcolm MacKillop and Hendrik Nieuwland from Shields O'Donnell MacKillop LLP and Michael Weiler from Michael Weiler Employment + Labour Law for coming back regularly to enlighten and entertain our groups on legal issues. We also thank Brad Proctor from McInnes Cooper, Denise Lloyd from Engaged HR, Barbara Adams from HR Architects and Wayne Rawcliffe from Senga Consulting Inc. for their informative sessions, collaborations and efforts.

Last but certainly not least, we thank all of you- our IPM Associations' members, Workplace Today® subscribers and corporate guests who supported these events this spring. We definitely appreciated your carving out the time from your busy lives to join us and meet our national experts. As many of you commented, we're glad that you enjoyed not only the

pertinent information presented but a wonderful networking opportunity with your peers in a comfortable setting at an affordable cost.

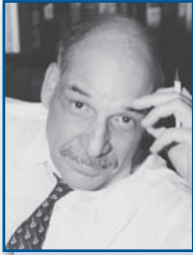
As many delegates and National Board members have told us, we've certainly raised the bar beyond expectations this year. Our teams are already working on the 2015 Conference series. We've posted the 2015 dates in this issue and on our website. Mark off the dates in your calendars now and stay tuned for more wonderful programming next year!

*Nathaly Pinchuk, RPR, CMP  
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Institute of Professional Management*

## inside this issue:

Perspective .....	2
President's Message .....	3
Feature (Contributor):	
Frustration of the Employment Contract (H. Nieuwland/ B. O'Connor) .....	4
Facing Increasing Ethical Challenges (J. Suke) .....	8
Dare to 'BE' Different (G. Boone/C. Hurley) .....	10
The Art of Project Management (V. Gavizon) .....	13
Ask the Expert (Contributor):	
The Global Talent Crisis (C. Jones/L. Scott) .....	6
Think Like a Champion (M. Bellefeuille) .....	12

Send us your feedback and suggestions for articles. If you are interested in writing articles, send your contributions to [info@workplace.ca](mailto:info@workplace.ca).



Brian W. Pascal  
President

President's Message

# Accountability: It Starts With You

*Lead by example*

As a manager or supervisor, accountability starts and ends with you. The buck stops right here on the corner of your desk. Some people think that accountability belongs to everyone else- someone further up the food chain. They are wrong. It starts with you and if you can show individual and personal accountability, then your employees will follow. So how do we do this?

Firstly, action really does speak much louder than words. It starts with motivating yourself. Don't wait for some external factor or event to propel you into action. You should have an internal drive that has a vision and goals, and most importantly a plan to get there. When you achieve success, share it and celebrate it with others. And when things go wrong, you step up and accept responsibility. You don't blame others or bad luck. You pick yourself up and try again.

There are other things that you can do to accept accountability and that you can share with others. Accept that you always have a choice and that only you are responsible for the

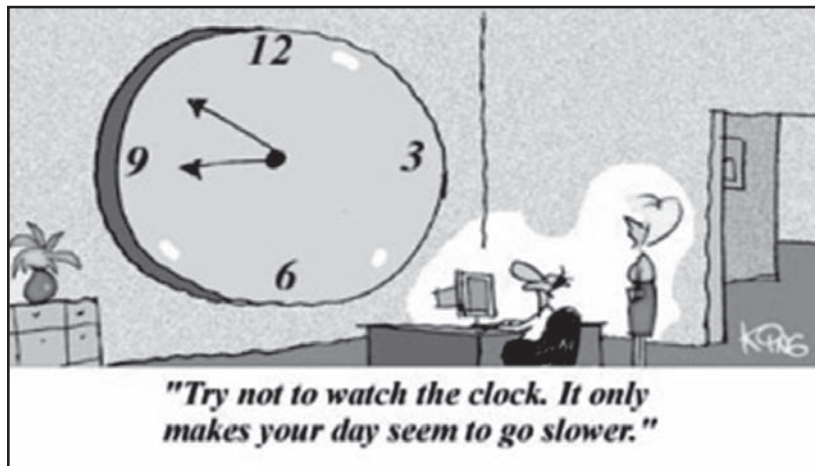
choices you have made. People try to put the blame on circumstances they claim are out of their control for the consequences they don't like. That's like blaming the weather because you got wet in the rain. You chose to ignore the weather forecast and you are responsible for not bringing your umbrella. It's not the rain's fault you got wet, it's yours!

