

InterViews Online

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A Point of View Industry Review

Communications
Consumer Goods
Financial Services
Internet Services
Media
Healthcare
Retail
Technology
Human Resources

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



Mandrake

February
2007

- Each issue focuses on human resource management strategies and issues facing today's modern organizations.
- Also included is an activity summary for Talent (executives on the move) and Corporations (stock quotes).
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- 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.*
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Marketing Hall of Legends: Nominate Now for 2008

Our third annual sold-out MHOL gala was held at the Granite Club in Toronto on February 1st. Thank you to all who attended for your continued support of the Marketing Hall of Legends Canada and its Legacy Initiatives.

Inductees for 2007 are:

Visionaries - Great entrepreneurs who created enduring, valuable and iconic Canadian brands.

- Ted Rogers - President and CEO, Rogers Communications Inc.

Builders - Charismatic leaders who built and enhanced existing brands, and in doing so, increased the competitive nature of their organizations.

- George Cohon - Founder, McDonald's Restaurants of Canada Ltd. and Founder, McDonald's Russia
- Andrew Brandt - Former Chair and CEO, LCBO

Enablers - Marketing communications professionals with a proven history of providing excellent brand building expertise.

- Terry O'Malley - Former President and Creative Director, Vicker & Benson
- Jacques Bouchard (posthumously) - Founder, Publicité BCP

Mentors - Individuals who, through philanthropy or academic position, gave others the opportunity, inspiration or ability to pursue excellence in the Canadian marketing environment.

- Rupert Brendon - President and CEO, Institute of Communications and Advertising

Thank you to Caroline Bouchard and Yves Gougoux on accepting the award for the late Jacques Bouchard.

We take this opportunity to invite you to nominate next year's legends. Have your say in who the 2008 Marketing Hall of Legends inductees will be by nominating through this link:

<http://www.marketinghalloflegends.ca/run.php/nominate.do>

Beside nominating, you too can become part of the MHOL's many initiatives. Contact us to become a member of the planning committee, or if you are interested in becoming a mentor, a speaker, or a participant in one of our Legacy Programs.

The MHOL is made possible through its Premier Sponsors including: The American Marketing Association Toronto Chapter, Mandrake, Rogers, The Nielsen Company, The Globe and Mail, CTV, and Marketing Magazine. For more information on the MHOL visit <http://www.marketinghalloflegends.ca>

About the Marketing Hall of Legends:

The Toronto Chapter of the American Marketing Association and Mandrake created the MHOL in 2004 to honour and celebrate the achievements of Canada's marketing professionals. Founding Friends, Sponsors, Executive Judges, nominators, committee volunteers, nominees and inductees all give time, talent and money to ensure the people, successes and vitality of the Canadian marketing profession lives on.

Legacy Programs: C Leader Access speaking series, Peer to Peer Leadership Exchange and the Mentor Program. More details at

http://www.marketinghalloflegends.ca/legacy_programs.php

New course offered at York University by Stefan Danis called 'Me as a Brand'. Sign Up NOW!

Fascinating course designed to help individuals currently searching for a role or ones who will in the future to be amongst the top 10% of job seekers.

The course is designed to empower those entering the workforce to bring clarity and best practices to their life long career journey, helping define a job that optimizes compensation while being a fit for their values, personality, goals, and experience. To sign up, please register using the last two pages of [this form](#) or call Daniela Ionescu @ 416.922.5600x243.

Bob Lank to speak at Interviewing for Talent

Bob Lank, Managing Director of **FirstHCM** and Vice President of **Mandrake**, will speak at **Interviewing for Talent** on April 12 and 13 of 2007, in Toronto.

Highlights and Benefits:

- Examine how to be well prepared for and how to structure an interview
- Look at strategies that can be implemented to ensure that only the most qualified candidates reach the interview stage
- Examine the behavioural interviewing process
- Look at how to promote and sell your company while conducting a job interview
- Examine how to ensure equality in the interviewing process and avoid any potential liability
- Learn best practices for conducting successful interviews
- Look at best practices for making hiring decisions
- Get details on how to develop a comprehensive and accurate job profile
- Learn post-interviewing strategies that will enhance the recruitment process

Visit [Interviewing for Talent](#) for more details.

