



MISSISSAUGA
BOARD OF TRADE

55 years 1961-2016

MISSISSAUGA BOARD OF TRADE



MISSISSAUGA
BOARD OF TRADE

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UNIVERSITY OF TORONTO
SCHOOL OF CONTINUING STUDIES

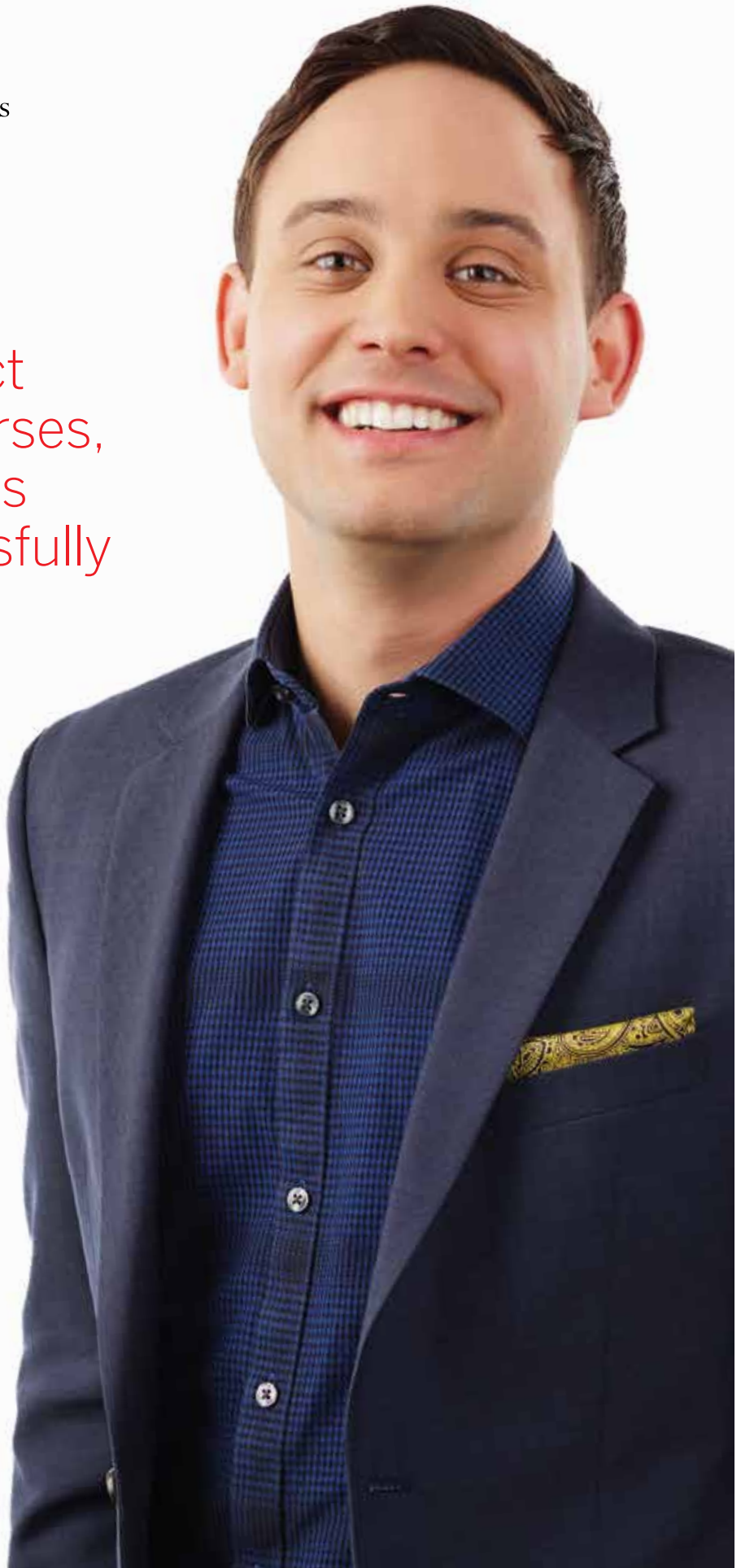
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Mischa Mueller
Fundraiser, Cultural Organization
Student, Project Management Certificate



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MISSISSAUGA
BOARD OF TRADE

55 years 1961-2016



The voice of business for Mississauga

Established in 1961, Mississauga Board of Trade proudly serves as a chamber of commerce for the sixth largest city in Canada – the third largest city in Ontario. Mississauga Board of Trade represents all businesses in Mississauga. MBOT is well positioned to address the needs of business by using its considerable influence at all levels of government, allowing for the opportunity to be part of a strong and unified voice in advocating and taking the lead in effecting change and growth in local, provincial, national and global markets.

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Mississauga Board of Trade



Mississauga Board of Trade



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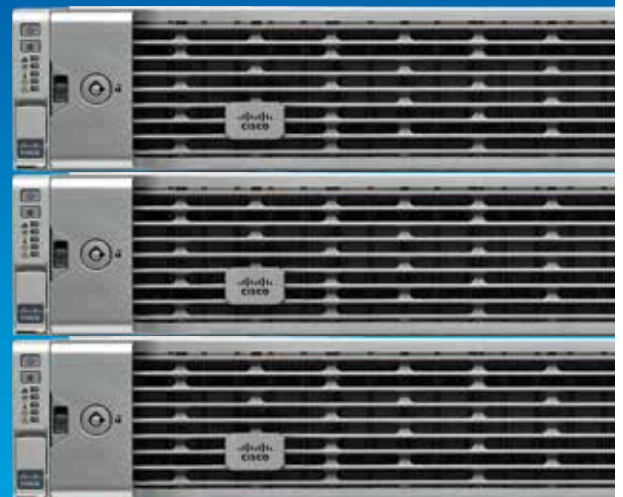
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On Solid Footing for the Road Ahead – Success & Strategy

Knowing full well that the Mississauga Board of Trade is a constant champion and connector of business in our community, it can still be a bit overwhelming to realize the full breadth and scope of the programs, services, and events offered by MBOT. With the first half of 2016 nearly behind us, I am pleased to share that the year so far has been as active, if not more so, than any in the history of the organization. This is fully fitting, of course, as we celebrate the 55th anniversary of our board of trade.