You can also help yourself and others by admitting that you are human and by accepting that failure is just another stop on the road to success. There are many quotes about failure but I love this one from Henry Ford: "Failure is only the opportunity to begin again more intelligently." When you as a manager make and admit a mistake, this gives everyone else the opportunity to not just make mistakes but to move closer to success.

Surrounding yourself with peers who are accountable and want to learn and grow is another great way to maintain your accountability. Continuous learning will help you stay young. Having people around you who accept individual responsibility for their own lives can be a great model and example for your own life. Ultimately the best way to both practice and show evidence of your individual accountability is by being honest.

Telling the truth, all of it, even when it is difficult, is the perfect antidote to many problems in the modern workplace. It is also the cure for many evils, especially when that honesty not only applies to the nickels and dimes, but being honest and true to our own values and beliefs. It really is what makes us accountable, first to ourselves and then to others around us.

... help yourself ... by accepting that failure is just another stop on the road to success.



## BOOKMARK

[WWW.WORKPLACE.CA](http://WWW.WORKPLACE.CA)

This Members Quarterly is available electronically for those members and readers who find it convenient. The latest program information is also available including upcoming member events and workshops. Happy surfing!





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# Frustration of the Employment Contract: Proceed with Caution

*What does the employer have to do?*

**H**ow can long-term illness end an employment contract?

When an employer terminates an employee without “just cause”, the dismissal typically amounts to a breach of contract entitling the employee to a period of reasonable notice or pay in lieu. However, under the legal doctrine of frustration, a contract may come to an end not by the action of either party, but by a supervening event.

If an employment contract is frustrated – typically by illness or disability – the employer is not liable for common law damages. For this reason, frustration is often considered a “defence” to an action for wrongful dismissal. So how does an employer know if it can rely on this defence?

In this article we highlight certain issues to which employers seeking to rely on frustration should be particularly attentive – especially in light of recent tribunal and judicial decisions.

## 1. Duration of the Illness

How long does an employee have to be off work before the contract can be treated as frustrated?

The question is a bit misleading. It is not simply a matter of counting down the months. The real question is whether the illness is of such a nature or is likely to continue for such a period of time that either (i) the employee will never be able to perform the duties contemplated by the original employment contract or (ii) it would be

unreasonable for the employer to wait any longer for the employee to recover.

It is usually difficult to predict whether an employee's illness today means he or she will not be able to perform his or her essential duties in the reasonably foreseeable future. So the courts and tribunals look to a number of factors:

- i. *Type of Illness.* The greater the incapacity, the longer the impairment and the weaker the prospect of recovery, the more likely the contract has been frustrated.
- ii. *Period of Past Employment.* The longer the pre-absence employment relationship, the longer it will take to frustrate the contract by illness.
- iii. *Term.* Fixed-term contracts are more easily frustrated than indefinite term contracts.
- iv. *Nature of Employment.* The more central the employee's position to the employer's business, the sooner a contract will be frustrated. In *Naccarato v. Costco Wholesale Canada Ltd.*, 2010 ONSC 2651, the employee was absent for five years for depression with no clear return date. The contract was not frustrated because his position was clerical and easily covered. *Naccarato* is likely an outlier, but it makes the point.

In any case, it is unlikely that a court or tribunal would find frustration for an absence less than a year. In cases where the

contract was held to have been effectively frustrated, the period of absence by reason of illness has typically ranged between 1.5 years for certain unskilled labourers to 3.5 years for skilled, long-term employees: see *MacLellan v. H.B. Contracting Limited*, [1990] B.C.J. No. 935, and *Fraser v. UBS Global Asset Management*, 2011 ONSC 5448, respectively. One case has suggested that frustration will require between 18 months to two years for indefinite term contracts: *White v. Woolworth Canada Inc.*, [1996] N.J. No. 113.

## 2. Short-term and long-term disability benefits

If an employee is entitled to short term sick-pay, the contract is not frustrated so long as the employee returns to work, or appears able to return, within the period during which sick pay is payable. A period of paid short-term disability (STD) or unpaid statutory leave is generally insufficient to show frustration.

What is the effect of long-term disability (LTD) benefits? In *Dragone v. Riva Plumbing*, 2007 CanLII 40543, the Ontario Superior Court held that the presence of long-term sick leave and disability benefits indicated a greater tolerance for the duration of an employee's absence before frustration. Since the parties anticipated that the employee might take a leave for illness, a period “much longer” than the absence in that case, which was 14 months, would be required for frustration to occur, if it could occur at all.

