

Excellence ... in leadership

President's Message:

MAFAC Conference a Tremendous Success

by Kevin Hunter

MAFAC's 27th Annual Conference — held June 9-11, 2002, at the Delta Meadowvale in Mississauga — marked a clear turning point for our 28-year-old Association.

This year's conference was built around the theme of "New Dimensions." The theme was chosen to not only represent the metamorphosis of the financial services industry, but also the changes that we as leaders must continuously undergo in order to adapt to this new world.

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Overall, I am pleased to report that the feedback submitted by our delegates was tremendously positive. Most of you described yourselves as team leaders and/or middle managers in the financial planning industry, and indicated that you attended the conference to learn

about new ideas and tools in management, as well as to network and make new contacts. This is extremely promising, since these two key concepts encapsulate what MAFAC, as your industry association, is truly all about.

The golf tournament and conference kick-off barbecue, complete with a very entertaining steel band, was truly enjoyable for delegates. Several comments were made that the Sunday barbecue set the tone for the entire event, by serving as the perfect environment in which to informally catch up with old friends and meet new fellow leaders. The venue itself, including the easily accessible location in Mississauga, also proved very favourable and as a result, will be used for the 2003 event.

We were able to assemble an outstanding program that covered many of the key topics relevant to leaders in our industry today, including compliance, technology, practice management, coaching, leadership, recruiting, productivity, communication, teamwork, and regulatory and industry trends. *(See page 7 for information on how you can get copies of the presentations.)*

With respect to our impressive slate of speakers, the general consensus was that they represented an excellent variety of experience and viewpoints, and, furthermore, were able to give valuable, "implementable" tools and ideas that could be taken back to our members' respective offices. A definite

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Excellence

President's Message *(continued)*

highlight of the conference was its closing speaker, world champion speed skater Catriona LeMay Doan, who gave an inspiring and entertaining account of her accomplishments. The speakers themselves must be commended for their professionalism and commitment to making the program a success.

This event could not have taken place without the support of three key groups of people. First of all, the conference committee must be recognized for doing such an incredible job of volunteering their time to put the entire event together. Secondly, we are grateful to the companies that provided their generous support through sponsorship, subsidizing delegate fees, and providing volunteers and audio-video assistance. Finally, the MAFAC members who attended made the conference a shining success. In fact, every single person who completed an evaluation form indicated that they would recommend MAFAC's conference to someone else. To make next year's event even bigger and better, I challenge you to make that commitment now to attend next year and to bring a colleague with you.

Looking Ahead to 2003

Our chair for 2003, Andy Gellatly of Canada Life, has assembled a terrific team representing a cross-section of our membership. Together, they will work to put together a dynamic program for next year's conference, **September 14-16, 2003**, at the Delta Meadowvale in Mississauga. To provide input or suggestions for next year's event, or to offer feedback from this or any prior year's conference, please feel free to contact Janis Pethybridge at MAFAC headquarters at (416) 444-2852 or janis@mafac.org.

Our New Board of Directors

At the AGM June 10, MAFAC inducted its new Board of Directors for 2002-2003. This year's Board is full of energy, vitality and great ideas. Even better, we've assembled a team that has already rolled up its sleeves and embarked upon the major task at hand: building our Association to its strongest ever.

Mark your calendars today!

MAFAC's 2003 Conference will be held **September 14-16, 2003**, at the **Delta Meadowvale in Mississauga**. Visit www.mafac.org for ongoing updates and information!

What does this mean for you as a member? Well, MAFAC's strength will come from an increase in the number of members in our Association, as well as in providing greater tangible and intangible benefits to those members we serve. This includes **better access to tools and learning opportunities**. We've gathered some terrific feedback recently and will be announcing new initiatives in the fall that are geared towards our focus on professional development, covering the areas of recruitment, selection, training, support, coaching and practice management.

A second key element that will continue to be a major part of MAFAC is **networking opportunities**. As many of you are aware, MAFAC was formed back in 1974 out of a desire to build relationships, share ideas and engage in lively conversation with fellow leaders in the financial services industry. In fact, a whopping majority of you indicated that networking was a key reason that you attended the 2002 conference in June.

Thirdly, a more comprehensive **awards and recognition program** is being developed. We are working at the board level to overhaul our awards program, so that those of you who have won our awards this year and in the past will continue to be eligible for existing awards, but other aspects of distribution management will also be addressed.

Finally, our relationship with **GAMA International** will continue to be strengthened and the benefits of working with our sister organization in the United States will be shared with all MAFAC members. I strongly encourage you to visit GAMA's web site at www.gamaweb.com and send us your feedback.