So far this year, our staff and various committees have produced several key learning events and countless networking opportunities, including the popular breakfast networking Good Morning Mississauga series and after-hours Good Evening Mississauga. The NGen committee hosted successful events for professionals 40 years or under. The Woman's Leadership Committee presented Own Your Success, with keynote speaker, Kim Mason, GTA Regional President for RBC. Our Growth and Power series, which features entrepreneurs and senior business leaders such as Victoria Sopik, Roxanne Joyal, and Darren Morgenstern, continues to sell out. The Information, Communications, Technology (ICT) Forum presented on speaker showcase, which was moderated by tech expert Marc Saltzman hosted at Microsoft Canada.

On the policy front, MBOT has enjoyed one of the most active periods to date, hosting not only Ontario's Minister of Finance, Charles Sousa, as well as the Minister of Environment, Glen Murray, but also the Premier herself, Kathleen Wynne. This would be the first time in memory that MBOT has hosted the sitting Premier of the province, demonstrating both the importance of the business community in Mississauga, but also MBOT's leadership in providing a voice to that community.

All of which is to say is that the Mississauga Board of Trade is a strong and impactful organization, representing an active and engaged membership. None of this, of course, could have been possible without years of work and prudent planning by past and present volunteers and staff, alike. This brings MBOT to the next stage in its history as the current strategic plan has run its course, and a new plan and strategy is required.



Peter Nogalo

Peter Nogalo
2016 MBOT Chair
ARI Fleet Management Corporation

Connect, Champion & Advance: MBOT's Path Forward

Since the beginning of the year, the directors and leadership of MBOT have enlisted a professional facilitator and have spent numerous sessions working to chart the course forward. Virtually everything was up for discussion and review, including the very mission and vision of the organization, as well as the core elements of a new strategic plan. A key goal was to deliver clear and concise answers to the core questions of what we do and why, and for whom we do it. The answers to the questions should immediately speak to our members and the community, while providing intellectual guardrails to staff as they advance our goals on a daily basis.

With that, I am pleased to announce the new mission, vision, and strategic imperatives for the Mississauga Board of Trade for at least the next several years. Quite simply, our mission is to connect, champion, and advance Mississauga business, while our vision is to be the pre-eminent voice of business in Mississauga. Two simple statements, but ones which involved a considerable amount of discussion to ensure our broad mandate and goals were captured, but expressed in a simple and dynamic manner. For clarity, the mission is essentially what we do and for whom, while the vision is the ultimate goal of those efforts.

Keeping with the goal of clarity and simplicity, the new strategic plan includes three pillars—each of which is specifically aligned to our mission. Specifically, our new strategic imperatives are to: drive exceptional member experience (or Connect), champion the business community, and advance organizational performance and governance.

Each of these pillars is supported by organizational goals. For example, being a champion of business includes our extensive advocacy efforts, while advancing organizational performance includes diversifying and growing MBOT's revenue sources. With a clearly defined mission, vision, and strategic goals, MBOT is well positioned to deliver measurable and sustainable value to members well into the future. The work doesn't end here, however—in many ways it is just beginning. Over the summer, the executive and staff will develop a specific action plan, which will include measurements of achievement, to ensure we are meeting our goals, while adhering to our mission and advancing our vision.

Connect, Champion, and Advance—you'll hear much more of this and of our supporting efforts in the coming months. In the meantime, please reach out to myself, our executive, board, or staff to learn more about our efforts, how they can support you, and perhaps how you can support them.

Connect: Drive Exceptional Member Experience

- Connect business with policy makers and governments at all levels
- Build strategic alliances and partnerships that support MBOT's Vision and Mission
- Build the "connector" brand

Champion: The Business Community

- Advocate for our members and the business community
- Increase awareness about MBOT and the value of membership
- Target high potential organizations for sustainable membership
- Review membership models to weigh member need, growth, and sustainability

Advance: Organizational Performance & Governance

- Ensure strong stewardship and governance
- Drive financial performance and revenue growth
- Diversify and grow revenue sources

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How Much Government Red Tape Can Your Business Afford?



David Wojcik
President & CEO,
Mississauga Board of Trade

Government “Red Tape” and regulatory burden is choking the life out of business and every day we pile on more. Who’s to blame? We are. We continually ask governments at all levels to make rules to protect, help and promote our lives when in reality, all we do is make it more difficult to operate in a free economic society.

In order to appreciate how regulatory burden “creep” happens, one need only tune in to the toe tapping excitement of the Ontario Legislature TV. The number of Government Bills, Private Member Bills, Amendments, Petitions and the like are staggering. This is only one level of the four levels of Government that Mississauga business must endure.

Then there are lobby groups of which your Mississauga Board of Trade is part of. The Ontario Chamber of Commerce, which lobbies at the Ontario Legislature level and the Canadian Chamber of Commerce, which lobbies at the Federal House of Commons level.

Currently, the Ontario Chamber of Commerce has a 248 page compendium of potential resolutions, which have been passed by the membership for adoption into the lobby process. The Canadian Chamber of Commerce has 256 pages of approved resolutions awaiting adoption for the lobby process. When we consider our two organizations have over 500 pages of resolutions and these resolutions generally will ask the government to step in with some degree of oversight or regulation, the halt to the process must start with us.

It is ironic that, on one hand, we demand

“red tape” reduction and on the other hand, we request more rules through our own resolution and lobbying process. We need to reverse the trend.

This is why I urge you to participate in the following way.

