

The Calgary Exchange



February 2011

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2010-2011 Calgary Chapter Executive and Committee Chairs

If you have any suggestions, questions, concerns or require any additional information, please contact the following individuals.

President: Cheryl Gathercole, CAP Vice President: Terri Peters, CPS
Treasurer: Lucinda (Cindy) Sharlow, CPS/CAP Secretary: Lisa Adam, CPS/CAP

Your 2010-2011 Committee Chairs are:

Certification Chair: Lucinda (Cindy) Sharlow, CPS/CAP
Membership Chair: Karen Savinkoff
APD Chair: Lucinda (Cindy) Sharlow, CPS/CAP
Communications Chair: Jen Makin
Website Chair: Marianne Velcic
Retirement Trust Foundation Chair: Rose D'Aversa

Please Note: there are additional Committee Chair positions open and available. If you are interested, please advise your Calgary Chapter Executive.

Our Next Meeting ...



MARCH 9, 2011 — How to Find 6 Weeks You Didn't Know You'd Lost
Speaker: Karen Turner, Turner Efficiency Coaching Inc.

(see Page 3 for speaker and topic details)

Please Note: This is also the Calgary Chapter's Executive Night ... this is your chance to invite your Managers, Supervisors or Bosses. Don't miss this opportunity to show them what IAAP is all about, what your IAAP Membership does for you, and in turn how your membership enhances you and your career.

This Speaker Presentation Qualifies for 1 Recertification Point

Message from IAAP International President, Mary Ramsay-Drow, CPS/CAP

Breaking in the New Boss(es)

In the January/February 2011 issue of OfficePro is an article entitled, "Breaking In The New Boss." It has some great tips about working with a new boss, which was totally relevant for me, if not a few months after I needed the information.

You see, the boss that hired me at Harley-Davidson retired last May, then an interim boss was put in place until they could hire a new General Counsel, and the day after I returned from EFAM in Boston, a new boss was awaiting me... and then just 3 months later, I was assigned two more bosses.

Two of the bosses were brand new to Harley-Davidson, while the third was already with the company. Paul is the General Counsel, while Becky & Steve are Assistant General Counsels with lots of work on their plates and lots to learn. Paul reorganized the Legal Department after taking over and this was what precipitated my increase in number of people to support.

I pride myself in being able to adapt to the changing environment at work. But it was a strange year for me in 2010. The previous General Counsel was a 24/7 non-stop worker, who was very paper oriented and relied upon me not only as an Executive Assistant, but also as a personal assistant, at least in many parts of her life. So I worked at a frenetic pace most of the time, in addition to keeping up with my IAAP duties [at the time preparing to become International President].

When she retired, my interim boss was rarely in the office as his role was to close a deal for subsidiary we were selling off in Italy and he traveled a lot. As a result, I had a lot of down time, which was great because I had time during the day to work on IAAP and to get prepared for EFAM and the coming year.

Then we get to the new bosses.

While my previous boss was 10 years older than me – my three new bosses are 10, 12 and 14 years younger than me – with entirely different needs and expectations. They are a lot more technologically savvy and more willing to give me project work and don't need me to handle their personal lives. They all communicate in slightly different ways, and I am still getting used to that. Previously, I'd only supported one boss for the past 15 years ... so it is still taking some getting used to juggling all of their needs. But I have a

renewed vigor for my roll at work and think the coming year will be challenging as each continues to grow more comfortable working with me and providing me even more opportunities to help them out.

Also, all three are totally cool with my being IAAP International President – Paul keeps the OfficePro issue with my photo on the cover on a shelf right next to his office conference table and lots of visitors have read the article and commented to me about it. I recently spoke at a chapter anniversary event, and Steve asked me how it went. Becky is all about professional development for women.

I feel very fortunate to have the support and encouragement from my bosses for the work I do for them and for the work I do in IAAP.

I like quoting this passage from "Change is Good, You Go First" by Mac Anderson & Tom Feltenstein -- "Each of us wants to be part of something bigger than ourselves. Call it purpose, destiny or a simple desire to get beyond the insufficiencies of our current existence. An individual's yearning to reach outside his life is a seed of greatness waiting for a stream of inspiration."

It comes down to being excellent at what we do, with a deep level of commitment and knowing that what we do has purpose.

I feel that purpose once again in my work as an administrative professional.

- Mary Ramsay-Drow, CPS/CAP - IAAP International President



International Association
of
Administrative Professionals

March 9, 2011 Speaker and Topic Details ...

How to Find 6 Weeks You Didn't Know You'd Lost

Karen Turner—Turner Efficiency Coaching Inc.