This is an extreme and unprincipled view. Consider a particularly tragic example, where a labourer is rendered permanently quadriplegic by a car accident. His or her entitlement to LTD insurance

...under the legal doctrine of frustration, a contract may come to an end not by the action of either party, but by a supervening event.

*continued ...*

Feature

## Frustration of the Employment Contract

... continued

benefits has no bearing on the fundamental question: is there a reasonable likelihood that the employee will be able to perform the essential obligations of his or her job in the reasonably foreseeable future? Thankfully, the approach in *Dragone* has been tempered.

The court in *Duong v. Linamar*, 2010 ONSC 3159, considered whether a contract can be frustrated where it contemplated LTD benefits at the time of hiring and made provisions for those circumstances. The court held that the LTD policy did not bar frustration because the policy expressly provided that benefits could continue even if employment ended.

The Superior Court followed this proposition in *Fraser v. UBS Global Asset Management*. That case also involved a benefits policy that contemplated the end of employment, so *Fraser* failed to clarify directly whether frustration can occur if the LTD policy does not allow for benefits to continue after termination. However, the court arguably implies that it can, as it held that (i) the insurance policy is really a contract between employees and the insurer, and not between employee and employer, and (ii) an LTD provision precluding termination for permanent disability “would have to be stated in precise language to be effective.”

Finally, note that it is possible that an employee may be denied LTD benefits but his or her employment contract may nevertheless be held to have been frustrated due to permanent illness. This is because an employee may be disqualified from receiving LTD benefits for a number of reasons, including the failure to provide adequate medical information at the time of application or failing to adhere to a course of treatment in accordance with the policy.

### 3. Post-Termination Evidence of Permanent Illness

In the best case, employers deciding to terminate on the basis of frustration will have first:

- communicated with the employee throughout his or her absence to determine the prospects for a return-to-work or accommodation (discussed below); and
- obtained sufficient, up-to-date, *pre-termination* medical documentation showing that there is no reasonable likelihood that the employee will be able to return to work in the foreseeable future.

This is because the onus is on the employer to show frustration and, although case law is divided on this point, a recent Ontario decision casts doubt on the employer’s ability to rely on medical evidence obtained after dismissal to show frustration: *Altman v. Steve’s Music Store*, 2011 ONSC 2886.

We believe the better view is that post-termination evidence on how the illness actually “turned out” should be relevant. This is because frustration occurs as a matter of law, independent of the intentions or knowledge of the parties. Alternatively, the employer should at least be able to rely on evidence obtained after termination which bears on the employee’s condition at the time of dismissal. However, given the uncertainty in the law, the more information the employer has before terminating, the better.

### 4. The Duty to Accommodate

Ontario has adopted human rights legislation imposing a duty to accommodate an employee’s disability to the point of undue hardship. The doctrine of frustration is therefore tempered by this obligation – that is, an attempt at reasonable accommodation is a prerequisite to establishing that a

permanent illness has frustrated the contract: see *Antonacci v. Great Atlantic & Pacific Co. of Canada*, [1998] O.J. No. 876.

In *Gahagan v. James Campbell Inc.*, 2014 HRTO 14, the Human Rights Tribunal considered whether the employer, who operated a McDonald’s, failed to accommodate an injured worker before treating her employment as frustrated. The employee staffed the grill, but hurt her back while working. The Workplace Safety and Insurance Board granted the employee loss of earnings benefits. She also qualified for LTD benefits and, ultimately, a CPP disability pension.

Given the nature of her physical restrictions, the employer maintained that reasonable accommodation was not possible. The Tribunal agreed. To obtain the benefits she received, the employee professed both an inability to perform her job and a severe and prolonged disability. The employer was not required to provide a chair in the crowded kitchen area, offer “make work”, or create an unproductive job. An employee’s human rights are not infringed where he or she is simply incapable of performing the essential duties of a job even with reasonable accommodation.

### Conclusion

Understanding how the doctrine of frustration is interpreted by courts and tribunals will improve the likelihood that it can be successfully invoked by an employer. Again, the employer should seek legal advice if it thinks it can rely on frustration to end employment.