Integra joins FirstHCM Capital Management

The Partners of *First Human Capital Management* are delighted to welcome *Integra Enterprises*, Canada's leading corporate coaching organization to the FirstHCM family. Integra specializes in providing coaching solutions and learning programs to enhance individual and team performance within organizations.

Against the backdrop of a business environment characterized by rapid change, talent shortage, retention and performance issues, *Integra Enterprises* partners with proactive organizations. Integra's services include:

- Individual leadership coaching for individuals
- Business relationship coaching
- Conflict coaching
- Team coaching and
- On-site resident coaching

As the Canadian Regional Partner for **InnerCALL Global**, Integra also offers international coaching solutions for multi-national organizations to assure a consistent centralized approach across continents.

Retaining, engaging and developing the workforce through coaching initiatives effectively provides a clear competitive edge. Separately, Integra can also be hired by individuals. If you have an interest in hiring a personal coach, let us know.

If you would like more information on how coaching can benefit your organization please contact Bob Lank at 416-922-5400 x370

Tim Cork Featured in the Sextant, Schulich International MBA, Newsletter

Tim Cork, President of **NEXCareer** and author of 'Tapping the Iceberg', has been featured in the Sextant, Schulich International MBA, newsletter. Tim has recently spoken at Schulich on Networking and skills required.

Please [click here](#) for the full newsletter article.

"Is your job search producing the Results you want?"

If you aren't getting the results you want from your job search efforts, isn't it time you spoke to the experts? Through a strategic partnership with **DestinyME™**, a career management firm, we have a high-value service offering to:

- help you create your career plan
- align your career objectives with your values
- present yourself powerfully on paper

- deliver a more powerful interview
- assist you in negotiating the right compensation.

To take action contact:
Allison Quennell- quennell@destiny.me or call 416-972-6843 x.826
Visit our website at www.destiny.me.

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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,

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JUDGEMENT AND STRENGTH OF A LEADER

By Ram Charan

The greatest psychological challenge in setting and acting on priorities has to do with resource allocation. Whether in a group meeting or through conventional budgeting and capital approval processes, you have to demonstrate judgment and courage in making resource allocation decisions that reflect your business priorities and in following through to ensure that the things that should be happening in fact are. You have to do the analytic work to separate out the facts and assess the opportunities and risks, but you also need to call upon your inner strength and judgment as John did as CEO of his company.

"You know I'm always behind you, John, but I think you're making a big mistake on this one," Art, one of the division presidents, told John during the usual bottom-up, top-down budgeting process. "My division contributes 65 percent of the company's profits and our brands need advertising support. If you think we're fighting for market share now, just watch what happens six months down the road when consumers forget who we are and we can't get on the shelves."

Please click on the link below for the full article:
<http://www.businessknowhow.com/growth/leader-judgment.htm>

BRAVE NEW WORK

By Emma V

Downsizing, Multiskilling, Integration, Flexibility... working in the new economy is all about change. Working relationships, however, are the key if you want success in the office.

In the new economy, the ability to adapt to change as a constant is crucial for survival. Young professionals are running themselves into the ground in order to impress both colleagues and bosses. However, all work and no play can be a nightmare formula for maintaining mental and physical well-being.

To survive the modern workplace, you must adapt to the new work economy and its relationships. Employee autonomy is limited in the new economy by the heightened degree of interdependency within the work group. Unlike job classifications of old, the trend towards integration means unprecedented levels of group coordination, organization, and decision making.