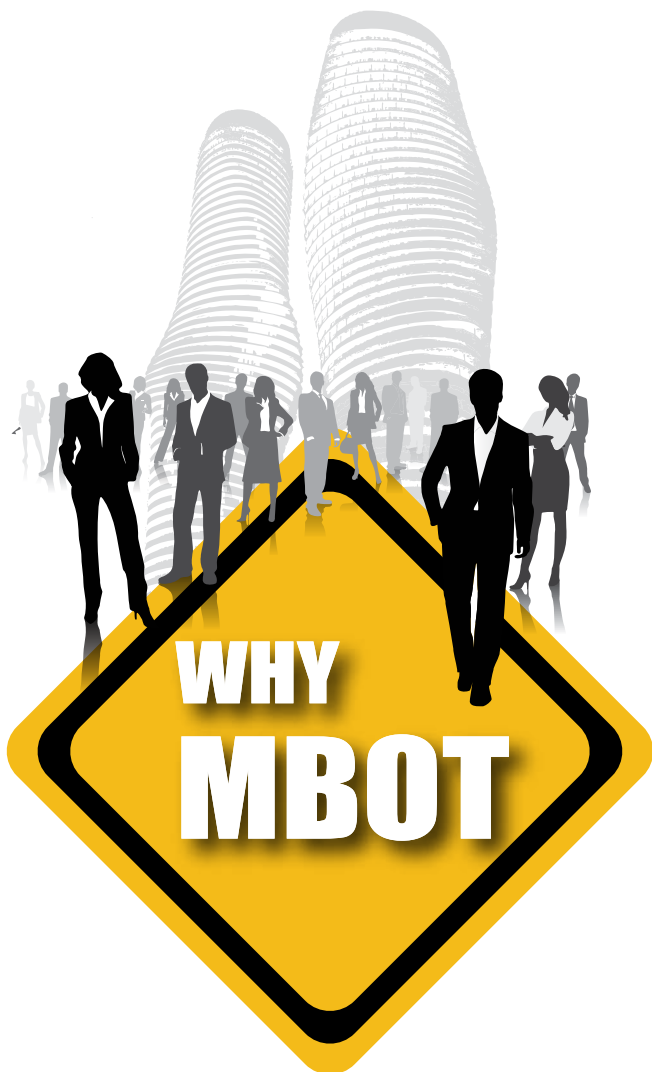
1. Think of one single “red tape” issue or regulatory burden that is affecting your business and let us know. Municipal, Regional, Provincial or Federal level is not important. If it’s impeding your ability to compete, it’s important.
2. Call, write or camp outside the office of your local councillor, MPP or MP and let them know how they can help reduce/eliminate the choke hold this has on your business.
3. Go to www.ontario.ca/redtapechallenge and participate in the six different areas to reduce regulatory burden in the Province of Ontario.
4. Join one of our committees that dedicate time to preparing resolutions to reduce regulatory burden rather than create it.

Use your Mississauga Board of Trade to let Government know.....you’ve had enough.

JUNE

June 1 8:00 a.m. - 10:00 a.m.	Membership Matters	MBOT Office
June 8 7:30 a.m. - 9:30 a.m.	Good Morning Mississauga & 2016 TECONF	Mississauga Convention Centre
June 16 5:00 p.m. - 7:00 p.m.	Good Evening Mississauga (GEM)	Visual Arts Mississauga Details on Page 29
June 23 8:00 a.m. - 11:00 a.m.	Business Learning Topic: Growth & Chaos - Your Business Can Only Grow If You Do	Corporate Event Centre at CHSI Details on Page 34
June 27 3:30 p.m. - 8:00 p.m.	55TH ANNIVERSARY GOLF TOURNAMENT	Markland Wood Golf Club Details on Page 22

TOP TEN REASONS TO JOIN MBOT



- ☒ **NETWORKING**
Connect & meet over 1,500 businesses & professionals
- ☒ **ADVERTISE**
Quarterly Magazine, Annual Business Magazine, Website & e-bulletins
- ☒ **DISCOUNTS**
Member 2 Member offerings, discounts, *think globally - act locally*
- ☒ **COMMITTEES**
Volunteering to network, share knowledge & enhance personal branding
- ☒ **AWARENESS**
Brand your business, elevate your presence & get recognition
- ☒ **ADVOCACY**
At all levels of government contributing to a healthy economic environment
- ☒ **BIZ LEARNING**
Professional development, technology, management & leadership skills
- ☒ **EVENTS**
Be seen, be heard, be noticed! Make connections & referrals
- ☒ **PARTNERSHIPS**
Build relationships, clients & referral partners
- ☒ **DIRECTORY**
Use MBOT print & online Directory to shop for products & services

JULY

July 6 8:00 a.m. - 10:00 a.m.	Membership Matters	MBOT Office
July 13 7:30 a.m. - 9:30 a.m.	Good Morning Mississauga (GMM)	Erin Mills Town Centre
July 19 5:00 p.m. - 7:00 p.m.	NGen (Under 40) Networking Event	Glen Erin Inn & Spa Details on Page 25
July 21 9:00 a.m. - 4:30 p.m.	Customer Service Professionals Network (CSPN) Workshop Topic: Impactful Business Communication	MBOT Office

AUGUST

August 3 8:00 a.m. - 10:00 a.m.	Membership Matters	MBOT Office
August 10 7:30 a.m. - 9:30 a.m.	Good Morning Mississauga (GMM)	TBD
August 10 10:00 a.m. - 12:00 p.m.	Health & Wellness	TBD
August 11 9:00 a.m. - 4:30 p.m.	Customer Service Professionals Network (CSPN) Workshop Topic: Conflict Resolution	MBOT Office
August 18 5:00 p.m. - 7:00 p.m.	Good Evening Mississauga (GEM)	Erin Mills Town Centre
August 25 4:00 p.m. - 6:00 p.m.	Politician's Appreciation Event	Mississauga Grand Banquet & Event Centre

SEPTEMBER

September 7 8:00 a.m. - 10:00 a.m.	Membership Matters	MBOT Office
September 14 7:30 a.m. - 9:30 a.m.	Good Morning Mississauga (GMM)	The Novotel Hotels & Resorts
September 15 9:00 a.m. - 4:30 p.m.	Customer Service Professionals Network (CSPN) Workshop Topic: Influencing Others without Authority	MBOT Office
September 15 5:00 p.m. - 7:00 p.m.	Good Evening Mississauga (GEM)	TBD
September 20 11:30 a.m. - 1:30 p.m.	Mayor's Annual Luncheon Address	Mississauga Grand & Convention Centre Details on Page 27
September 29 8:00 a.m. - 11:00 a.m.	Business Learning Topic: Show me the Money III	Corporate Event Centre at CHSI Details on Page 34

2016 Federal Budget

Federal Finance Minister, Bill Monroe announced the Liberal Parties first budget since taking control of the House in October. Despite the projected deficit being three times what was promised there were some highlights for Mississauga including the promise of a \$3.4-billion investment in transit with \$59-million for Mississauga.