As a final point, it should be noted that frustration, which is often considered a “defence” to a common law action for wrongful dismissal, does not affect statutory termination obligations.

continued on page 15



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ASK the Expert

# The Global Talent Crisis: Are You Prepared?

*Survival tips for the perfect storm*

**Q:** We've been hearing a lot about the global talent crisis. We're already having problems finding the right people for several positions. Can you give us your thoughts on this and how to prepare for it?

**A:** Did you know Canadian businesses are facing the largest talent shortage in history and many of them are unaware of it, ill prepared for it, or are ignoring it all together? So what is the "Talent Crisis" and why should you care? Well, it's the growing gap between the supply of available, qualified people and the increasing demand of employers trying to grow their businesses. This talent crisis has been created by the perfect storm of retiring baby boomers, global demand for skilled labour, increasing competition and turnover and generational differences in the workplace. Studies show that about 66% of Canadian employers are already reporting difficulty finding the right people for specific jobs. And the Canadian workforce is set to decline by 1 million people between now and 2020! In other words, you will lose executives and key people and you will not be able to replace them as easily as before.

Economists and business advisors alike have been sounding early warning alarms for years but it has been easy to ignore them. The recent recession temporarily lowered demand for people but it masked the enormity of this impending shortage of talent. So, if you are guilty of putting off planning for this crisis that is about to hit like a tidal wave, keep reading. Here are six

survival tips for successfully preparing your business.

## Tip #1: Get Real About Your Risk

Take a good, hard, honest look at your current talent at all levels and ask yourself how the talent shortage could impact your business over the next 5 to 10 years. Who will be retiring? Who are their replacements? Who are the key employees you don't want to lose? What will

Make learning and people development a cultural norm. Encourage lateral moves, set up formal mentoring relationships, reward collaboration and cross functional projects and promote talent development at all levels. Teach managers coaching skills to enhance communication, improve the quality of performance feedback, develop and engage employees to increase retention.

The recent recession temporarily lowered demand for people but it masked the enormity of th[e] impending shortage of talent.

your people requirements be to sustain and grow your business? Identify your key risks and start planning!

## Tip #2: Challenge your Assumptions and Make Changes to Existing Practices

Based on your risk, check your assumptions and challenge your logic. Your old practices may not get you the results you need. First of all, assume the talent crisis is real! If you have successfully poached skilled employees from your competitors in the past by paying more, this will soon become too expensive because your competitors will be doing the same. If you've successfully recruited internationally, this may no longer work as there are talent shortages in Brazil, China and India too.

## Tip #3: Develop Your Talent and Retain Your Best

Successful companies understand the importance of investing in high potentials and developing existing talent.

## Tip #4: Accept and Optimize Generational Differences

Prepare for any and all combinations of Boomers (born 1946-64), Generation X (born 1965-1980) and Millennials (born 1981-1999) working together. There are a growing number of Millennial managers in the workforce as there aren't enough Gen X managers to replace the retiring Boomers. The friction between generations in the workplace is no secret in areas such as conflicting values, work ethic, communicating styles, need for feedback, use of technology, change agility and loyalty. But get used to Millennials, we need them! Focus on what all generations want, such as respect, interesting and challenging work, consultation on issues that affect them, opportunities for development and work flexibility.

Provide guidance that promotes deeper understanding and openness to diversity in

*continued ...*

## The Global Talent Crisis

... concluded

order to ease the generation gap. Create mentorship opportunities and cross-pollinate project teams. Train Boomer managers in coaching and feedback to meet the needs of the Millennials who need lots of it.

**Tip #5:  
Develop a Succession  
Planning and Knowledge  
Transfer Process**

If you don't have these, it is time to put them in place. Leaving Succession Planning to HR alone is a big mistake. Senior leaders need to be actively involved in assessing the current bench strength deep

into the company. They should be identifying high potentials and clarifying the required competencies, skills, knowledge, behaviour and leadership potential needed for the future. While you're at it, include a process for capturing the knowledge that will be leaving the organization with those retiring employees.

**Tip #6:  
Be a Flexible, Agile Employer**

Recognize your past people practices may no longer work in the new normal of the talent shortage. Be nimble and flexible as an employer customizing workforce solutions to fit with

the changing times. Engage and listen to your employees more and implement their suggestions to increase retention. Initiatives such as flexible work hours, virtual work opportunities, part time and contracted work are all ways to flex and meet different needs. Partner with schools for internship and work experience opportunities and engage in social responsibility initiatives to attract younger employees. Look at underutilized markets to expand your workforce.