All you have to do is save an hour a day. Every time you wade through office clutter to find something, every time you are interrupted by telephone or email request, EVERY TIME you say "I'll do that in just a minute", it costs you time. Start recovering your time NOW.

Turner Efficiency Coaching Inc. was founded in 2002, when Karen was working in Canada's largest metropolitan centres and identified common faults with key internal systems. Surprised by how these environments were set up for failure, Karen has developed processes to effectively manage paper, control email, and meet looming deadlines.



Karen Turner,
Efficiency Coach

Join us March 9th, and hear how you, like 2000 other managers, executives and entrepreneurs (and their employees) regain that lost time by establishing habits and processes that boost daily productivity – now and forever. The presentation will focus on Outlook and Blackberry time saving techniques.

Since that time, the company now has 3 coaches who turn wasted effort into productive time - especially when it comes to Outlook and BlackBerry. In fact, the Turner coaches often teach Outlook and BlackBerry vendors how to maximize these programs.



Passion & Purpose Pins are available for purchase from the Calgary Chapter Treasurer. Purchase yours at the next meeting.

Registration is now open ... 2011 Administrative Professionals Day Event

Register today and save...early bird pricing closes February 28th!

Thursday, April 21st -- 11:30 am to 4:30 pm
Calgary Zoo - Safari Lodge
(Doors open at 11:15)

Our guest speaker, **PATRICIA MORGAN**, will take you from "**From Woe to WOW**"; please join us on this development journey. The event will be a busy fun-filled day with buffet lunch, trade show, silent auction and of course networking.

Registration form available on our website: www.iaap-calgary.org
(Meetings&Events\Administrative Professionals Day\Delegate Registration)

See you there!

- Lucinda (Cindy) Sharlow, CPS/CAP, Calgary Chapter APW Chair
Email: apw@iaap-calgary.org

2010-2011 Pathways to Excellence Update

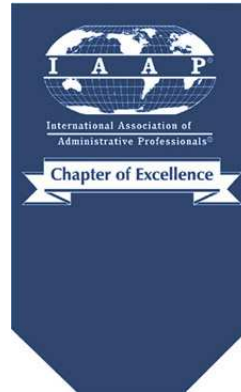
- Terri Peters, CPS, Calgary Chapter Vice President

Calgary Chapter of Excellence (COE)

As mentioned in previous editions of our newsletter and also at each of our monthly Chapter Meetings, the Calgary Chapter is participating to achieve our Chapter of Excellence distinction.

We are working hard and are making excellent progress ... **at February 15th we now have achieved 10 Criteria** and have 7 Criteria in progress. There is a total of 19 Criteria and a minimum of 14 are required to be achieved to receive our

Chapter of Excellence. The Chapters progress is presented at each Chapter Meeting.



IAAP Mission

Enhancing the success of career-minded administrative professionals by providing opportunities for growth through education, community building and leadership development.

Member of Excellence (MOE)

If you have not yet signed your Member of Excellence Commitment Form - it is not too late. You may find that you have already achieved certain criteria without even knowing it. It would be great to have as many of our Calgary Chapter Members working towards achieving their Member of Excellence as possible.

For your Member of Excellence there are a total of 11 Criteria and a minimum of 8 criteria must be attained (Criteria #6 is a mandatory requirement).

Remember that you will need to keep all of your documentation for each of your achieved criteria in the event of an audit, this includes your signed Member of Excellence Form.

If you have any questions regarding the Member of Excellence process or need any additional information, please touch base with me at our Chapter Meetings or you can also contact me at (vicepresident@iaap-calgary.org) and I would be happy to assist you.

You can also find great resources on the IAAP Headquarters website (www.iaap-hq.org) after logging in to view member only content, under the Member Resources tab, then Pathways to Excellence and 2010-2011 Pathways to Excellence information tab.



IAAP Core Values

- Integrity:** *We demonstrate this cornerstone of our profession through honesty, accountability and high ethical standards.*
- Respect:** *We create respect within our profession and association through listening, understanding and acknowledging member feedback.*
- Adaptability:** *We ensure the success of our association by embracing positive change and by nurturing diversity, creativity and visionary thinking.*
- Communication:** *We cultivate and maintain excellence by remaining approachable at all levels, communicating openly and building strong relationships.*
- Commitment:** *We are steadfast in our goals to develop learning opportunities for career-minded administrative professionals and to strengthen efficiency and effectiveness.*

How to Think Like Bill Gates

- from *Sources of Insight* ("Stand on the Shoulders of Giants." ... *Insight and Action for Work and Life*)

Over the years, I've asked various people at Microsoft about how Bill Gates thinks. I've asked people from his speech writers to people that have survived his executive reviews, where Bill is known for his grueling interrogations. I was always curious how somebody of that caliber flexed their mind and used their skills to slice and dice problems.