Cap & Trade

Ontario's Minister of Environment & Climate Change, the Honourable Glen Murray, presented members of the Mississauga Board of Trade the government's plans to move ahead with a cap-and-trade system, to reduce greenhouse gas pollution, reward innovative companies and create opportunities for investment in Ontario. The event presented a great opportunity for business leaders to hear first hand how the transition to a cap and trade system could impact their business and industry in our region.



Hazel McCallion FIRST Chancellor of Sheridan College

Former Mississauga Mayor Hazel McCallion has been appointed the first ever chancellor for Sheridan College as it continues to towards its goal of becoming Sheridan University by 2020. Her Inauguration will be held on June 6, 2016.

OCC Conference

The Ontario Chamber of Commerce held its Annual General Meeting in Oakville, from April 28 to May 1. This event presented an opportunity for chamber leaders across the Province of Ontario to come together and network, debate policy significant to business community and shape advocacy for the year ahead.

MBOT TV

MBOT launched an exclusive weekly show with highlights from the past weeks activities and announcing upcoming events.

Accepting Nominations for 2016 Business Awards of Excellence

Since 1980, Mississauga Board of Trade has been recognizing Mississauga businesses whose achievements and community involvement have made significant contributions to the economic and social well being of the City of Mississauga. Nominate yourself, a deserving company or an individual online at www.mbotawards.com.

CALL FOR NOMINATIONS

Details on Pg 42 or visit www.mbotawards.com



WHAT WE'RE BUILDING: OUR PLAN FOR JOBS & GROWTH

Sponsor:



THE HONOURABLE **KATHLEEN WYNNE**

Premier of Ontario

The Honourable Kathleen Wynne, Premier of Ontario, addressed a sold-out audience of business and community leaders about the four-part Liberal plan to build the economy, create jobs, support provincial infrastructure and cut greenhouse gas emissions. The Premier highlighted the creation of a more dynamic, competitive environment for job seekers and job creators, through business initiatives which will primarily focus on:

- Creating a culture of innovation
- Helping businesses to scale up
- Modernizing of regulations



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GROWTH & POWER

KEYNOTE SPEAKER & NETWORKING SERIES



March Keynote speaker:

Roxanne Joyal
CEO of Me to We

Roxanne spoke about social enterprising and the importance of giving back. She has been featured as "Faces of the Future: 100 Young Canadians to Watch" in Maclean's magazine, and she is an Action Canada Fellow. Her work has been extensively covered by the CBC, the Globe and Mail, the Ottawa Citizen and the Winnipeg Free Press. Roxanne wrapped up this inspiring growth & power session with "WE Dance" - a first at our event!

May Keynote speaker:

Darren Morgenstern
Founder, Ashley Madison

Darren made the personal commitment to become an entrepreneur, preferring to become a job creator rather than a job seeker and he has never looked back, enjoying highly successful careers in several industries. During his keynote address, Darren addressed the entrepreneurial drive that led to his creating, become the face of and later selling, the controversial and highly successful Ashley Madison dating site.

Features presentations from some of Canada's most influential entrepreneurs, CEOs & business success stories



OCT 20

JANET BANNISTER Creator of Kijiji

Janet launched Kijiji.ca and grew it to become one of the most visited websites in Canada. Subsequently, she led the Kijiji Global business, accelerating growth in North America, Europe, and Asia. Prior to launching Kijiji, Janet was at eBay in Silicon Valley where she led multiple "non-collectibles" categories and help transform eBay from a collectibles to a mainstream marketplace. As General Partner at Real Ventures, Canada's largest and most active early-stage venture capital firm. Janet has led investments in ten companies and works actively with Real's portfolio companies to help them accelerate growth and create meaningful impact.

Register:

www.mbot.com

Series sponsor:



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Business Growth with Business Process Management



By Phil Schalm

Associate Director,
University of Toronto -
School of Continuing Studies

Business Process Management (BPM) is important today, as organizations, large and small, are looking to do more with less. If you want to drive business growth, consider adding BPM to your operation because it manages processes holistically end-to-end process management.

Lee McTavish, Program Director, Business Programs & Partnerships at the University of Toronto School of Continuing Studies, talks with Shehram Khan, Process Improvement Consultant – Process Owner at Telus Mobility about the impact of earning his Certificate in Business Process Management from the School. The BPM Certificate courses prepare you to earn the Certified Business Process Professional or Certified Business Process Associate) designations.

Lee McTavish: Why did you get into business process management?

Shehram Khan: For me, it was organic. I have my Green Belt (Lean Six Sigma), post-graduate training in information systems and an academic diploma in business analysis. I understood the IT side of things, and adding business process management gave me the right combination of skills. Six Sigma doesn't address change management or the people aspects involved in making technology integration successful, so I was motivated to fill this gap. Combining my IT background with skills and knowledge in Business Process Management (BPM) has proved to be a powerful combination.

Lee: What would you say to others considering a career in this field?

Shehram: If you're looking for great career opportunities, BPM is a growing field. Organizations are thinking about process holistically and not throwing an IT solution at a problem, hoping things will somehow work out. BPM is a discipline on its own and teaches you how to see end-to-end process management.

Lee: Why is BPM important to your company?

Shehram: I'm currently working at Telus Mobility and Telus places a great deal of emphasis on process thinking. Our call centres manage incoming calls in a structured way. It's critical that we understand the customer call from the moment it begins, ensuring their concerns are satisfactorily addressed. As a business process owner, I ensure that the right processes, technology and the right people are working together to make for a great customer experience. BPM is helping us to take advantage of cross-functional opportunities and to breaking down departmental silos.

Lee: How would you describe your experience at the School?

Shehram: The quality of education is the best I've ever had. The instructors bring a real-life perspective and years of experience to the classroom environment.

Lee: Are you working towards a designation?

Shehram: I'm working towards the Certified Business Process Associate (CBPA) designation, which is emerging as an industry standard.