*Chris Jones and Lisa Scott are Executive Coaches and Management Consultants and Senior Partners in LeaderSharp Group which specializes in solutions for the Talent Crisis*

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Look at underutilized markets  
to expand your workforce.

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Judy Suke  
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Triangle Seminars

# Facing Increasing Ethical Challenges

*Time to check your Ethical Code of Conduct*

**E**thics author, Mary E. Guy, defines ethics as, "that behaviour which is the right thing to do given the circumstances." As managers, it is our responsibility to train our employees to understand the increasing ethical challenges that have resulted from globalization, intercultural relationships and an intergenerational workforce. The following information will help you to create an Ethical Code of Conduct – a written document that will outline the organization's values, responsibilities and ethical obligations.

According to "Business Communication Process and Product 6<sup>th</sup> Canadian Edition", there are six goals of ethical business communicators: abiding by the law, telling the truth, labeling opinions, being objective, communicating clearly and giving credit. These basics are easily understood and can be clearly explained in your code of ethics. But what happens in the gray areas when you do business around the world? Whose values, culture and laws do you follow?

An article in the New York Times, "Shaking Hands, Greasing Palms", stated that...

"Some observers claim that when North American businesspeople venture abroad, they are wandering into an ethical no-man's-land, a murky world of payola where transactions often demand a gratuity to oil the wheels of business."

**Suggestions to help your employees include:**

### **Broaden your view**

Look at what others countries consider moral, traditional, practical and effective, then document your organization's responses.

### **Avoid reflex judgments**

Don't automatically judge business customs of others as immoral, corrupt or unworkable. Where possible, find alternatives. Instead of caving into government payoffs, offer non-monetary public service benefits, technical expertise or additional customer service.

### **Refuse business if options violate your basic values**

If an action seriously breaches your own code of ethics or that of your organization, give up the transaction.

### **Work in the fresh air**

Conduct all relations and negotiations as openly as possible.

Do not use expressions that discriminate against individuals or groups on the basis of sex, ethnicity, disability or age. Language is discriminatory when it stereotypes, insults or excludes people. Using mental categories, representations and generalizations to describe the group can be very helpful when we want to understand their practices. However, we need to be careful.

Intercultural authors Verner and Beamer distinguish between stereotype and prototype: "A *stereotype* is an oversimplified behavioural pattern applied uncritically to groups. Stereotypes are fixed and rigid. Although they may be exaggerated and over generalized beliefs, stereotypes are not

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... when North American businesspeople venture abroad, they are wandering into an ethical no-man's-land ...

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In addition to the six basic goals in ethics, you may want to cover these items in your code of ethics: the appropriate amount of money to be spent on business gifts, legitimacy of payments to agents and distributors to expedite business, environment mistreatment, receiving gifts from suppliers and communicating clearly.

Communication is a key factor in intercultural dealings. As professionals, we have an obligation to write clearly so that receivers understand easily and quickly. Some organizations have passed Plain English policies that require policies, warranties and contracts to be written in language comprehensive to average readers. This involves using short sentences, simple words and graphic highlighting.

always entirely false. They often contain a grain of truth. However, when a stereotype is based on erroneous beliefs or preconceptions, then it becomes a prejudice. The term *prototype* describes mental representations based on general characteristics that are not fixed and rigid but rather are open to definitions. Prototypes are dynamic and change with fresh experience. Based on objective observations they usually have a considerable amount of truth in them."

It is our responsibility to provide our employees with honest, helpful guidelines for dealing with various cultures. Often these guidelines can be sourced from our more experienced executives.

*continued ...*

Feature



## Facing Increasing Ethical Challenges

... concluded

I believe that we should even go a step further and include business etiquette, providing rules for professional behaviour both externally and internally—actions that will raise the professionalism and reputation of our organization. Etiquette is more about attitude than about formal rules. That attitude conveys a desire to show others consideration and respect, to make others feel comfortable and care more about their happiness than your own.

*Here are a few simple pointers to keep in mind:*

### Use polite words

Be generous with words and phrases such as *please, thank you and you're welcome.*

### Express sincere appreciation and praise

Tell coworkers how much you appreciate their efforts.

### Be selective in sharing personal information

Avoid talking about health concerns, personal relationships or finances at the office.

### Don't put people down

If you have a reputation for criticizing people, your coworkers will begin to wonder what you are saying behind their back.

