



QCED Knowledge Angel Carlos Fox was among the more than 20 QCED resources who were on the ground facilitating discussions with leaders of Canada's 50 Best Managed Companies at the January symposium.

## QCED Engages Canada's 50 Best Leaders in Provocative Debate and Productive Dialogue

QCED and its Knowledge Angel™ team supported the Queen's School of Business (QSB) sponsorship of Canada's 50 Best Managed Companies Symposium by providing a team of seasoned roundtable facilitators and experts who led productive debates and discussions.

This is the second year QCED has supported QSB as a national sponsor of this prestigious award program. The symposium was held January 27-28, 2003 in Toronto.



The Canada's 50 Best award program was created in 1993 to pay tribute to companies that were achieving success despite harsh economic conditions, yet were receiving little or no public recognition. In the last ten years, the 50 Best logo has come to symbolize Canadian business success. It is awarded each year to companies that are growing rapidly and excelling in the global marketplace.

These companies know how to win and create value in innovative ways and are evolving yet staying focused on their core

vision. At the kick-off plenary session, Niraj Bhargava, CEO and Managing Director of QCED, presented timely research about the challenges and expectations of innovative, growing firms.

According to a survey QCED recently conducted with Canada's 50 best-managed companies, these firms are poised to grow at a rate of 16% in the next year, despite a general malaise in the marketplace. In fact, 82% of these business leaders expect ongoing future growth. However, these executives also recognize the challenges they face as growing companies.

### Top Challenges Identified by 50 Best CEOs

1. Managing growth and change
2. Human resource issues
3. Market development and sales
4. Business planning and strategy
5. Implementing strategies
6. Leadership skills
7. Economic conditions
8. Competitiveness
9. Capital and cash flow

To address some of these needs and based on last year's popularity, QCED again was asked to lead a 50 Best CEO Leadership Café. This year's theme was *Doing Ordinary Things – Extraordinarily Well*, and the emphasis was on interaction, networking,

### Doing Ordinary Things – Extraordinarily Well

**“What we found striking about this year's 50 Best award recipients is a strong propensity for taking risk and adopting best business practices to remain competitive in the marketplace. Canada's 50 Best Managed Companies apply innovative best business practices, possess a tremendous passion for change management, and motivate employees through significant investment in the attraction and retention of talent.”**

**- From the website of Deloitte & Touche, a national sponsor of the program.**

and learning. In addition to providing a facilitation team of experienced business advisors to help devise take-home action plans, QCED used proprietary electronic brainstorming technology developed by Queen's Executive Decision Centre to make the session especially productive for the CEOs (see Page 2 to learn more about Decision Track™).

In parallel with the CEO Leadership Café, QCED advisors hosted a series of other Leadership Cafés on ten issues. These sessions focused on hot management topics faced by executive teams today as well as offered new insights and opportunities for peer exchange.

“With their breadth and depth of experience, QCED is the ideal facilitator for generating productive exchange between successful CEOs,” said Tom Tamblyn, QCED Knowledge Angel and a former Best 50 CEO himself. As summed up by a leader of one of the 50 Best companies, “The facilitated QCED Leadership Cafes provided interaction that generated a real chance to compare our challenges with those in other industries. The major benefit is that we came away with some real solutions as well.”

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QCED Inc. is wholly owned by Queen's University and is the arm of Queen's School of Business that focuses on innovative, growing companies. Its vision is to be the leading source of knowledge and service for these enterprises.

## QCED Fast Tracks Success with New Products

### Get On the Fast Track™

To learn more how Fast Track can help your organization perform more successfully, email us at [results@qced.com](mailto:results@qced.com) or call 877-955-1800.

QCED recently completed two more business management tools in a suite of service offerings known as Fast Track™. So far, dozens of organizations have utilized Fast Track solutions for their short- and long-term success.

Decision Track™ helps innovative, growing enterprises use team-based technology and expert facilitation to reach breakthrough solutions. This service brings together an organization's key players to identify root causes of problems and to build a recovery

plan faster than the competition. The Decision Track Service couples the strengths of the Queen's Executive Decision Centre with the content and client expertise of QCED Knowledge Angels.

Performance Track™ enables the smooth and rapid implementation of a proven management system for maximum performance. Companies adopt it to monitor their enterprises' critical success factors.



Professor Elspeth Murray is an active member of QCED's team. She recently led the development of a report that focused on understanding the role and use of advisory boards in high-growth firms.

