

# InterViews Online

provided by Mandrake



→ [www.mandrake.ca](http://www.mandrake.ca)

## A Point of View Industry Review

- Communications
- Consumer Goods
- Financial Services
- Internet Services
- Technology
- Telecom

Mandrake, one of Canada's foremost executive search firms, is pleased to provide you with our monthly online newsletter.

Each issue focuses on strategies for the emerging to experienced professional. Also included is an activity summary for both Talent (executives on the move) and Corporations (stock quotes).

- InterViews Online is part of a coordinated, multi-tiered initiative that delivers on Mandrake's mission statement: *Causing Organizations and People to Fulfill their Purpose.*



July 2001

If your e-mail software is not showing the full graphics of this newsletter, we encourage you to check it out on our website at <http://www.interviews-online.net>.

To subscribe to InterViews Online, please [click here](#)

To unsubscribe from InterViews Online, please [click here](#)

## A Point Of View

Welcome to InterViews Online!

InterViews Online is a service provided by Mandrake to assist you in augmenting and developing your own strategies for success in today's modern workplace.

*A Point of View* will alternate between delivering an opinion on effective career management, and featuring a selection of articles we have chosen with relevant information.

We hope you enjoy this month's selection.

Sincerely,

Stéfan Danis  
President & CEO  
Mandrake

Normand Lebeau  
Directeur Général/ Associé  
Mandrake Groupe Conseil (Montréal)  
[nlebeau@mandrake.ca](mailto:nlebeau@mandrake.ca)

André Gelinis  
Director, Western Canada  
Mandrake (Calgary)  
[gelinas@mandrake.ca](mailto:gelinas@mandrake.ca)

## WHAT MAKES A GOOD LEADER?

It's not an easy question to answer. But the authors of this article from the *Harvard Business School HBS Working Knowledge* publication attempt to tackle the subject.

Commonly, a distinction is made between those who are better managers - "the budgeters, organizers, controllers" - and those who are better leaders - "the charismatic, big picture visionaries." However, as pointed out in the article, most people have a bit of both of these characteristics in them and it is those who are able to display both elements effectively that are most successful.

There are also several traits that effective leaders employ. They are able to communicate with people on a logical, rational, and ethical level. They are able to communicate complex messages in a simple way, know the audience they're trying to communicate to, and are able to effectively listen as well as give out information. As well, good leaders display a consistent message with not only their verbal messages, but also through their behaviour, actions and decisions.

Moreover, leaders must have the optimism and courage to act despite difficult realities. They must also be able to make the judgment call between when to communicate hard truths, or minimize the complexity of a situation.

To learn more about what makes an effective leader and read the full article, click on the link below.

(Please note: a short, free, one time registration to the HBS Working Knowledge site is required to access the article)

<http://hbsworkingknowledge.hbs.edu/item.jhtml?id=2141&t=leadership&sid=0&pid=0>

## BECOMING A LEADER

Being an effective leader doesn't necessarily have to mean being the person in the designated or formal leadership position of an organization. As this article from *Careermag.com* explains, many times those who are looked to as leaders within a company are the people who support these formal manager and leadership positions.

There are several areas that you can focus on to display and build effective leadership qualities:

Find out the mission, strategies, or objectives of every job or project you work on

- Observe when projects or meetings aren't working
- Observe or assess what's missing in customer service
- Get key people involved when necessary
- Build support for your recommendations
- Trust yourself and your instincts
- Take risks.

To learn more about the qualities required to become a great leader and read the full article, click on the link below.

[Becoming a Leader](#)

## THE SEVEN PRINCIPLES OF EXCELLENT MANAGERS

Those who are exceptional managers seem to have certain special characteristics that make them stand out from the crowd. However, these traits are simply the result of devoting oneself towards maintaining positive habits of success. Habits that are profiled in this article from *Careerbuilder.com*.

These career-boosters include:

- Increasing your self-discipline
- Showing consistent kindness
- Stretching goals
- Welcoming criticism
- Being a solution-finder and not a problem-identifier
- Showing boundless enthusiasm
- Embracing opportunities.

To find out more about how you can develop these essential behaviours and read the full article click on the link below.

[http://www.careerbuilder.com/wl\\_ga\\_0011\\_sevenprinciples.html](http://www.careerbuilder.com/wl_ga_0011_sevenprinciples.html)

We welcome your feedback on these articles. Please e-mail us at [pointofview@mandrake.ca](mailto:pointofview@mandrake.ca) .

▲ top

Industry Review

A wrap-up of stock activity and major appointments, organized by industry.