### Rise above other's rudeness

Don't use profanity or participate in questionable joke telling.

### Be considerate when sharing space and equipment

Clean up after yourself.

### Choose the high road in conflict

Avoid letting discussions degenerate into shouting matches.

### Disagree agreeably

You may not agree with everyone, but you should respect their opinions.

Without a solid set of rules to follow, determining the right thing to do is not always easy. Establishing an organizational code of ethics is not only important, but essential to your success.

*Judy Suke is President, Triangle Seminars (www.triangleseminars.com) and can be reached via email at judysuke@bell.net.*

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# Dare to 'BE' Different

*Create the work space and the place to 'BE'*

This final article in the Energy on the Frontline Series builds on the concepts in earlier articles where we invite you to explore who you are as a leader, develop the skills to coach by changing your thinking, learn to ask powerful questions and explore the beliefs you hold about others. Now we pull it all together.

We also close the loop on HOT: Honest, Open and Transparent. We also add possibly the hardest to achieve, AUTHENTICITY, as a key ingredient to leading others. This is about evolving from 'doing' as a manager to 'being' a leader.

It's interesting. A close colleague read all of the articles and said, "I've worked with many managers who don't get this. They don't get that the work is the people. They don't get that they have to show up in a way that invites others to bring their best forward." Her observation and question is rich with opportunity and invites us to challenge our 'being' as leaders.

about our developmental opportunities to bring out the strengths in others. Our work as a coach shifts to asking powerful questions and building positive, affirming and growth-producing relationships full of possibility. How do you do this? How do you shift to be seen as a leader who can really 'be'?

First you have to create TRUST. Whether you believe trust is earned or freely given, trust is critical to a leader / coach's success. Know who you are and be HONEST, OPEN, and TRANSPARENT with others about what you need from them. Get curious about how others see you. Do you behave in ways that build or destroy trust? How can you find out? What are you prepared to do with what you find out? Have you created the environment where people can be really honest with you, say the hard thing and tell truth to positional power? If not, then that's a great place to start. Start asking the people who will share their truth about your impact.

opportunity to work for? Have you shared your development plan? Are you authentic in conversation with them? When you can be real about this, it frees employees to take risks with you and to let you know what they need from you to be successful. It creates 'we.'

Third, believe that OTHERS ARE CAPABLE. When you do, you open the potential for creating an environment where appropriate risk is taken and mistakes are viewed as growth opportunities. People want to come to work, to work, to feel like they belong, to make a meaningful contribution and to add value. They want to make a difference. They might not always know the best way to go about it but that's what they want to do. It's as simple and as complex as that. What does how you think about others say about their potential? What attitude do you hold about their positivity and productivity? How have you clearly communicated what you need and want from them? What conditions have you created to enable them to deliver what you've asked? Are you just telling them how to do their jobs or are you coaching them to success?

Next be HONEST, OPEN and TRANSPARENT about how they are doing. When we as leaders hesitate to provide feedback, we miss a coaching opportunity. What do you know about where the hesitancy might come from? What reluctance might you have about hosting an authentic, HOT conversation? When you dig deep and be HOT with yourself, if you find your answer is a lack of confidence or competence, then what are you prepared to do to grow the skill you need so that you can grow others? What happens when you hold others big and trust they can hear the

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People want to come to work, to work, to feel like they belong, to make a meaningful contribution and to add value.

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Work happens through relationship. Genuine relationship happens when we show up as our authentic selves: vulnerable, transparent and real. Leaders have to be real. Leaders who realize just how much impact their positions have and who work to make that positive open up possibilities. We can build relationships and create affirming environments by understanding our impact, learning to 'be' different and to coach. We can lean into our strengths and be transparent

Second, you need to be VULNERABLE. This can be tough and some will say does not belong in the workplace. We see it differently. Are you able to be honest, open and transparent about your leadership and what you're learning about your development opportunities? Have you had a conversation with your team about your leadership style and whether it motivates them to bring their best? Have you told them you'd like their help in becoming the best leader they've ever had the

*continued ...*

Feature

## Dare to 'BE' Different

... concluded

feedback when your intent is to coach and enable their growth?

And finally LEARN how to COACH. There are basic tenets to coaching others. Believing that people are whole, fully capable and wanting to show up giving you their best is critical to your success as a leader who coaches. You also need to develop coaching skills. That starts with great listening and by developing the ability to ask powerful questions. It is important to resist the temptation to provide the answer. And finally, you have to show up in the coaching space as a partner,

someone who works with employees to co-create different. Coaching opens up opportunities you would never have dreamed possible.

