



International Association of
Administrative Professionals®

Professionally Speaking...

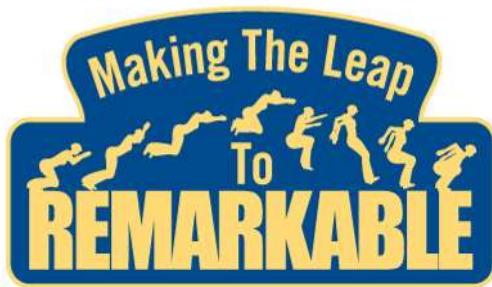
*The newsletter of Central Canada Division
(formerly Ontario Division)
International Association of Administrative Professionals (IAAP)*

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IAAP 2011-2012

Remarkable...

Commitment to Action...

Measure #6 – Organizational Adaptability



BACKGROUND INFORMATION...

The book indicates that remarkable associations “don’t just emphasize thinking strategically. They find it equally important to act strategically; they consistently implement their priorities.” “Among remarkable associations, it matters what you do, not just what you say.” There is a need to be an “action organization” rather than simply a “sitting-still organization.”

Organizational adaptability refers to “the will to act.” In times of crisis, remarkable associations are those who are not only quick to understand what is happening, but who quickly determine the best course of action and respond immediately—whether that response is a decision that the best action is even to continue what they have already been doing, only working harder or more intensely in the hope that the extra effort will resolve the crisis. They are not afraid to take action as required.

Organizational adaptability is demonstrated “by not only weathering crises but also learning from them.” “In the face of markedly declining membership or program revenue, for example, (in the review of data for the book) study organizations quickly assessed the situation and then took action—with no excuses.” In times of financial crises, such actions as reducing staff, moving to smaller quarters, selling buildings if renting is a better approach, hiring freezes, travel and other expense cutbacks need to be implemented quickly in order to recover from financial challenges. It is also important that all employees are kept informed and feel a part of the process since they have a vested interest in the success of their firm.

If programs are not providing results required based on the mission, actions need to be taken to amend or terminate programs, products or services appropriately. Continuous improvement is the prime focus needed.

While change is important in areas where it is necessary, it is also critical to recognize what not to change. It is essential not to panic, and to maintain the mission and vision of core purpose and to be willing to adapt in order to remain consistent to that purpose. Remarkable associations “remain steadfast in their commitment to their members and their mission, often avoiding changes that have the potential to shift them away from that core, even if by doing so they sacrifice immediate payoffs.

POSSIBLE QUESTIONS TO CONSIDER...

- How does the association monitor and respond to future trends, threats, and opportunities likely to impact the association environment?
- How open have the association’s leaders been in discussing changes affecting the organization’s environment?
- In addressing the changes, did the association leaders seek input from staff/employees, members, volunteers, and/or the board? If so, from whom?
- Has the association faced a financial dilemma, a sudden and dramatic loss in membership, or a public relations issue? If so, what, if any, were the lessons learned and how has it affected the organization’s strategic decisions?

WHAT WE DO IN CENTRAL CANADA DIVISION

Focus on Quality and Value: Toronto Chapter Upgrades Operations

... By Ulla de Stricker, Chapter Editor

Professional associations everywhere and in all industries are experiencing the pinch of the economic crisis. No association leaders need take it personally when membership numbers are dropping and attendance at events is down. These days, just holding the line is a major accomplishment - never mind spectacular growth! That said, association leaders always have the opportunity to look for ways to apply quality assurance to the operations of the unit they head. That’s just what the Co-Presidents of Toronto Chapter did when they took office on July 1, 2011.

Sherrie Machan, CAP-OM, and Josephine Roman, immediately began a process whose fruits are evident to members and to Division leaders. Let me stress how helpful the innovative notion of "co-positions" on the Board of Directors has been in making work loads manageable - it's a highly recommended model!

Josie's and Sherrie's guiding principle was and is **business process rigor**. Harnessing their own experience in organizations with a laser focus on planning quality control, they systematically reviewed and brought into an overall framework the myriad operations of the chapter - from the major and visible functions such as monthly meetings to the behind-the-scenes activities such as the production of the chapter's newsletter. In other words, they **brought the very values administrative professionals hold high in their jobs into the management process for the chapter**. A particularly useful expression is the **chapter operations handbook** setting out clearly the responsibilities of board and committee members. According to it, the volunteers carry out their functions with clarity as to their responsibilities and deliverables. There is a notable sense of pride on the part of everyone holding an official role; I ascribe it to the culture of professionalism.