## Faculty Profile: Elspeth Murray

Queen's School of Business Associate Professor Elspeth Murray specializes in strategic management and new venture management with a particular focus on the management of change. She is co-author of the book "Fast Forward: Organizational Change in 100 Days," which looks specifically at how organizations can implement major change quickly and successfully. She also has recently led the development of a research paper on advisory boards in high-growth firms. Entitled "Advisory Boards: From Good to Great - CEO Perspectives," this paper is the result of a project awarded to QCED through a research competition sponsored by the

Ontario Ministry of Enterprise, Opportunity, and Innovation (MEOI). The project's key collaborators included Niraj Bhargava as well as QCED team members Sandra Olszowka and Lukas Neville.

Dr. Murray also has worked with QCED in many other ways, including leading sessions for the Canadian Venture Capital Association, the Johnston Group, and Ventures West events. Further, she is an active session leader in Queen's Just-In-Time Education™ Series where she leads a module that targets the applied concepts and tools required to build a sustainable business.

## QCED Launches Advisory Board Services

*"Many successful CEOs avoid the pitfalls of leading high-growth firms. What do they do differently? Clearly, they do many things well, one of which is that they consistently and formally seek advice to avoid 'believing their own press clippings.' And how do they do this? One way, adopted by many of the successful CEOs we studied, was to use Advisory Boards."*

**- Professor Elspeth Murray**

The recent study and survey conducted by MEOI and QCED on Advisory Boards (see article above and quotation at left) had some revealing results. First, growth firms that have an Advisory Board are generally very satisfied with its value. Second, a majority of companies unfortunately do not have Advisory Boards. Most of these firms would like to create one but are unsure of the process and are concerned about the time and expertise required to do it right.

In response to this reality, QCED has launched a new service to assist companies in creating and developing a high performance advisory board. The QCED

service first includes an assessment tool to determine the value that a company could achieve from having an advisory board. Second, a leading QCED Knowledge Angel will meet with the CEO and determine objectives and ideal advisory board models. QCED then offers to help recruit Advisory Board members, conduct due diligence, and launch the process for the first meetings.

Essentially, QCED, drawing on its experience and best practices, will help leaders of growth firms overcome the obstacles and concerns they may have in creating a high performing Advisory Board that provides compelling value.

## Brian Marchant, Knowledge Angel and Regional Manager

Brian Marchant is a QCED Knowledge Angel as well as a QCED's Regional Business Manager and Account Executive.

As Regional Manager, his role has two key aspects: taking the timely QCED service and product offerings to regional firms and acting as a project manager when specific client engagements unfold.

Prior to this new role, Brian has, for a number of years, interacted with clients as a QCED Knowledge Angel specializing in organizational development and

various aspects of human resources management.

Brian has led a boutique management consulting firm (Northeast 45°) specializing in human resources, organizational development consulting, and outsourced HR services. A Certified Human Resources Professional, he has a successful +20-year track record in developing and managing both corporate and national human resource and organizational development initiatives. Brian is an alumnus of Queen's University and is involved in several areas within Queen's School of Business.



## Keith Langille, Ottawa Business Developer

Keith Langille is a QCED Business Development Manager in the Ottawa region. In this role, he is raising QCED's profile in target business circles and serving as a focal point for initial contact with many potential QCED clientele.

Keith is also available for assignments in the industrial, human resources, and skills development fields, particularly for those companies that seek to forge new leadership positioning through public, private, and community partnerships involving marketing and

business development initiatives.

Keith founded and led the development of the TEXEC Executive Development Centre in Ottawa. He also was Director of Professional Development for the Ottawa Centre for Research & Innovation, Advisor for the National Research Council's Canadian Technology Network, and a senior executive in many facets of the federal government. Keith graduated from Carleton University and received his Executive MBA from Queen's School of Business.



## Sponsor Profile: Gowling Lafleur Henderson LLP

Gowling Lafleur Henderson LLP has been an annual sponsor of QCED since 2001 and makes its services available to QCED clients and advisors.

For more than 100 years, Gowlings has provided clients with a broad range of legal services. Today, as one of Canada's largest national law firms, Gowlings has offices in all major business and technology centres across Canada: Montreal, Ottawa, Toronto, Hamilton, the Waterloo region, Calgary, and Vancouver.

As one of Canada's leading business and

technology law firms, Gowlings offers an integrated and multi-jurisdictional approach to meeting its client's legal needs. It is a diversified law firm providing sophisticated advice and assistance, regardless of the issue. Gowlings embraces technology and is committed to using it to better serve its clients.

The firm consists of more than 650 intellectual property professionals, formidable business lawyers, and powerful litigators, all working together as a team to meet the legal needs of its clients.