Learn more about earning a Certificate in Business Process Management from the School of Continuing Studies.

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GOOD MORNING MISSISSAUGA



Meet up to 150 potential business clients, partners and suppliers before the start of your workday!

GMM is held on the second Wednesday of the month from 7:30 a.m. to 9:30 a.m.

Book your Speaker Spots!
Contact: info@mbot.com



GMM Sponsors:



Beat the Summer Slowdown



Summer is on its way and can signal a slowdown in many businesses, either because of seasonality (lack of need for your products or services), or because it's hard to get meetings with people due to vacations. So what to do?



By Linda Kern

Sales Consultant
Linda Kern & Associates

Change Your Thinking

I have found that although summer is slow in my business because it's hard to bring sales teams together during this vacation season, it also means that often my clients' businesses are slow too. So when they are in the office they don't have as much on the go and therefore they have time to meet with me, or refer me to their very valuable connections.

A Success Story

Recently I met with one of my clients just for a catch-up cup of coffee. So in his usual fashion he asked me about my business, and if I had done business with this person or that. So as I scrambled to write down their names I then asked him to send an introductory email to them on my behalf. He did that the next morning.

What's the Lesson?

Well, it's to continue to set meetings with both prospects and clients to grow your business even though your mindset may tell you they won't have time to meet you because it's summer and they're busy or unavailable. Change that thinking, and change it now! It's an excuse that doesn't serve you well.

Ask for Referrals

On that point, rather than just gathering names of potential referrals, ask for an email introduction. Here's what I do:

1. Ask for a referral to:
 - the type of company you work with best, and
 - the decision maker title that you need to meet to be successful (President, VP Operations, CFO, etc.)
2. Ask a little bit about this person so that you have some background information that may be useful in your first sales call.
3. Send an introductory email to your referral source that explains there sultsyou've been able to achieve for your clients and end with "I will leave it up to Lindato connect with you as a next step." Make sure your referral source copies you in his email to the person you are being introduced to.
4. Wait 24 hours then send an email to the new connection requesting a meeting, giving 3 choices for him/her to choose from.

Don't let the dog days of summer mean that your sales will be a dog! Get out there and continue to build your business towards success!

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- Get new clients?
- Fill your pipeline?
- Close more business?



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& Associates
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MBOT Referral Program

MBOT REFERRAL PROGRAM

Grand

3 Easy Steps to Win The [^]PRIZE...It's That Simple.

- 1 Identify a business that would benefit from a Mississauga Board of Trade membership.
- 2 Email us the company name & contact person at referrals@mbot.com
- 3 When the new member signs up, YOU will be entered to WIN!

Quarterly Prize sponsored by:



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\$500
Gift Cards

Grand Prize sponsored by:



DELTA

2 Airline Tickets



Upcoming Draws:

\$500 Gift Card

for Erin Mills Town Centre

Winner announced at June GMM

\$500 Gift Card

for Erin Mills Town Centre

Winner announced at September GMM

2 Delta Airline Tickets

Winner announced at December AGM

Congrats!

MBOT Referral Program Quarterly Winner



SOPHIE HAINER, INSURANCELAND INC.

on winning

Steelheads Game Tickets for the entire staff!

For more information about our
Member Referral Program,
please contact

Solange Barcena

at referrals@mbot.com or
call 905-273-6151 ext. 430.

Presented by Mississauga Board of Trade's Information, Communications, Technology (ICT) Forum

SALES & DIGITAL MARKETING PROSPECTING & PLATFORM TECHNOLOGIES



Digital marketing workshop, presented by MBOT's Information, Communication & Technology (ICT) Forum featured keynote speakers: Cindy Gordon from Sales Choice & Jon Lombardo from LinkedIn and a panel discussion, moderated by tech expert Marc Saltzman.

Host Sponsor:



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KEYNOTE SPEAKER
Kim Mason,
Regional President,
Greater Toronto RBC

Mississauga Board of Trade's Women Leadership Committee hosted its inaugural event. Attended by over 150 business professionals, the event featured Keynote speaker Kim Mason - RBC's Regional President (GTA), followed by an interactive workshop on a 7 step goal achieving process facilitated by Tricia Ryan.



NEXT EVENT:
OCT 25

KEYNOTE SPEAKER
Bernadette Wightman
President,
Cisco Canada



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Mississauga Board of Trade's 55th Anniversary Masquerade Gala, in honour of past board chairs, Karen Ras (2013) Paul Woolford (2014), Jeffery Percival (2015) and Lifetime Business Achievement Award recipient Gil Moore, was a spectacularly successful night full of entertainment, a silent and live auction, dinner and dance. The event, attended by Canadian Music legend Tom Cochrane, Mayor Bonnie Crombie and other dignitaries and guests, was emceed by CTV Toronto's Andrea Case and entertainment was provided by the DNA Project and internationally acclaimed violinist, Grenville Pinto.



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Strengthen your Trademark, Strengthen your Brand

By Joanne Gilbert

Keyser Mason Ball, LLP

When choosing a trademark that will be the face of your brand, remember that building its value in the marketplace will depend on your ability to protect it. The goal of any good trademark is to distinguish your goods or services from those of your competitors. While it is tempting to choose a trademark that is straightforward and descriptive of the goods or services being offered, being too straightforward will not make for a legally enforceable trademark. A descriptive trademark may only be registered if it has become distinctive through use over time, meaning that it has become known in the marketplace to the point that customers associate it with your business.

So what kind of trademark should you choose?

Fanciful Trademarks are non-descriptive and have nothing to do with the goods or services being offered. Coined terms work very well. No other business in your industry will lay claim to these words because they have no meaning outside of their use as your trademark. "KODAK" for cameras is an example.

Arbitrary Trademarks are also strong trademarks. They are words that are not coined terms, but still have nothing to do with the goods or services being provided. "APPLE" for computers, for example.

Suggestive Trademarks allude to what your business is offering to the customer without being explicit. More creativity is required to ensure that these trademarks suggest what is being offered without describing it. "SANDALS" for a beach resort is a good example.