Instant evidence of the Co-Presidents' approach was the appointment of a Chapter Editor. (I'm honored to have the role.) The charge was to **professionalize the appearance and content** of meeting invitations, news messages, the newsletter, the website, and official documents such as the chapter operations handbook and the chapter brochure for prospective members. The members of my newsletter and website team contributed to the selection of a set of style guidelines (template, colors, font, layout, etc.), and the appearance of the website and the newsletters has received much praise as a result of the choices made. All writing is reviewed (or prepared) by yours truly before it goes public; my policy is zero tolerance for grammatical errors and sloppy language! The process for turning out the bimonthly newsletter and for keeping the website up to snuff brings to mind a well oiled machine - my work is light because my team members are **on a mission**.

Similarly, it soon became evident that **programming was tightly managed** - for the full year. Armed with brainstorming ideas from members and following the principle of **value for members**, Sherrie and Josie firmed up an impressive lineup of high quality program speakers and "dessert speakers" (who each month introduce a service or product of interest to the membership). The **registration process is smooth and flawless**; credit card payments were introduced to the delight of many. Several **workshops** were offered to members during the year; the content was top notch and the venue was out of this world. "Classy" is how participants summarized the experience.

Community outreach was likewise emphasized. Toronto Chapter's **official charity** is Windfall, and special efforts to raise funds for it were put on in January 2012. Sherrie and Josie have been particularly active reaching out to organizations with relevance for the chapter and brought on board 5 new **Associate Members** since they took office.

On April 25, Toronto Chapter held a **Gala Dinner** event in honor of Administrative Professionals Day. A special task force handled with great efficiency the detailed planning ranging from a professionally designed invitation to a rich lineup of silent auction items and the recruiting of a seriously talented MC. The outstanding high profile speaker's offering an extremely favorable rate was evidence of Sherrie's and Josie's negotiation skills. The evening was a **class act** in every way - reflecting the class of the chapter's leadership.

Need I mention that board meetings are efficient and productive? Lest anyone get the impression the Toronto Chapter has turned into a military operation, let me assure readers that **Josie's and Sherrie's unmistakable stamp of quality is accompanied by a spirit of enjoyment and pride** that is simply infectious. These professionals bring a mood of appreciation and encouragement everywhere they go - and yes, do they ever know how to **have fun!**



Tamara's **LEAP** acronym:

... leaving a

Legacy of

Excellence,

Achievement and

Passion

for others to follow





Monday April 23, 2012 - International Association of Administrative Professionals Open the Market

Nancy Brown, President, Central Canada Division and Lina N. Veglia, International Director, Canada District, International Association of Administrative Professionals (IAAP) joined Gary Knight, Vice President, Trading, TMX Group, to open the market today. Since 1952, IAAP has honoured office workers by sponsoring Administrative Professionals Week. The not-for-profit professional association has approximately 600 chapters and 28,000 members worldwide. IAAP offers its members opportunities through education, community building and leadership development. For more information visit www.iaap-hq.org

The above text and photo are taken from the TSX website which can be found at <http://www.tmx.com/>.

Thanks to Pauline Hall, CAP-OM, Horseshoe Falls Chapter Treasurer, who participated in the event, for submitting the item to be included here.

Arrangements for the event were made by Deborah Beckers, CAP-OM, BurlOak Bay Chapter, and Sherrie Machan, CAP-OM, Toronto Chapter.

And thank you to Lina Veglia for providing the names of the other IAAP participants: Other Central Canada Division members included Sherrie Machan, CAP-OM; Josephine Roman; Pauline Hall, CAP-OM; Patti Pawlak, CAP-OM; Carrie Martin, CAP-OM; Heather Cooper, CAP-OM; Joanita Rebello; Deborah Goss; Marilyn Barton, CAP-OM; Marcia Mendes; Cathy Sison, CAP-OM; and Delrine Meehallage.

For your Chapter's advance planning, here's our issue outline for *Professionally Speaking...* for the balance of the year.

May 2012 issue (input due by May 15)...
Commitment to Action –
7. Alliance Building.



June 2012 issue (input due by June 15)...
Summary and "Remarkable" Celebration.