Click on the link below for the full article:
http://greatboss.monster.ca/6776_en-CA_p1.asp

HBS CASES: WHEN GOOD TEAMS GO BAD

By Garry Emmons

What could better symbolize high-level business performance than an eight-oared crew team rowing in perfect unison, their boat powered by a selfless collaboration of strength, skill, and shared purpose? It's no wonder

that advertisers love to use this image to depict successful teamwork. The rowing metaphor also caught the eye of HBS professor Jeff Polzer and HBS associate professor Scott Snook. The pair has produced a case about the behind-the-scenes dynamics surrounding a college crew team. But unlike the beautiful images favored by advertisers, "The Army Crew Team" case reveals a not-so-pretty picture of a frustrating and baffling decline in performance by the varsity boat at the United States Military Academy.

Polzer, whose teaching and research focus on organizational behavior, leadership, and teams, sees many parallels between the Army crew's difficulties and the problems that business teams experience.

"We pursued the idea for the case," he says, "after Scott, who is a West Point grad and former teacher there, told me about his friend, the Army crew coach, Stas Preczewski. One season, Coach P, as he's universally known, saw his varsity boat, consisting of his eight best individual rowers, lose regularly in practice to the supposedly less talented Army JV boat. The two big questions facing Coach P are: Why is this happening? What can be done about it? And that's what the students must grapple with as well."

Click here for the full article: <http://hbswk.hbs.edu/item/5602.html>

We welcome your feedback on these articles. Please e-mail us at enewsletter@mandrake.ca.

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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

- Daniel Bonder to Taxi Canada as Copywriter
- Aggie Brook to Taxi Canada as Senior Broadcast Producer
- Robert Calabrese to Prinova as Vice President, Worldwide Sales and Marketing
- Cosmo Campbell to Tribal DDB as Creative Director (Vancouver, BC)
- Luc Cormier to Media Experts as Executive Vice President
- Tim Elmy to BOS Toronto as Copywriter Direct - B2B - DS/RL to confirm
- Bhavik Gajjar to Taxi Canada as Art Director
- Cheryl Grishkewich promoted to Managing Director, Client Services at Taxi Canada
- Valerie Jolivet to Sopexa Canada as Senior Director of Public Relations (Montreal, PQ)
- Mary Keating promoted to National Technology Practice Leader at Hill & Knowlton
- Bill Lisowsky promoted to General Manager at Taxi West
- Miles Markovic to Publicis as Copywriter - DS to confirm
- Paul Phillips to The Promotional Specialist as General Manager
- Adam Pickard to Taxi Canada as Art Director
- Stuart Pollock to Segal Communications as President
- Laurent Prud'homme to Cossette Communication-Marketing as Creative Director (Montreal, PQ)
- Andy Querin promoted to President and Chief Operating Officer at Zoom Media (Montreal, PQ)
- Mike Sharma to Zig Toronto as Director Interactive
- Lance Vining to Taxi Toronto as Art Director
- Dave Watson to Taxi Canada as Associate Creative Director
- Marta Zakrzewska to Taxi Canada as Copywriter

Stock activity

Courtesy of Mandrake

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CONSUMER GOODS

Courtesy of Mandrake

Appointments

- Diane Gilmour promoted to Director of Field Sales at Electrolux Home Care Products Canada
- Peter Szachlewicz to Electrolux Home Care Products Canada as Director of National Accounts
- Dean Tesser to Kia Canada as Vice President, Sales and Marketing