Being creative with your trademarks will help to ensure that they are distinct. Try altering the word of the product you are selling. Apple has had much success selling its "iPhone" in this way. You can also try pairing words that are not typically seen together. "Facebook" is much more registrable than "Online Scrapbook" might have been. Finally, try inventing new words by combining elements of existing words, like "Pinterest". This is a great way to suggest what you are selling without expressly describing it.

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Employee Engagement

By Gail Green

President,
Emergenetics Ontario

Employee engagement is probably the most pressing problem on our plate today!!

Gallup's latest research shows that only 31% of employees are engaged at work. Of the rest, 51% are disengaged and 17.5% are actively disengaged. What does this mean? Nearly 1 in 5 of employees may be negatively contributing to the workplace, and half are just doing the bare minimum. A major contributor to disengagement in employees is not having the opportunity to do what they do best – to use their strengths and talents in a meaningful way.

According to Aon Global Trends, a 5% increase in Employee Engagement one year can result in a 3% increase in overall revenue the subsequent year. Conclusion? Employee Engagement initiatives DO contribute to the bottom line.

So what might we do to start moving the gage? At Emergenetics, we suggest an authentic leadership approach that reflects all the behavioural and thinking styles that form the foundation for an individual's innate strengths and contributions.

Starting with Thinking Preferences:

- People who need data and logic (**Analytical Thinkers**) will engage if they see proof, and are confident that data and research were a part of the decision.
- People who love structure and process (**Structural Thinkers**) will engage when they see a promise executed and delivered. On time. With precision.
- People who approach work via relationships (**Social Thinkers**) will engage by building, cultivating, and being part of a collaborative environment.
- People who gravitate to big-picture and visionary work (**Conceptual Thinkers**) will engage if they experience how their work connects to the vision of the organization and the big picture.

How can you ensure that you honour all types of thinking in your approach to leadership?

- Be aware of the energy you use in both verbal and non-verbal communication. A quieter team member (Expressiveness Spectrum) needs to listen, pause and reflect before expressing, and will benefit from time to process before being expected to share their thoughts. More talkative employees tend to process information out loud, and leaders who allow them space to share their thoughts whenever and wherever will get the best out of this them.
- Be aware of the energy you use to maintain your position and drive ideas forward. For the peacekeepers in your office, (Assertiveness), a hard charging, competitive manager can come across as intimidating and erode trust. To increase engagement with these employees, make a deliberate attempt to work towards consensus. On the other hand, employees who are more driving will engage when you challenge their thinking and encourage them to challenge yours.
- Be aware of your willingness to switch gears and change direction. Employees who tend to be more focused (Flexibility Spectrum), will disengage with a manager who easily welcomes change after a decision has been made since you may appear wishy-washy and confusing. Be sure to communicate the rationale behind a change. (Quick Tip: Incorporating their Thinking Preferences into the reasoning will likely increase your success). For team members who seek out change, encourage their engagement by giving them opportunities to initiate and participate in positive change, convey their ideas, and see change through.

So Leaders - the better we meet everyone where they are, the more they will engage and give the best of themselves. Maybe employee engagement will suck no more!!

Emergenetics is the merging of two ideas – our behavior emerging from our life experiences and our genetic traits.



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What to Do When Your Brilliant Strategic Plan Goes Sideways

By Fred Pidsadny

Founder & President

FOCUS Management

Managers often find themselves back at square one mere months after their last attempt to fix things. Three ways to break the cycle:

1. Ask your managers one simple question

Informally approach each manager, and pose the following query: What are you working on today to help us reach our strategic goals? Provide no warning, preparation time or prompting, and don't remind them what the company's objectives are. Listen, ask only clarifying questions, thank them, and move on—no more, no less. Later in a quiet, private moment, turn your mental notes from the conversation into a written summary.

2. Map the answers against your strategic goals

Take some time to consolidate your managers' responses to the question, and contrast them with the objectives of your strategic plan. Consider how many managers addressed the strategic goals in the agreed-to plan, and how many understood what impact their specific roles had on the achievement of those objectives. If you all your managers' responses were acceptable, that's great news. But if you didn't—and both my experience and that HBR study suggest they probably weren't—you will need to consider how to help them moving forward.

3. Meet to clarify goals and align the team

All strategic plans need to turn big goals into the 'right' work for someone. Tasks regularly need to be shifted or realigned to reflect changes in market circumstances, reallocation of resources, or new strategic thinking. Your managers need to understand and commit to these changes, and those who are not on the right track will need to be re-engaged. Teams should meet on a regular basis to ensure alignment to goals, and departments and people need to be aligned to each other. Unfortunately, HBR research shows that that inter-departmental confidence today sits at 59%—not much better than workers' confidence that outside suppliers will deliver on time, all the time. Silos still exist, and the walls between departments seem to be getting thicker.

This simple, three-step process allows organizations to stay on track and tweak their strategic plan as needed. The key to success is to repeat the sequence often, because strategic plans have a limited shelf life and business landscapes change rapidly.

Article originally published online: <http://www.profitguide.com/manage-grow/strategy-operations/fred-pidsadny-when-your-strategic-plan-goes-sideways-102579>

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Toronto's hot housing market drives big bidding wars in suburbs

By Lynn Still

Sales Representative, Sutton Group Quantum
Accredited Senior Agent (ASA)

Toronto's sizzling market may get all the attention, with the average price of a detached house topping \$1.2-million and a semi on a 15ft lot recently selling for \$810,000. But housing battles are also being waged in the suburbs.

Some of the factors driving the suburban housing market are similar to those driving home prices in the city: low interest rates, strong employment and immigration. The economic factors are even more important in the suburbs, which are home to nearly half of all job growth and 75 per cent of immigration to the Greater Toronto Area.

Foreign investors are also becoming an increasingly potent force in the suburbs, in some cases paying well over asking price to purchase a home including all its existing furniture.

Brampton saw the aggregate house price climb by 10.3 per cent year-over-year to \$524,241 in the first three months of the year, as affordability issues across the GTA pushed many buyers into the region, where their dollars go further. When coupled with low inventory levels, this has heated the market, ushering in a period of higher demand and multiple offer situations.