T (Toronto Stock Exchange), M (Montreal SE), N (New York SE), Q (NASDAQ), V (Vancouver SE), A (Alberta SE), L (London SE)

## COMMUNICATIONS

*Courtesy of Mandrake*

### Appointment

- Elizabeth Kerr to Waplington Forty McGall as Vice President, Client Services.
- Tobi Swanwick to Hill & Knowlton Canada as Senior Vice-President and Business Unit Leader for the Health and Pharmaceutical Practice.
- James Crossland to NATIONAL Public Relations as President.
- Glenn McConnell to Pattison Outdoor Advertising as President.
- Sandi Ruffo to MC Direct as Production Director.
- Michael Singer to Brann Worldwide as Vice President, Regional Marketing for its Toronto Office.
- Anne Fortin to FCB Direct Canada's Montreal Office as Managing Director.
- Gerry Frascione to BBDO Canada Inc. as President and CEO.
- Suzanne Richard and Alain Bergeron to Edelman Public Relations Worldwide (Canada) as Vice President, Technology and Marketing, and Vice President, Corporate and Financial Communications.
- AvailableMedia promotes George Klein to Managing Partner.
- Catherine Frank is promoted to Senior Vice-President and Director of Client Services of the Brand

Management Group at Palmer Jarvis DDB Toronto.

- Bates Canada has made a number of appointments. Kathy Gardner is promoted to Executive Vice-President and Director of Media Operations. Anne Denommé is promoted to Senior Vice President and Director of Broadcast Buying. Lynn Mayer is promoted to Senior Vice-President and Director of Media Planning.
- Chuck Coolen to Axmith McIntyre Wicht as Account Director.
- Christian Bernard to Opsis Communications & Marketing as Vice-President.
- Gerry Keane, currently Account Director at marketexplorers, is now also a Partner.
- Jeff Curtis to Abcon Media Group as Vice-President of Sales and Marketing.
- Gabe Mazzarolo to Devlin Applied Design as Managing Director.
- Re:Source Media has made several appointments: Roman Neusbacher to Vice-President of Media Productions; Victoria Boon to Director of Marketing; and Sheila Ahi to Director of Operations.
- Helene Leggatt to Palmer Jarvis DDB as Senior Vice-President and Managing Director of the Edmonton office.
- Michael Burns and Mario Cuconato to NATIONAL Public Relations as Senior Counsel - Western Canada, and Managing Partner of the Ottawa office, respectively.
- Marie Kennedy to Palmer Jarvis DDB as President of its Vancouver-based branding and design division Karacters Design Group.
- Ron Price to Aware Marketing Group as Group Vice President.
- Melody Byblow to Perennial as Business Director.
- Marie-Francoise Hervieu to Communications MECA as Account Executive - Consumer Products.
- Melanie Cishecki to MediaWatch as Executive Director of the National Committee.
- Anupam Tewari to DCC Communications as Director of Strategic Planning.

▲ top

**Email Us** and let us know what you think about our wrap up of stocks and appointments in the communications industry!

## CONSUMER GOODS

*Courtesy of Mandrake*

### Appointments

- Charles Oliver to Labatt Breweries of Canada as Vice-President, Marketing.
- Bob Rae is appointed Chairman of Invesprint Corp. President and Chief Operating Officer Tony Wong becomes interim CEO.
- David W. Sanchez to McCain Foods Limited as Chief Financial Officer.
- Avi Barkin to Amcor Twinpak North America Inc. as Vice-President, Finance and Chief Financial Officer, Amcor PET Packaging - North America.
- Andrew Shannon to JTI-Macdonald Corp. as Vice President, Marketing & Sales.
- Bob Desrosiers to The Hockey Company as Vice President of Finance and Administration.

▲ top

**Email Us** and let us know what you think about our wrap up of stocks and appointments in the consumer goods industry!

## FINANCIAL SERVICES

*Courtesy of Mandrake*

### Appointments

- Chisholm Lyons to Franklin Templeton Investments Corp. as Vice President of Marketing.
- James Baumgartner to Moneris Solutions as President and CEO.
- Sylvia V. Stinson to Middlefield Bancorp Limited as Executive Vice President and Chief Financial Officer of the Company.
- Jane Beatty to The CPP Investment Board as Vice President - General Counsel and Corporate Secretary.
- Karen A. Slezak to Soberman Isenbaum & Colomby as a new Tax Partner.
- Marcus L. Jewett to The Bank of Canada as General Counsel and Corporate Secretary.
- William (Bill) Graham to Proponix as President and Chief Executive Officer.
- Louise Roy to ING Canada as Vice-President, Marketing and Commercial Services at IATA and its Representative in Canada, as a member of its Advisory Board.
- Bank of Montreal/BMO Nesbitt Burns have made several appointments: William A. Downe is Deputy Chairman, Bank of Montreal and Chief Executive, Officer, BMO Nesbitt Burns; L. Jacques Menard is Chairman, BMO Nesbitt Burns and continues as President, Bank of Montreal Group of Companies, Quebec; Yvan J.P. Bourdeau is President and Chief Operating Officer, BMO Nesbitt Burns, Investment Banking Group; Thomas V. Milroy is Vice Chairman, BMO Nesbitt Burns, Global Head of Investment and Corporate Banking, Investment Banking Group; Eric C. Tripp is Vice Chairman, BMO Nesbitt Burns and Head of the Equity Division, Investment Banking Group; David R. Hyma is Executive Managing Director, BMO Nesbitt Burns and Global Head of Capital Markets, Investment Banking Group; and Gilles G. Ouellette is President and Chief Executive Officer of the bank's Private Client Group and Deputy Chairman, BMO Nesbitt Burns.
- Michael Beckerman to The Bank of Montreal as Senior Vice President of Marketing.
- Monique Leroux to Desjardins Laurentian Financial Corp. as President.
- Dean Kehler to CIBC World Markets Corp. as Vice-Chairman.
- Brad Hurtubise to BMO Nesbitt Burns as Executive Managing Director.
- Luc St-Arnault to the Institute of Finance Mathematics of Montreal (IFM2) as General Director.
- W. Alston Beinhorn to The Citigroup Private Bank as Vice-President and Global Market Manager, The Citigroup Private Bank (Canada).
- Paul Taylor to TAL Global Asset Management Inc. as President and Chief Operating Officer of TAL Fund Management.
- David M. Star to TAL Fund Management as First Vice-President, Products.