Our Commitment

Feedback is vital in helping us as a Board in charting the course for MAFAC. I welcome and encourage you to call, e-mail, or meet with any one of your Board of Directors to give your input. Further information and initiatives are scheduled to be rolled out this fall. It's an exciting time to be a part of MAFAC, so stay tuned!

Ignorance is Bliss

by Rick Forchuk, BA, CFP, CLU, CH.F.C.
MAFAC Past President

Sometimes it seems as if the ostrich routine is the right strategy for tough times in the financial services business — that's the process of simply sticking one's head in the sand and allowing the turbulence in the world above to go about doing its worst.

Most business leaders say that being proactive is the key — not ignoring troubles, but rather anticipating them and building strategies that can offset them. Often that's true, but not always. Management and leadership gurus Jack and Garry Kinder of Kinder Brothers and Associates from Dallas, Texas, longtime fixtures on this side of the border, have a simple phrase that places the responsibility where it belongs: "*If it is to be, it's up to me.*"

That philosophy, embraced by most, recognizes just where the buck stops when it comes to tough decisions and proactive behaviour, but without explanation, it doesn't tell the whole story, because the Kinders are also fond of telling managers and leaders of every sort that, "*the situation's the boss.*"

A recently released study published in the *American Journal of Medicine* reveals interesting news for arthritis sufferers that has surprising implications for those who lead financial services organizations. The study came to the conclusion that arthroscopic surgery on the knees of arthritis sufferers was an expensive waste of time, because less than 25% of those being operated upon felt that there was any improvement at all. But it's the interesting offshoot of the study that holds up a principle that some of the finest management people of all time have practiced successfully, some consciously, and others by pure instinct.

In a related study, two groups were given surgery for knee problems caused by arthritis. One of the groups was a control group who were given an incision on the knee, but no surgery was actually performed. The other group had the full procedure. The results were stunning to the researchers, who found that 50% of the group that *didn't actually have the surgery* reported feeling far less pain in their joints after the operation, and called the procedure a complete success. Of the group that had the real thing,

Excellence

only a quarter of them said that they felt better.

Of course managing any area in a financial services company would appear to have nothing at all to do with getting a knee operation, and that's true, but it's the principle here that counts — just

thinking that something is being made better is enough to actually *make it better* half the time, even if nothing really happens.

The present financial environment, fraught with bad financial news, accounting problems that cause loss of confidence in the markets, and CEOs that seem to have feathered their own nests at the expense of shareholders, has caused a lot of grief to the industry as a whole. Mutual fund redemptions are way up, sales are down, and recruiting people into the business is more difficult. At least, those are the facts.

Sometimes, in tough times, the best strategy, where you can do nothing to control the external environment, is to simply ignore it. To pay too much attention can create a self-fulfilling prophecy of doom, and this is where the ostrich approach comes into play.

The markets are down. So what? Investor confidence is at a low ebb. So what? As a potential sales person in financial services, I'm looking for more security. So what?

If half the people who had fake knee operations felt better, then why wouldn't half the people who believed that the business climate was as good as ever not achieve a similar result?

We don't suggest completely ignoring the facts of the climate of the business environment, but there is real value in simply asking, "so what?", and then moving on in just the same fashion that one always has. Forget about plunging markets and dot.com surprises. Forget about the unemployment figures — the unemployed have never been prospects for our products and services anyway, so why worry about how many of them are out there?



Why Do Most Financial Seminars Fail?

Managers Can Provide Effective Solutions

Seminars can be one of the most effective strategies for gathering assets. Sadly, many financial advisors abandon their seminar marketing efforts when results fail to live up to expectations. Managers who understand the pitfall can coach advisers and help them achieve outstanding seminar success.

When seminars disappoint, financial advisors are quick to blame anyone but himself or herself. The most common excuse: “My local area is ‘seminared’ out.” This excuse, like countless others, is rarely the cause of the problem. Whenever one points a finger, there are three pointing back. There are four primary reasons advisers don’t succeed with seminars and four ways they can improve their results.



building strategies. Financial advisers should call and speak to prospects when they register and call them again to confirm the registration. During the half-hour before and after the seminar, financial advisers should make contact with guests in an informal, personal way. They should avoid squandering valuable time by talking to an assistant or guest speaker. It’s easier to convert prospects that have multiple contacts.

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1 Failure to understand simple marketing techniques

The critical success factor for financial advisors is neither brains nor good looks; it’s marketing. It might be cold calling, direct mail, networking, referrals or whatever. Whichever strategy is chosen, it must be learned, refined and mastered. Yet, it never ceases to amaze me that financial advisors expect results in seminar selling without developing a modest effort studying the seminar-selling process.