Mississauga is primed for another strong year, as house prices continued their upward trajectory in the first quarter of 2016, rising 8.2 per cent year-over-year to \$552,035. Price appreciation within the region has been fueled by intense demand, leading many prospective purchasers to engage in bidding wars for the limited inventory available.

The Toronto Real Estate Board recently announced record TREB MLS® home sales for the first quarter of 2016 following a strong result for March transactions. There were 10,326 sales in March and 22,575 sales in the first quarter. The year-over-year growth rate for sales was 15.8 per cent for Q1 2016 and 16.2 per cent for March 2016.

Greater competition for suburban homes has meant the previously staid 905 housing market is starting to see the aggressive tactics more common in Toronto's "Sellers' Market".

Conditions of a Sellers' Market are:

1. Homes sell faster. Average days on market for all home types in Brampton homes was 15 days, Year to Date 2016, and 21 days in Mississauga. However, many homes have sold within the first week of listing.
2. Bidding Wars. A number of sellers are receiving multiple offers on their homes. Holding off on viewing offers for up to 7 days from the listing date is a common practice to generate more interest and a potential increase in the number of offers received.
3. Homes are selling for more than the list price. The supply of listings continued to aggravate many would-be home buyers. The strong competition between buyers has underpinned the double-digit rates of price growth experienced so far this year.

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Strategies to Increase Revenues and Cut Costs Effectively

Two of the most important challenges facing business today are how to grow revenues and cut costs for the purpose of maximizing profit margins and meeting customer needs.

Business organizations are living in ever changing times, brutal competition and changing global business and political landscape. To survive and to make a profit in such environment, businesses must manage their operations strategically NOT incrementally. This means organizations must commit to cutting costs effectively and innovate (Market and Product Development) constantly. They have to worry about survival in the short and long term. It is like rebuilding a jumbo jet while in flight. The path to sustained profitability is depicted in the figure shown.



Before implementing such strategies, management must conduct an organizational diagnostics to determine where the

organization is with cost and revenue levels. If the current situation is unacceptable, organizations should bring the total costs down while at the same time implementing strategies to increase both market share and market penetration. Examples of cost cutting and revenue generation strategies include:

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- Shamsa Trading Inc.
[Syed Gillani](#)
- Spoke Chat Inc.
[Jag Farmaha](#)
- SPRAY-NET
[Mario Allard](#)
- Strathgowan Apartments
[Sarish Chopra](#)
- Sutton Group Quantum Realty Inc.
[Tabatha Walter](#)
- TELUS Small Business Solutions
[Evan Bush](#)
- Toronto Zoo - Group Events
[Lauren Ogle](#)
- UNITECAN Inc.
[Abdulla Aibaz](#)
- Vicinity Deals Ltd.
[Amalan Mahendran](#)

MARCH 2016

- Armstrong Fluid Technology
[Visar Baira](#)
- Brampton Beast Hockey Club
[Steve Traves](#)
- Business Systems
[Louise Ramage](#)
- CFO Accounting
[Andrea Silman](#)
- Claddagh Productions
[Alan Duggan](#)
- ECO Products Solutions
[Dieter W. Kirner](#)
- EDPNC North Carolina
[Charlotte Robertson](#)
- Elby professional recruitment
[Adam Walsh](#)
- EliteMed Inc.
[Ahmed Elnagar](#)
- Go For Hypnosis
[Liane Harris](#)
- Goenergy
[Chris Armstrong](#)
- Imran Akram Barristers & Solicitors
[Marika vanHooenhuize](#)
- Kamara Toffolo - Career Coach LinkedIn Expert & Resume Writer
[Kamara Toffolo](#)
- Kayani Law
[Junaid Kayani](#)
- Level 9 Digital Strategies
[Trevor Dean](#)
- Partners in Project Green / Toronto and Region Conservation Authority
[Alex Dumesle MBA, P.Eng.](#)
- Peel Halton Workforce Development Group
[Shalini Da Cunha](#)
- Power Of Success
[David Wilson](#)
- Prudent Law
[Devesh Gupta](#)
- Purdys Chocolatier
[Allyson Vandervelde](#)
- Sandman Signature Mississauga Hotel
[Amanda Dailey](#)
- Spice Lines NA
[Faisal Khan](#)
- Stoakley-Stewart Consultants Ltd.
[Isabel Duarte](#)
- Sylvan Learning Centre
[Sulaman Opel](#)
- T&R Export Inc.
[Suleiman Tarcha](#)
- The House of Ideas
[Anna Maria Kotlowska](#)
- Valtx Technologies Inc.
[Denis Meharchand](#)
- Whiteoak Ford Lincoln Sales Limited
[Ron Loveys](#)

APRIL 2016

- Allied CPAs
[Fathi Abu-Farah](#)
- Arcatrans
[Gary Dardinyan](#)
- Bank of Montreal - Comm.Banking GTA
[Mario Savo](#)
- BIOPS
[Gurv Bhogal](#)
- Decon Environmental
[Byron Kent](#)
- Deloitte Management Services LP
[Steve Kostich](#)
- Domilya Group Commercial & Residential Contractors
[Heba Ahmed Malki](#)
- Freight Services International
[Ali Chaechi](#)
- Georgian Custom Renovation
[Johnny Verdiile](#)
- Jackson & Co LLP
[Jeffrey Jackson](#)
- Metalogics Inc.
[Nick Giampaolo](#)
- MHI Canada Aerospace, Inc.
[Mike McCarthy](#)
- Ontario Project Management Ltd.
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[Jamie Hurley](#)
- Ranger Group Services Inc.
[Stan Bloch](#)
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- Send Out Cards
[Heba A. Maki](#)
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- TD Business Banking
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- Terranova International Public Safety Canada Inc.
[James Castle](#)
- Vin Bon Mississauga East
[Marco Raposo](#)
- Virtual Messenger
[Barbara Frank](#)
- Weldflow Metal Products Limited
[Seemi Nauman](#)