### GOWLINGS

*Gowlings has been an active sponsor and affiliate of QCED since 2001.*

[www.gowlings.com](http://www.gowlings.com)

## Queen's Just-In-Time Education™ Series

More than 300 entrepreneurial business leaders have participated in the Queen's Just-In-Time Education™ Series this year, and their satisfaction levels confirm the reputation of Queen's School of Business as the number-one executive educator in Canada. Time still remains to join us for the final session of this cutting-edge program:

**Peak Performance Teams and Organizations with Professor Shawna O'Grady**  
Ottawa: May 21, 2003

Visit [www.qced.com](http://www.qced.com) to download a brochure or call 877-955-1800 for more information.

## QCED Conference

*Stay tuned for further information on a high-profile QCED conference being scheduled for Fall 2003 in Toronto!*

## RBC, CME, and QCED Announce Major New Study

RBC Financial Group (RBC), Canadian Manufacturers & Exporters (CME), and QCED recently announced plans to conduct a major study into the management skills needed by entrepreneurs to manage growth and build successful enterprises that can compete in the global marketplace. The study will build on the "Path to Prosperity" report, published in Fall 2002 by RBC, CME, and the Canadian Federation of Independent Business, which looked into the barriers to growth for small- and medium-sized enterprises (SMEs) in Canada and the United States.

The new study, which will be released in October 2003, will focus on the management skills entrepreneurs need to take their firms to the next level, with particular emphasis on developing SMEs that may need access to higher-risk debt or venture capital.

"We need to improve Canada's ability to grow our most promising small firms to ensure we remain a diversified, value-added economy with high-paying jobs," says Gordon Nixon, President and CEO, RBC. "For Canada to be successful as a smaller country competing in a global marketplace, we need to create a culture of excellence through education, innovation, and business leadership. And we need to find ways to capitalize on our competitive advantages."

Says Niraj Bhargava, Managing Director and CEO, QCED: "While we all see the critical importance of fostering innovation and growth for our economy, the reins are in the hands of entrepreneurial business leaders. Ensuring that these leaders have the

optimal capabilities and resources to meet their objectives is at the heart of our economic success as a nation."

"Innovative management is crucial in determining business success in today's rapidly changing marketplace," adds Perrin Beatty, President and CEO, CME. "Best management practice will ultimately determine any company's capacity to improve productivity and competitiveness and to overcome barriers to growth. This study will allow Canadian entrepreneurs to learn from the best in Canada and around the world."

Topics in the new study will include: managing and balancing growth; studying management preferences, attitudes, and availability; assessing and evolving leadership; aligning organizational structure and governance; building management teams; and managing performance. The study also will explore management skills that are inhibitors to and enablers of growth, provide an action plan to deal with barriers to growth, and outline best practice leadership skills based on case studies.

The study will be led by QCED, drawing upon faculty researchers at Queen's School of Business (QSB). Bhargava, also an Assistant Professor at QSB, and John Gordon, Professor Emeritus and former Dean of QSB, will direct the research with support from Craig Wright, Chief Economist, RBC, Derek Holt, Assistant Chief Economist, RBC, and Jayson Myers, Chief Economist, CME.

## Note from Niraj: QCED's Value Proposition - The Next Level of Performance



Niraj Bhargava,  
Managing Director  
& CEO, QCED Inc.

A reporter recently asked me a question regarding the fact that a 50 Best company had engaged QCED for mentoring services: "Why would one of the 50 Best Managed Companies, with its record of performance, request QCED's services?"

My answer? "Well managed companies, in particular, recognize the value of QCED's services and our significant contribution to their next level of performance."

Innovative, growing enterprises are successful firms with impressive track records of results. One of the hallmarks of their success comes from not resting on past victories or current progress; they realize that effective evolution is not an option but

a financial, competitive, and motivating necessity.

To evolve and allow transitions takes willingness, readiness, and know-how. That's where QCED shines. We are all about the next level of performance. Whether developing business strategy, management skills, or the organization overall, QCED brings proven resources to successful firms to sustain success.

QCED focuses on this next level of performance. Through our research, programs, professional services, and team, we aim to ensure that our clients perform well for the long term.

## New QCED Website Goes Live! at [www.qced.com](http://www.qced.com)!

We are proud to introduce our all-new website. To highlight just a few of the areas which have changed:

- Our *Services* section showcases our offerings for innovative, growing firms.
- Learn about our research initiatives and DataLab updates in the *Research* section.

- Find information on the QCED team and our supporters in the *About QCED* section.
- Our *News* section provides recent and archived media articles and press releases.

Visit the QCED site frequently as new content is added on a regular basis. We welcome your feedback at [info@qced.com](mailto:info@qced.com).

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