Bill Gates sees and thinks differently than most people do. He has an amazing ability to find the flaws, or see opportunities, or connect the dots. He can zoom in to details with precision or zoom out to the big picture. He can flip back in time or fast forward to the future. He also has the ability to focus on the merits of the idea or innovation before worrying about the business case. Chances are, you could benefit from Bill's thinking skills, even if it simply means getting a new perspective on your problems. Whether you're trying to change the world, or you want to unleash your best, it doesn't hurt to be able to leverage the thought patterns of a billionaire and one of the world's most influential philanthropists.

10 Ways to Think Like Bill Gates

While I don't think Bill will lend you his brain, you can do the next best thing. You can take some of this thought patterns and practices for a test-drive. Here are ten patterns to get you started:

1. **Prioritize.** "What's the next best thing you should be thinking about?" It starts here. Time is your most limited and precious resource. This is about asking whether the problem is even worth your time. Before you throw cycles at it, figure out whether it's worth it. Is it significant? How much time should you spend on it? For an example of how Bill Gates figures out how to prioritize, check out the following video: [Bill Gates on Mosquitoes, Malaria, and Education](#).
2. **Ask smarter questions.** If you want better answers, ask better questions. Rather than getting stuck in one line of questioning, such as "what's wrong with this?" or "what's right with this?", you can explore your thinking more deeply, by asking a range of questions. One of the skills we learn at Microsoft is

Precision Questions / Precision Answers. In this approach, there are 7 categories of precise questions: 1) Go / No-Go - Do we need to talk about this? 2) Clarification – What do you mean? 3) Assumptions – What are we assuming? 4) Basic Critical Question – How do we know this is true? 5) Causes – What's causing this? 6) Effects – What will be the effects? 7) Action – What should be done?

3. **Make data-driven decisions.** This is one of the toughest switches to make. By default, most people make emotional decisions and then find data to support the decision. This means asking questions like, "what's the data say?" This means getting informed, before you make your decision. This means evaluating the sources of data. It's an extreme exercise in emotional intelligence to pause your emotional response, while you check your logic and critical thinking.
4. **Divorce your ego.** This is where you separate yourself from the problem. This is also about separating yourself from the solution. Instead, you hold the problem or solution out in your hands and inspect it from different angles. Rather than focus on whether you're right, it's about whether the solution is right. It's about being able to beat up the thinking, without taking it personally.
5. **Frame the problem.** Framing a problem is simply how you look at a problem, just like how you frame a picture. It's about choosing what to focus on, what's in and what's out. When you frame the problem, you bound it. Framing also helps you get a better perspective on the problem, as well as share the problem more effectively with others. Some questions to help frame a problem include: Who's the customer? What are their needs and priorities? What's happening in the market? What are competitors doing? What are our options for responding? How do we differentiate? How is technology changing and what possibilities does it offer our customers? What are the priorities for our business?

How to Think Like Bill Gates — Continued

- from *Sources of Insight* ("Stand on the Shoulders of Giants." ... *Insight and Action for Work and Life*)