Calling all Central Canada Division Chapter Leaders and Members



Send us your input by May 15 regarding what actions you and/or your chapter are taking on the "Making the Leap to Remarkable" front in the area of **Commitment to Action – 6. Alliance Building**. We'd be delighted to hear about your personal efforts, as well as those within your chapter, in working towards attaining these goals.

If you'd like to review the concepts of this measure in the quest for becoming remarkable, including the background and possible questions, check out Central Canada Division's September 2011 edition of *Professionally Speaking...*

I look forward to receiving your submissions at pattayloriaap@hotmail.com



Message from Canada District Director

Lina M. Veglia,

International Director, Canada District

Excerpts from Lina's April message are shown below. To read her complete greeting, subscribe to the Canada District egroup for this and other items of interest to Canada District Members at www.iaap-hq.org.

Greetings All!

The City of Cambridge (my hometown) is very proud to be Ontario's Finalist for CBC's **Live Right Now** and as a way to celebrate this wonderful achievement, the City is holding **The Big Crunch and Active Cambridge Experience** today at City Hall. ...

There is so much to look forward to with the coming of spring. On Monday, April 23rd, Nancy Brown, CAP, Central Canada Division President, and I have been invited to kick off Administrative Professionals Week by opening the Toronto Stock Exchange Market. We will be joined by other Division and Chapter Officers. How cool is that! I want to thank Deborah Beckers, CAP, from the BurlOak Bay Chapter and Sherrie Machan, CAP-OM, from the Toronto Chapter for arranging this fabulous event on behalf of our members.

Administrative Professionals Day will mark its 60th anniversary on April 25, 2012 with the theme "Admins, the Pulse of the Office." ...

Thanks to those who are stepping forward to stand for Division and Chapter Officers. In this Making the Leap to Remarkable year, your enthusiasm, dedication and commitment are essential for the ongoing success of our association.

During APW Week, I want to encourage everyone to celebrate who you are. You are worth everything. You are unique. There is only one person with your talents, your experience, and your gifts. **CELEBRATE THE REMARKABLE YOU!**

Future Canada Division's Conference Dates and Locations

2012: Kitchener/Waterloo, ON

– June 7-9 – Delta Kitchener-Waterloo Hotel

2013: Lethbridge, AB

– May 23-25 – Lethbridge Lodge Hotel & Convention Centre

Member of Excellence Progress to April 23/12

Congratulations to Central Canada Division's current 31 Members of Excellence.

As of April 23, the count is as follows:

| | |
|----------------------|-----------------|
| BurlOak Bay (1) | Ottawa (5) |
| Grand River (9) | Ottawa West (1) |
| Horseshoe Falls (3) | Scarborough (1) |
| Merle Law London (1) | Toronto (9) |
| North Bay (1) | |

We know many others are getting close to completing at least eight of the criteria and will be submitting their applications soon. Go for it!

Future EFAM Dates and Locations

2012: Grapevine, Texas, July 21-25, Gaylord Texan Resort

2013: Anaheim, Calif., July 28-31

2014: Milwaukee, Wis., July 27-30, Milwaukee Convention Center

2015: Louisville, KY, July 26-29, Kentucky Int'l. Convention Center



Way to Go Laurie Jean Smith

When you see Laurie-Jean at CDC, be sure to congratulate her!

Laurie-Jean is a member of Ottawa West Chapter. In case you didn't see her post on the egroups, it is included here for your information.

"I was the Speaker at our Chapter Meeting last night. Our original speaker had to cancel, we found another, and she had to cancel! So running very short on time (and I still can't believe I volunteered) I said I would do it and use one of the free Education Presentations created by HQ, opting for the Business Etiquette for the Business Professional. We had fun with the role playing, and discussing etiquette in various environments. A couple of years ago, I would never have done such a thing, but after being Program Chair, Treasurer and then President I found out that I could stand in front of people for short amounts of time and not faint! I decided to take the leap (to remarkable?) and present because I really want to get my MoE again this year and I needed the point! It was actually a lot easier to do than I thought and I encourage anyone who is still shy a point to give it a go!"

Laurie-Jean's post caught the attention of City of Lakes Chapter member, Dawn Konecny, CAP-OM, in Minneapolis, who included Laurie-Jean's quote in an article she was writing for their April 2012 newsletter. The article which is entitled "Return on Investment," closes with ***"I say, if Laurie-Jean Smith can do it, so can you."***

To read Dawn's complete article, check out the City of Lakes April 2012 newsletter on the Newsletter egroups at www.iaap-hq.org.