Stock activity

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FINANCIAL SERVICES

Courtesy of Mandrake

Appointments

- Donald Carter to Moody's Corp. as Managing Director, Country Manager for Canada
- Aly Champsi to Clairvest Group as Analyst
- Peter Ciceri to Custom House as President
- Patrick Crowley to OMERS as Chief Financial Officer
- Stephen Dowd promoted to Vice President, Infrastructure at Ontario Teachers Pension Plan
- Stan Falkowski promoted to President at Mortgage Intelligence Inc.
- Chris Fawcus promoted to Chief Executive Officer at Aon Reed Stenhouse Inc.
- Kenneth Gordon to Quest Capital Corp. as Chief Operating Officer
- Blake Hellam to HSBC Bank Canada as Vice President Marketing
- Tasleem Jamal to Burgundy Asset Management as Senior Associate
- Sallie Krawcheck promoted to Chairman and Chief Executive Officer at Citigroup, Global Wealth Management Division
- Greg McKenzie to Triad Guaranty Insurance Corp. Canada as President and Chief Executive Officer
- Hugh Murphy to Credo Consulting Inc. as Executive Vice President
- Mark Ripplinger to Canadian Payments Association as Vice President, Technology and Chief Information Officer
- Michael Sangster to The Empire Life Insurance Company as Director, Institutional Sales
- Eric Siegel promoted to President and Chief Executive Officer at Export Development Canada (EDC)
- Doug Swartout promoted to Chairman at Aon Reed Stenhouse Inc.
- Marianne Taggio to QTG Financial Funds as President and Chief Executive Officer
- Louis Vachon to National Bank as President and Chief Executive Officer
- David Watt to RBC Capital Markets as Senior Foreign Exchange Strategist
- Alan Wilson promoted to Vice President, Fixed Income Credit at Ontario Teachers Pension Plan

Stock activity

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INTERNET SERVICES

Courtesy of Mandrake

Appointments

- Cathy Fernandes to Canoe as Interim Sales Director in Toronto
- Jay Mitchell to AOL Canada as Director of Sales for Advertising.com
- Simon Rivard to Canoe Inc. as Vice President, Marketing
- Peter Tutlys to Swift Trade as President (Lithuania)
- David Uk to Heavy.com Canada as Vice President and General Manager

Stock activity

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MEDIA

Courtesy of Mandrake

Appointments

- Christine Amendola promoted to Director of Communications and Business Development at Women in Film and Television
- Sky Bridges to APTN as Director of Marketing (Winnipeg, MB)
- Dan Cimoroni to Insight Sports as Vice President of Sports and Management
- Roger Dunbar promoted to Vice President of Digital Media and Business Development at The Globe and Mail
- Victor Giacomelli promoted to Vice President, Sales at Corus Radio
- Dr. Paul Hébert to Canadian Medical Association Journal as Editor in Chief
- Sean Humphrey promoted to Director of Marketing at The Globe and Mail
- Andrew Saunders promoted to Vice President of Advertising Sales at The Globe and Mail
- Paul Ski promoted to President, CHUM Radio at CHUM Limited
- Mark Spencer to the National Post as Vice President, Advertising
- Peter Strutt promoted to Director of Programming at APTN (Winnipeg, MB)

Stock activity

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HEALTHCARE

Courtesy of Mandrake

Appointments

- Bill Bailey to Halton Healthcare Services as Vice President, Redevelopment
- Dr. Paul Eisenbarth to Hanover and District Hospital as Chief of Emergency
- Rick Gandderton to Rouge Valley Health System as Interim President and Chief Executive Officer
- Mark Jones promoted to President and Chief Executive Officer at AstraZeneca Canada Inc.
- Nichola Lastella to Spina Bifida and Hydrocephalus Association of Canada as National Executive Director
- Jerome Quenneville to Wellington Health Care Alliance as President and Chief Executive Officer
- Roman Zastawny to GeneNews Ltd. as Vice President, Biomarker Development

Stock activity

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RETAIL

Courtesy of Mandrake

Appointments

Stock activity

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TECHNOLOGY

Courtesy of Mandrake

Appointments

- Ronald Alepian to Nortel as Vice President of Communications
- James Butyniec promoted to President and Chief Operating Officer at Magellan Aerospace Corporation
- Abbas Khan promoted to President at Osram Sylvania Ltd/Ltée
- Katie McAuliff promoted to President at Novell Canada
- Domenic Pilla promoted to President at McKesson Canada

Stock activity

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HUMAN RESOURCES

Courtesy of Mandrake

Appointments

- Michael Cloutier promoted to Vice President, Human Resources Global Marketing at Astra Zeneca PLC

Stock activity

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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.

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TORONTO MONTREAL CALGARY

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