6. **Get perspectives on the problem.** This means being able to switch your perspectives. Rather than see the glass half-full or the glass half-empty, you should see both. Challenge yourself to switch back and forth from finding flaws to finding opportunities. If you only know how to play the Devil's advocate, you have a limited view. Like a multi-faceted diamond, you should be able to look at the problem from different angles. This also means being able to broker in experts and get other people's perspective on the problem. Problem solving is a team sport. It's also about leveraging smart people without domain expertise. For example, you can take a dev manager in consumer devices and have him/her move into the enterprise or business applications.
 7. **Model the problem.** By abstracting the problem into a model, you can think about it in simpler ways, without being bogged down by the implementation details. One of Bill Gate's favorite tools is his whiteboard. A whiteboard makes it easy to sketch out ideas and visualize them. A whiteboard can help whether you're trying to map out the problem or draw a solution. Keep in mind that George Box taught us that, "all models are wrong, but some are useful."
 8. **Think of the system and the ecosystem.** Bill Gates has an engineering mind. He can see the problem as a system. You can map out the system by asking yourself questions along the line of, what are the bits and pieces? ... How does it work? ... How do the bits and pieces work together? ... what's the flow through the system? ... What are the inputs and outputs? After you have a handle on the system, you can ask yourself about the ecosystem or the system of systems.
 9. **Think of the problem over time.** It's easy to look at the problem and just see it as a static snapshot. The challenge is playing out the problem or your solution over time. Time can dramatically change what it looks like. Consider the impact of trends. Consider sustainability. Some things that look good only temporary, and really break down when you apply time to them. Sometimes time is on your side. You might find that there may be better windows of opportunity.
 10. **Think strategically.** Strategy guides your actions. You can think strategically along different lines. Consider the core of what you do (mission, vision, values, and goals.) Consider internal analysis (strengths and weaknesses, resources and capabilities, and benchmarking.) Consider external analysis (competitive analysis, opportunities and threats, and industry conditions.) Consider the organization design (structure, controls and incentives, culture and people.) Consider execution (roles, responsibilities, resources, action plans, measurement, and accountability.) Consider functional strategies (marketing and sales, operations, human resources, and R&D.) Consider strategic choices (corporate strategy and business strategy.)
- If these thought patterns and practices don't stand out as different or extraordinary, contrast them with some common default patterns:
- ◆ less focus on emotional intelligence and more driven by emotional reaction
 - ◆ more likely to start thinking about a problem before asking which ones
 - ◆ more likely to ask a limited range of questions, from one specific angle or perspective (such as Devil's advocate)
 - ◆ more likely to get lost in the details of the problem rather than step back, model it, and play with possibilities, unlikely to see the challenge as a system or think about the ecosystem (the players, the key levers, the centers of gravity ... etc.)
 - ◆ unlikely to think about the problem over time (especially larger time frames like 1 year, 3 years, 5 years ... or consider trends)
 - ◆ Unlikely to think strategically over tactically, or get mired in tactical details before evaluating strategic options and differentiators, strengths, or weaknesses.
- The good news is, thinking is a skill and there are plenty of resources that we can use to improve our thinking techniques. One of my favorites is Edward de Bono's [Six Thinking Hats](#).

- Provided by Lisa Adam, CPS/CAP



The Calgary Chapter expresses our gratitude to

LISA SEIB, HELMS BRISCOE

who recently became a Silver Sponsor of the Calgary Chapter.

Helpful Information ...

Calgary IAAP Chapter Website: <http://www.iaap-calgary.org/>

Headquarters Website: <http://www.iaap-hq.org/>

Newsletter Articles Submissions / Suggestions Email: vicepresident@iaap-calgary.org

Calgary Chapter President Email: president@iaap-calgary.org

Calgary Chapter Vice President Email: vicepresident@iaap-calgary.org

Calgary Chapter Treasurer Email: treasurer@iaap-calgary.org

Calgary Chapter Secretary Email: secretary@iaap-calgary.org

DID YOU KNOW ...



When paying via PayPal for your Chapter Meeting Fees, you pay an additional \$2.00 for service fees.

Start thinking about purchasing the Calgary Chapter Meeting Savings Card for meetings start in the 2011-2012 term, starting September 2011.

By purchasing this Savings Card, you will achieve a cost savings of \$25 as the card entitles you to 5 Calgary Chapter Meetings at the reduced rate.

Contact:
treasurer@iaap-calgary.org



CHARACTER

You cannot dream yourself into a character; you must hammer and forge yourself one.

~ Henry David Thoreau

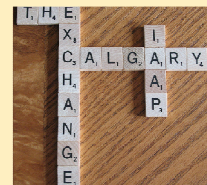
Newsletter Publication Dates

The deadline for newsletter article submissions is the 12th of each month. The newsletter will be published on or around the 15th of every month.

Send your newsletter submissions to:

Terri Peters @

vicepresident@iaap-calgary.org



Upcoming Events, Mark Your Calendar



- March 2, 2011 Executive / Committee Chair Meeting
- March 9, 2011 March General Chapter Meeting
- March 7-9, 2011 2011 Spring Conference, Tampa Florida
- April 6, 2011 Executive / Committee Chair Meeting
- April 13, 2011 April General Chapter Meeting
- April 21, 2011 Administrative Professionals Day (APD) Event
- May 4, 2011 Executive / Committee Chair Meeting
- May 11, 2011 May General Chapter Meeting

Chapter Orientation Dates: March 19 2011 — May 14 2011

Please Note: If you are interested in registering for any of the above Chapter Orientation Sessions, please email Cheryl Gathercole, CAP - Calgary Chapter President at president@iaap-calgary.org.

MARCH 2011						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
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27	28	29	30	31		

APRIL 2011						
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MAY 2011						
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JUNE 2011						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
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5	6	7	8	9	10	11
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26	27	28	29	30		

Items noted on the calendar above in **ORANGE**, pertain to all members.

Items noted on the calendar above in **PURPLE**, pertain to the Board of Directors only.

Items noted on the calendar above in **PINK**, pertain to all members and denote our Chapter Orientation Dates.