The Central Canada Division Board congratulates Laurie-Jean on taking this year's theme seriously in Making The Leap to Remarkable. Well done, Laurie-Jean!



The month of April marks a special time for our profession. As we celebrate the 60th anniversary of Administrative Professionals Day (APD) on April 25th, we look back at a profession that has changed dramatically through the decades.

And to our credit, admins have adjusted to the every changing needs of the business world to continually provide professional and invaluable support through those changing decades.

And for almost as long as APD has been celebrated, since 1958, IAAP members have supported Della Herring's dream of a retirement center for admins -- a dream that came true with the establishment of Vista Grande.

And just as the business world and the role of the administrative professional have changed through the years, so has our need to look ahead at what the focus of the RTF should be so that we can help as many members as possible. Go to www.iaap-rtf.org for more information.

Thank you to everyone who supports the Retirement Trust Foundation.



SMILE!

Calling all Central Canada Division Members who will be at EFAM 2012 in Grapevine, TX...

Please add Monday, July 23 at 10:00 a.m. to your itinerary. That's when time has been reserved for a group photo of our Division members in attendance to be taken by the EFAM professional photographer. The photo location will be announced when we arrive in Grapevine.



Division Statistics at the beginning (June 30, 2011) of the current year through the end of last month are as follows:

| Chapter | Members as of June 30, 2011 | Members as of March 31, 2012 | Net Gain |
|--------------------------|-----------------------------|------------------------------|----------|
| ODMAL | 37 | 29 | -8 |
| Barrie | 10 | 10 | 0 |
| Quintus | 21 | 20 | -1 |
| BurlOak Bay | 27 | 27 | 0 |
| Grand River | 101 | 98 | -3 |
| Ottawa West | 29 | 33 | +4 |
| Merle Law London | 18 | 11 | -7 |
| Peel-Halton | 32 | 23 | -9 |
| Horseshoe Falls | 47 | 44 | -3 |
| North Bay | 31 | 29 | -2 |
| Ottawa | 56 | 61 | +5 |
| Bluewater Sarnia Lambton | 18 | 15 | -3 |
| Scarborough | 35 | 28 | -7 |
| Sudbury Nickel | 18 | 18 | 0 |
| Toronto | 140 | 138 | -2 |
| York Region | 30 | 37 | +7 |
| Total | 650 | 621 | -29 |

Membership Growth Possibilities...

Celebrate IAAP's 70th Anniversary by encouraging potential members with a small cash savings—check out the 70/70 membership promotion rates. Everyone likes to get a bargain—now's the time to take advantage of the savings and to attain all the benefits associated with IAAP membership.

And there's also a savings for past members who wish to become active again in IAAP – from now through the end of June, the \$15 reinstatement fee is being waived for former members. This is another IAAP membership bargain that leads to so many benefits.

Don't miss out on the opportunity—act now!



What's "The 7 Measures of Success" Chapter Topic for our June Newsletter?



June Newsletter Chapter Topic: Summary and "Remarkable" Celebration

BACKGROUND INFORMATION...

The book's final chapter is entitled "Old Saws and Fresh Cuts." Throughout the year we've been looking at the detail of each of the seven measures of success for remarkable associations. As a refresher, those seven measures are listed here.

The book summarizes "The Road to Remarkable" as follows: "In their own right, the seven measures of success are not ground-breaking concepts. After all, many associations form alliances and foster dialogue among and with their members.

"Taken together, however, the seven measures overlap and interact in so many ways that they weave a pattern of long-term success for the associations that employ them to their fullest potential.

"What truly distinguished associations in the study group was their performance relative to the seven measures: They exhibited them consistently and continually, integrating the measures into the way they did business and into their very culture.

"Remarkable associations find it second nature to deliver stellar customer service; develop products, services, and alliances that support their mission and purpose; gather member data; and make the adaptations or clear-cut changes that enable them to continue fulfilling their mission to serve members. One measure feeds into another and yet another

"We noted these specific behaviors, which build on and add nuance to the seven measures outlined in Chapters 3, 4, and 5 of the book.