We conclude this series by saying we believe that when leaders make the shift to coaching, they show up differently. Leaders who coach understand their contribution to relationships, are authentic and capable of honest, open and transparent conversations. They know how to 'be.' Coaches lead by partnering with employees to seize possibilities and enable growth.

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Professional Coaching  
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# Think Like a Champion

*The search for effortless effectiveness*

**Q** • As a former professional CFL Head Coach, what insights do you have with regard to finding people with the right attitude?

**A:** Thinking like a champion (having a championship mentality) is what sets most successful people and organizations apart from the average. It is the innate ability that allows people to think and commit to do their best each day without reservation.

As thinking like a champion is a habit, it will impact every area of a person's personal and professional life. Everything the champion does will be seen as a worthwhile venture that demands full attention and effort.

Whether we are talking about a personal or organizational way of thinking, it starts with the people who are in place. That is why it is so important as a team or organization to have leaders that recruit people who think like champions and walk around with a championship attitude.

*Here are a few tools to identify these types of people in the hiring process:*

### Personal attitudes

Thinking like a champion begins with how we see ourselves. It starts with our dreams. Earl Nightingale stated "the size of your life is directly proportional to the size of your dreams". If we work with faith and shoot for the stars, at worst we will hit our heads on the ceiling. This means that if we dream big, we increase the likelihood of having a rate of success that will be above excellent. Such dreams allow a person to think like a

champion and entertain a championship mentality.

### Possible interview questions:

What are your dreams or goals professionally? (Identifies the size of the dream)

How long are you committing yourself to achieve these dreams? (Identifies the level of commitment one has to having a championship mentality)

Their people focus on what they can control. They focus on giving their 100 percent to each activity they are a part of. They believe it before they see it.

Identify those people who are currently on your roster.

Identify the people who care about big picture items but have a narrow focus. They will be the people who are not having that discussion

Pushing ourselves physically is actually much easier than pushing ourselves mentally.

### Attention to detail

The next step in the process is giving 100 percent in everything that you do. Our work ethic is what brings us closer to our dreams. What is giving 100 percent? It is giving your undivided attention mentally and physically to whatever task you are working at for the allotted time the task requires. Sounds simple, but it is very difficult to do. Pushing ourselves physically is actually much easier than pushing ourselves mentally.

### Possible interview assignment:

Ask the potential candidate to prepare some form of interview material (review the detail it is done with). Detail oriented people will give even the most mundane projects their utmost attention.

Ask the candidate to describe one of the smallest but most rewarding assignments they have accomplished.

### Championship Organizations

Championship organizations are driven by people who think like champions. They are often present in most departments.

at the water cooler. They can't wait to get back to work after a tough setback.

Identify those who ask what else can they do to help you move forward.

Identify those who believe whatever task they are doing can make a difference.

If this is the norm in your organization, team or business, you are already a championship organization!

### Corporate/Organizational Attitudes

These organizations or teams understand that having the people with the right attitude is more important than any other single factor. Once the team is selected, the leaders think like champions and believe that skills at work will bring results. They remain focused on what is required.

Wells Fargo began a 15-year spectacular performance in 1983 based on this premise. (Good to Great, Jim Collins 2001) David Maxwell acted on this premise at

*continued on page 15*



Vera Gavizon  
Co-founder of  
workhoppers.com

# The Art of Project Management

*Learn how to create a masterpiece*

The science of project management is actually not a science at all, it is an art. This is especially true when working as a consultant and moving from project to project. Not only do you have to become an expert on a specialized industry, you also have to be a psychologist, a social worker and a great communicator with each new client as you parachute yourself into an organization.

The ultimate purpose of a successful project manager should be to implement a management culture of performance and accountability. The common belief in the project management field is that once you have delivered on time and within budget, you have completed your mandate. This is a misconception and far from reality.

Successfully delivering a project involves more than time and money, it requires all of the following elements:

**Delivering on time:** In order to continuously deliver on time, you must have a strong plan. The plan becomes your bible. Unlike traditional plans, the Project Plan has to indicate and focus on each deliverable along the way. The focus should always be on the end product, concrete and clear to all. The most important aspect is the end product, not the activity to get there. Make sure that your plan has clear deliverables, specifying dates and who is responsible. You also should include the risks involved in the process of that execution. Every deliverable must have a backup plan. Delivering on time is also about committing each participant before the adoption of the plan. Everyone should understand

that they are all on the same boat. They all have to buy in because if something goes wrong everyone sinks.