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- ADT Business Security Services
- Alioli Ristorante
- Allstate Insurance
- Anixter Canada Inc.
- ASD Promotion Advertising
- Baylis Medical Company
- Bereskin & Parr LLP
- Beyfort Inc.
- Booked Solid
- Bushi Business Solutions
- Canadian Orient Trade Inc.
- Cawthra Auto Centre
- Coalition for Persons With Disabilities
- Colliers International
- Commercial Print Technology
- Dale Carnegie Business Group
- Dan Lawrie Insurance Brokers
- Dunbar Medical
- eBay Enterprise
- Erin Mills Town Centre
- ErinoakKids Centre for Treatment and Development
- Feri
- Focal Point Coaching
- Generation 3 Exhibits
- Global Unified Solutions Services Inc.
- Hagel Lawfirm
- HLA Imaging Inc.
- Homes and Cottages Magazine/In-Home Show Ltd.
- Homewood Suites by Hilton Toronto - Mississauga
- Humber College Institute of Technology & Advanced Learning - Advancement & External Affairs
- Katalogic Inc.
- Key 2 Communications
- Keyser Mason Ball, LLP
- LocalWork.ca
- Love This House
- Mecredy IT Management Solutions Inc.
- Morguard Investments Limited
- Residence & Conference Centre
- Savino Del Bene Corp (Canada)
- Seaboard Marine Ltd.
- Synergie Hunt International
- TAG
- The McLean Clinic
- TIBCO Software Inc.
- Traffic Ticket Defence LSP
- websiteTOON



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- Active Family Chiropractic and Wellness Centre
- Advocacy Solutions
- AGS Rehab Solutions Inc.
- ApexCOACH
- AR Jaffer Professional Corporation
- BASS Installation
- Beacon Insurance
- BELL Canada
- Best Buy Insurance Brokers Ltd.
- BGD LLP Licensed Public Accountants
- Carolyn's Model & Talent Agency Ltd.
- Comfort Inn Airport West
- Constant Contact Inc.
- COSTI Immigrant Services
- Dr HVAC
- Drake International
- ESNZED IMPEX Inc.
- Goes Enterprises Inc.
- Hilton Garden Inn Toronto Airport
- Hornblower Niagara Cruises - Marketing
- IDM Professional Corporation
- Insuranceland Inc.
- IPEX Management Inc.
- Judi Lloyd, Real Estate Broker and Sales Rep
- Kingbird Group International
- LFCO Office Solutions
- Magnitude Well Being Centre
- Mary Kay Cosmetics Ltd.
- Maxtel Systems Inc.
- Michael's Hair Body Mind
- Microsoft Store
- MP4 Consulting Inc.
- Novotel Toronto Mississauga Centre
- One Red Bird Marketing Inc.
- Options Mississauga
- Peter Edwards Co.
- Rotary Club Of Mississauga
- Safe City Mississauga
- Spark Designs
- Terry McIntyre
- The Elia Corporation c/o Crofton Moore Property Services Inc.
- Translations.CA
- Trillium Health Partners - Communications, Patient & Community Relations
- Whyte & Associates Ltd.
- World Financial Group of Canada
- Yellow Pages Digital & Media Solutions

MARCH 2016

- Affimex Customs and Trade Services (ACTS) Inc.
- AMJ Campbell
- Angela Wong-Liao AMP
- Art Gallery of Mississauga
- Avega Inc.
- Bibby Financial Services (Canada) Inc.
- Big Brothers Big Sisters of Peel
- Blue & White Taxi Ltd.
- Canadian Steel Network
- Charter House Financial Group
- Cognition Productions - unforgettable business video
- Cole International Inc.
- College Boreal
- Core Online Marketing
- Dacord Plumbing Ltd.
- Diamond Management Institute
- Efficient Turbines Inc.
- Export Development Canada
- Fielding Chemical Technologies Inc.
- FOCUS Management
- Hand and Stone Massage and Facial – Port Credit
- Holiday Inn & Suites Mississauga
- Job Skills Employment & Business Programs and Supports
- Kamp K-9 Inc.
- Leaders Edge Inc.
- Living Arts Centre
- Lorene Hatelt AMP, Mortgage Agent
- Loyalty One | AIR MILES Reward Program
- Monte Carlo Inn - Airport Suites (Mississauga)
- National Beauty Supplies
- Pascoal Group
- Pfaff BMW
- Plutus Consulting Group
- Port Credit Business Association (BIA)
- RBC Dominion Securities
- Region of Peel
- School of Continuing Studies, University of Toronto
- Scotiabank - West Metro Commercial Banking
- Shoppers Drug Mart - Tailor Drugs Limited
- Solutions for H.R. Inc.
- Spyder Works Inc.
- Studio 6 Extended Stay
- Suneast Industries (Chemical) Ltd. o/a Share Canada
- Tastic Marketing
- Talentcor Professional
- Texcom Shipping Inc.
- Thompson Financial Services
- Trillium Health Partners Foundation
- UE Canada Inc./Global Logistics Services
- Used Clothing Exports [Canada Fortune Group Inc.]
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- Welch & Quest
- Welke Customs Brokers Ltd.
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- All Mailing Services Ltd.
- Aerotek
- Air Canada
- Baghdad Global Solutions Company
- Batterysonic Inc.
- Bloomtools
- Bombardier Transportation
- Brampton Golf Club
- Bridgemark
- CFT Corporation
- CIBC Commercial Banking
- Clarkson Business Improvement Association
- CONNECTURE CANADA
- Cyclone Manufacturing Inc.
- Davis
- Delta Air Lines, Inc.
- Emergenetics Ontario
- Envirotech Office Systems
- EUCAN Distribution Inc.
- FASTSIGNS of Mississauga & Oakville
- Fogh Boat Supplies
- Glen Erin Inn & The Spa
- Inception Automotive Detailing
- Ingenuity Development Inc.
- InMedia Consulting

- International Cargo Services
- JD Factors Corporation
- KPMG Enterprise
- Marlene George Life Wellness and Business Coach
- Measure Marketing Results Inc. (Digital Marketing)
- Microsoft Canada
- Mississauga Symphony Orchestra (Orchestras Mississauga)
- Nestle Purina PetCare
- Ni-Met Metals Inc.
- Objex Unlimited Inc.
- People Force Talent
- Pilot Performance Resources Management Inc.
- Polaris Transportation Group
- SommEvents
- Squad Security Canada Ltd.
- Stagevision Inc.
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