7 Measures of Success

1. *Customer Service Culture*
2. *Alignment of Products and Services with the Mission*
3. *Data-Driven Strategies*
4. *Dialogue and Engagement*
5. *CEO as Broker of Ideas*
6. *Organizational Adaptability*
7. *Alliance Building*

| Remarkable Associations... | Good Associations Often... |
|---|---|
| Have confidence in who they are and are well on the way to determining—or already know—who they want to be. | May still be struggling with who they are and have given little serious thought to who they want to be. |
| Ask what members need. | Decide what members need. |
| Do what needs to be done. | Talk about what needs to be done. |
| Have learned to let go of programs and services that no longer serve or resonate with members. | Continue to hang on to what may have worked in the past but may now be irrelevant. |
| Embrace product failures as an opportunity to learn how to better serve members; look for ways to reuse or repackaging what failed. | View failures almost as embarrassments, as something not to revisit or even recall. |
| Enjoy camaraderie within an open, sharing environment where a sense of single purpose prevails. ("We're all in this together.") | May have a sense of teamwork within departments but usually not across the entire organization, leading to a silo mentality. ("That's not my job.") |
| Question the status quo. | Protect the status quo. |
| Are methodical and disciplined about collecting member data and opinions. | Take a random, inconsistent approach to gathering member data. |

Continued on next page

If you have any input or comments to provide in this area, please submit detail to pattayloriap@hotmail.com
no later than June 15. Your involvement is sincerely appreciated!

Continued from previous page

| Remarkable Associations... | Good Associations Often... |
|---|---|
| Use data vertically and horizontally, so it permeates the organization. | Use data vertically (usually a top-down approach). |
| Do their homework, through surveys, assessments, and evaluations, before launching or discontinuing a product or service. | Rely more on intuition, assumptions, and chance to guide product development and improvement. |
| Exhibit a "What if...?" mentality when confronting challenges. | Exhibit a "Yes, but..." mentality when challenges arise. |
| Remain attuned to the external environment, particularly the competition. | Do not engage in much scanning of the external environment; often rely on organizational leaders for view of the world. |
| Strive to understand what precipitated a crisis and face it head-on. | Make excuses or place blame when a crisis arises, often becoming immobilized by it. |
| Talk with members at every opportunity. | Talk to members, both in face-to-face and other types of communication. |

"One might be tempted to point to the list of associations in the study group and say, "Well, of course they can afford to do that because they have money/clout/fill in the blank." The fact is, all the study organizations have, at times during the study periods, operated with severely limiting factors, including a large deficit, a serious IRS challenge, a sizeable decline in membership, the sudden death of a CEO, and a crisis within the members' profession. Those in the comparison group became paralyzed by such circumstances, often for years. They obsessed on their limitations and sought excuses for their inaction or inability to capitalize on opportunities.

"In contrast, the remarkable associations not only recognize their limiting factors but also accept them as givens. Embracing the culture of opportunity as presented to them, they proceed to operate and accomplish their mission undeterred."



Seven Dumb Manager Mistakes

... by Darryl Rosen, AMA newsletter April 2012, Volume 7, No. 4, posting date April 05, 2012

You're in a meeting with one of your direct reports and you glance down at an incoming text while the employee is talking to you. Dumb! Or you bark, "Just get it done!" to your team and then walk away. Dumb!

According to a recent CareerBuilder poll, 58% of managers received NO training before starting the job. That lack of preparation often results in avoidable management missteps like these.

Of course, even smart, well-trained managers make dumb mistakes. However, the difference between dumb managers and smart ones is that smart managers notice when their salespeople are unmotivated and their workers are uninspired. Smart managers work at making small behavioral changes, one step at a time, to correct common management mistakes that are having a

negative impact on their and their team members' performance.

Below are seven dumb managerial mistakes, along with recommendations on what to do instead. See if any of these sound familiar:

1. Assuming people are paying attention (when they're really planning tonight's menu).

Just because people are quiet while you tell them how to structure tomorrow's presentation doesn't mean they're actually *listening and learning*. Making sure your people pay attention isn't their job; it's yours. Check for understanding. Go around the table to gauge everyone's grasp of key expectations. Ask questions of each team member to determine that he or she is on the same page as everyone else. Have members verbalize their next action steps. Brainstorm new approaches.