**Within budget:** The most important factor to deliver within budget is to have a solid budget from the start. Building the right budget requires extensive work. Estimates should be generated by checking various suppliers and researching benchmarks and best practices. Backup plans should be analyzed with their corresponding costs. If things don't go as planned and you find yourself over budget, a serious reconfiguration and re-evaluation of the functionality are required. The important objective is to deliver the functionality necessary that makes business sense. You may have to abandon superfluous elements of the project in order to stay within the budget.

**With the quality and functionality requested:** A key phase of project management is to clearly understand what is really expected from the project. In many situations clients are not capable of putting limits to their demands. If the problem is not properly understood, you could be designing state-of-the-art solutions unnecessarily. Make sure that before starting, everyone understands what the changes are that the project is bringing to the organization and keep those in mind as you move forward.

**Meeting the business objectives:** It is important to understand the context of the project. What is it that you really want to accomplish? What is the benefit to the organization? Projects can't be seen as isolated islands. Questioning senior management is needed to

have the understanding of the ultimate objective so that you can make the right decision when encountering difficulties during execution.

**With the satisfaction of the client and the team:** A truly successful project requires the complete satisfaction of the various stakeholders from the management to every participant on the team. It is not good enough to have delivered on time, within budget and with the quality and functionality required if along the way you have exhausted the team, upset the board or made enemies in the organization. Obtaining the commitment and full support of each participant is most important.

**Undertaking a final evaluation:** Finally, a project is not completed until you have systematically reviewed the results and the process. What went wrong? What was done right? What can be improved for your next experience? Getting feedback from management, your client and the team also helps your learning curve.

Once you have clarity in what defines success in Project Management, keep these tips in mind.

- Define deliverables/end products.
- Get the commitment/support of each participant from the start.
- Make sure everyone understands who is responsible for each deliverable.
- Implant a culture of accountability: "I'm on it".
- Make the team review the plan periodically or as often as needed.
- Work from the deadline backwards.

Successfully delivering a project involves more than time and money...

*continued on page 15*

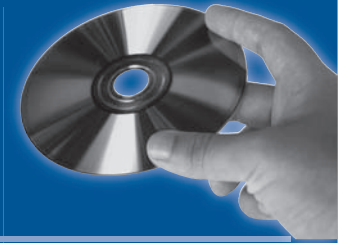
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## Frustration of the Employment Contract

... concluded from page 5

Employees whose contract of employment has been frustrated by unforeseen circumstances are still entitled to statutory severance and termination pay under

Part XV of Ontario's *Employment Standards Act, 2000*, S.O. 2000, c 41, as long as the frustration is the result of illness or disability.

*Hendrik Nieuwland is a partner and Brandin O'Connor is an associate with the employment litigation firm Shields O'Donnell MacKillop LLP of Toronto.*

## The Art of Project Management

... concluded from page 13

- Analyze other options for critical paths and have them ready.
- Continuously question the values of the project to ensure they are in line with business objectives.
- Don't forget the final evaluation.

Though few companies are managed by projects, once you understand the benefits of this methodology, you realize that every activity can be broken down into end products. If you have clear definitions of the end results that your organization should deliver, you will make every employee responsible and

accountable for them. A project-based organization is based on performance.

*Vera Gavizon is Co-founder of workhoppers.com and can be reached via email at vera@workhoppers.com.*

## Think Like a Champion

... concluded from page 12

Fannie Mae before dealing with their enormous debt. (Good to Great, Jim Collins 2001)

***Here are some questions to determine if this is your philosophy:***

- Are we recruiting the most talented and determined team members?
- Are we recruiting these people regardless of title or hierarchy?
- Are we committed to finding creative ways to constantly add these types of people to

our team regardless of our current needs?

Championship attitudes belong to every area of society. We talk about it in sports, but it exists in every organization, team or business. I am sure your championship attitude has been a major contributor to all your successes.

*Marcel Bellefeuille is a Professional Coaching Consultant and can be reached via email at marcel@coachmb.com.*

...having a championship mentality is what sets most successful people and organizations apart from the average.

# Go For It!



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