- Walter Macnee to MasterCard International as President of Canadian operations.

▲ top

**Email Us** and let us know what you think about our wrap up of stocks and appointments in the financial services industry!

## INTERNET SERVICES

*Courtesy of Mandrake*

### Appointments

- J. Michael Beck to INTRIA-HP Corporation as President and Chief Operating Officer.
- Robert Kubbernus is promoted to interim CFO at Jawz Canada, and Alan McLaren is appointed President.
- Michael Losey to INTRIA-HP Corporation as Vice-President and General Manager, Operations Delivery for CIBC.
- Ron Karidi and Michael Johnson to LivePerson, Inc. as Vice President of Business Insight, and Vice President of Sales, respectively.
- Geoff Joynt to Inea Corp. as Senior Vice President of Sales.
- John Ching to ResponseLogic as Chief Technology Officer.
- Linda Cornelius and David Webster to Siegelgale as Managing Director of the New York operations, and Chief Strategy Officer, respectively.
- Michael Aymong to World Gaming plc as Chief Executive Officer.
- David Hughes to Vice President, Sales.
- Michael Flickman to The FeedRoom as Chief Technology Officer.
- Tom Cloninger to NetCreations as President and Chief Operating Officer.

▲ top

**Email Us** and let us know what you think about our wrap up of stocks and appointments in the internet services industry!

## TECHNOLOGY

*Courtesy of Mandrake*

### Appointments

- Lynn Dawson is appointed Chief Financial Officer at E-Tronics and CEO & Chairman Elson McDougald adds President to his roles.
- Michael Baker to Imaging Dynamics Corp. as President and CEO.
- James DuBarry to Tetratel Inc. as President.
- Michael Harrison to Electronics Manufacturing Group Inc. as Chief Operations Officer and interim Chief Executive Officer.
- Richard Lavigne and Martin Featherston to Brother International Corporation (Canada) Ltd. as Director, Finance & Information, and Vice President, Sales & Marketing, respectively.
- Greg Chappell to Compaq Canada Corp. as Vice President, Enterprise Business Group, Compaq Canada Corp.

▲ top

**Email Us** and let us know what you think about our wrap up of stocks and appointments in the technology industry!

## TELECOMMUNICATIONS

*Courtesy of Mandrake*

### Appointments

- Lib Gibson to Bell Globemedia Interactive as President and Chief Executive Officer.
- Peter Johnson to Shaw Communications Inc. as Senior Counsel.
- Call-Net Enterprises Inc. appoints Duncan McEwan President and Chief Operating Officer of its Sprint Canada unit. Greg McCamus is named President of Enterprise Communications Solutions for Sprint Canada.
- Look Communications Inc. appoints Chairman Michael Cytrynbaum interim President and CEO. Chief Financial Officer Louis Villeneuve also becomes Chief Operating Officer.
- John Keating promoted within COM DEV International to Chief Operating Officer.
- Jozef Straus, Co-Chairman and Chief Executive Officer of JDS Uniphase Corp., assumes the additional role of President. Gregory Dougherty takes over as Chief Operating Officer and Don Scifres is appointed Chief Strategy Officer.
- Chuck Eng to Veicon Technology, Inc. as Senior Vice President of Business Development.
- Sheridan Dickinson to Verestar, Inc. as President of Competitive Networks Solutions.
- Paul R. Cox to Andrew Corporation as Group President, Communication Products.
- Randy J. Tomlin to Southwestern Bell as President, Southwestern Bell - Kansas.
- Jackie Altwasser to Shaw Communications Inc. as Vice President, Finance.
- Kevin Shea to Bell Globemedia as Group Executive Vice-President of Convergence.

▲ top

**Email Us** and let us know what you think about our wrap up of stocks and appointments in the telecommunications industry!

## DISCLAIMER

The information contained in "InterViews Online" and the opinions contained herein are not a complete analysis

of every material fact respecting any company, industry or security. The information is based on sources believed to be reliable. Mandrake has not independently verified the facts, assumptions and/or estimates. In addition, opinions and estimates are subject to change without notice. Accordingly, no representation or warranty, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information.

To view our **Privacy Policy** please **click here**

▲ top



**Mandrake**

Executive Search • Mergers & Acquisitions • Strategic Alliances • Organizational Consulting

TORONTO MONTREAL CALGARY

[www.mandrake.ca](http://www.mandrake.ca)