2. Turning the job into an episode of "Survivor."

All the weaklings got kicked off the island and now you've got an ace team. They're talented, smart, and resourceful. So you set steep goals and say things like "Get it done." Soon, though, your "tribe" is looking haggard and anxious because you threw your high performers to the wolves. Instead, ask them, "What information can I provide that will help you achieve this goal? What are the best ways we can succeed?" Let them know you'll support them along the way and that you'll provide the resources they need to win the challenge.

3. Hiding behind e-mail to avoid a difficult discussion.

When potential conflict is involved, it's so much easier to send a terse reply than to make the effort to resolve the issue face-to-face. Think about it: is this the behavior you want to model to your employees? C'mon—be a leader and set an example. First, prepare for the talk. Next, ask yourself how you helped create this problem. When you meet with the parties involved, speak in facts. Don't make assumptions about people's characters based on their actions. Ask questions, show respect, discuss action steps attached to consequences, and come to a mutual agreement.

4. Turning into the Incredible Hulk.

Do you believe that when it comes to management, fear is a great motivator? Here's a rule to remember: if you wouldn't say it to your significant other like that, you shouldn't say it to your employees. Anything that can be said in a negative manner can also be said in a positive manner. Being yelled at doesn't energize people; it simply makes them feel worse. Make a conscious effort to rephrase negative statements in a more positive way. So, instead of saying, "I won't listen to another angry supplier because of you guys!" say, "I know you guys are better than this. What can we do differently to improve the situation?"

5. Impersonating the Emperor in "The Emperor's New Clothes."

Is anyone brave enough to tell you what you don't want to see about yourself or the company? If your people tell you exactly what you want to hear, rather than what you need to hear, it won't be long before they lose respect for you. Don't depend on others to reflect back to you. Look in the mirror. Are you clear about what you expect? Do you share your expectations in a straightforward manner? Can your people count on you to lead them with intelligence, vision, and consistency? Do you hold yourself accountable for everything that happens under you? Do you punish or reward those who give you feedback?

6. Being a helicopter manager.

You hover over your employees. Your people stop in several times a day with questions. Your sales professionals call and text you constantly from the road asking you to help them solve problems. You wouldn't tolerate 10 calls a day from your child, so don't accept the behavior from your employees either. A micromanagement style makes people stupid and afraid to make any decisions on their own. Set aside one specific hour a day when they can call or stop by to go over open items, questions, concerns, and so forth. Encourage them to solve their own problems the rest of the time.

7. Watching their lips move, but hearing nothing.

Quick: can you look at each of your direct reports and identify each person's greatest challenge? (Do you even

know what each person does?) If the answer is no, you either haven't asked them lately, or weren't listening to them when they told you. Help others feel understood by turning down the volume of your ego and turning up the volume of your listening. When people talk to you, ask them clarifying questions, such as: "What does that mean? Can you be more specific? How did you reach that conclusion?" Then stop talking and really listen.

About the Author(s)

Darryl Rosen is a leading performance coach for managers and sales professionals. His newest book is *Table for Three? Bringing Your Smart Phone to Lunch and 50 Dumb Mistakes Smart Managers Don't Make!* For more information, visit:

www.tableforthreethebook.com

Body Language Traps and Tips for Women Leaders

"When it comes to accurately reading the body language of others, women leaders really have the advantage."

... by Daphne Bennett, 905-681-3206,
www.daphnebennett.com, from *Health, Wellness & Safety Magazine*, www.hwsmag.com, Volume 3, Issue 4, April 11, 2012

"RESEARCH SHOWS THAT WOMEN LEADERS excel in the warmth and empathy arena but lose out with power and authority cues. If this sounds familiar, consider whether you fall prey to some or all of the following common body language traps.

"TRAP #1: Using too many head tilts. Women tilt their heads to signal they are listening and involved. They are positive cues but they are also subconsciously processed as submissive signals. Tip: Use head tilts when you want to demonstrate concern and interest for your team, or when you want to encourage people to expand on what they are saying. When you need to project power and authority keep your head up in a more neutral position.

"TRAP #2: Physically Condensing

"TRAP #3: Speaking "Up"

"TRAP #4: Nodding Too Much

"TRAP #5: Having a Delicate Handshake

"TRAP #6: Social Gaze vs. Business Gaze"

Read this article in its entirety at www.hwsmag.com and discover the tips for the last five TRAPS. In the site, choose the "magazine" option, then select "Read articles from this issue."