The point of a seminar is — duh — to initiate and establish multiple, mutually profitable long-term relationships. Inviting guests is not enough; financial advisers must get to know them. There are a variety of ideal opportunities to establish and build relationships. Managers should encourage all forms of relationship-

2 Failure to implement effective closing techniques

And, no, praying to the elusive “God of Seminars” to bring you luck won’t do the trick. Financial advisers must take responsibility of the closing process. Although it helps, excellent public speaking skills and quality information are not enough to get seminar guests to call for appointments. Closing strategies for seminars are abundant. Feedback forms asking for an appointment can be filled out before the seminar begins. Appointments can be solicited in an appropriately worked opening presentation. Assistants can work the audience too, politely soliciting complimentary appointments.

Whatever the particular method, it must be a focused effort on one goal: to set appointments. If financial advisers are timid about asking for an appointment, they may want to reconsider holding a seminar (they may want to think about a new career, too). Financial should pick one solicitation technique they feel comfortable with and use it.

3 Failure to put qualified prospects in the chairs

Sales is a numbers game. Most financial advisors have heard this sales axiom from the day that they were licensed. And it's true to an extent. Seminar success depends on the number of bodies in the room, but they need real, qualified prospects.

4 Failure to follow up correctly

This is critical. Correct follow up is not about making one call to participants who attended the seminar. Persistence is, of course, required. Closing ratios can be increased 20 percent to 40 percent if proper follow-

up is implemented. For example, no-shows should be called and asked to come in for an individual appointment and invited to future events. Contact management software should be used to make sure you don't forget.

Many participants will become "seminar angels" and invite friends and associates to future events. Implementing follow-up strategies such as these will result in lots of new business opportunities and increase new business results by 20 percent to 40 percent.

* * * * *

Managers must become seminar selling coaches and assist financial advisers in achieving success with their marketing efforts.

Ignorance is Bliss *(continued)*

Simple? Yes, and if you look at some of the finest leaders in business, sports, or politics, they too could have been accused of being simplistic, naïve, or both. If Marconi, the Wright Brothers, Vince Lombardi or Bill Gates had listened to the marketplace and to what "everybody" was saying, we wouldn't have radio, airplanes or Windows 95.

Another example, by way of conclusion, is that of the hot dog vendor in the streets of Toronto a dozen years ago. An immigrant to Canada, he sold hotdogs every day from his pushcart and made a good enough living to pay off a modest mortgage, to provide a comfortable life for his family, and to send his son to university, the first male child in the entire family line ever to pursue post-secondary education.

With one full semester of school behind him, the son was home for Christmas. On Boxing Day he saw his dad putting on his apron, his big parka, and getting the push cart ready.

"What are you doing, Dad?"

"I'm going to work — with all the Boxing Day sales, there will be a lot of hungry people on the streets downtown."

The son said, as kindly as possible, "Dad, don't you read the papers? We're in a recession. No one has any money. Business is terrible. It's a waste of time to go out there."

The father, deferring to the newfound knowledge of his college-going son, took the rest of the week off. And part of the next. A month later, adding up his receipts, he found that it was the worst month in business that he had ever had.

"It's a good thing my son went to school," he observed.

"Otherwise I never would have known that things were so bad."

So ... there are times when the best strategy is no strategy ... just ignore those things that can't be controlled, focus on the things that get results, and refuse to participate in any business downturns. It actually works!

Special thanks . . .

MAFAC wishes to thank Desjardins Financial Security for its support and generosity in translating all MAFAC newsletters for 2002.

AUDITOR'S REPORT

TO: THE MEMBERS OF THE MANAGERS ASSOCIATION OF
FINANCIAL ADVISORS OF CANADA

I have audited the statement of financial position of the Managers Association of Financial Advisors of Canada as at Dec. 31, 2001, and the statements of operations and changes in net assets for the year then ended. These financial statements are the responsibility of the Association's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Association as at Dec. 31, 2001, and the results of its operations for the year then ended in accordance with generally accepted accounting principles.

Lorne Savakeman

CHARTERED ACCOUNTANT

Toronto, Canada
March 22, 2002

MANAGERS ASSOCIATION OF
FINANCIAL ADVISORS OF CANADA
STATEMENT OF FINANCIAL POSITION
As At Dec. 31, 2001

	2001 \$	2000 \$
ASSETS		
Current		
Cash	14,744	50,679
Term deposits	165,099	171,174
Amounts receivable	2,440	3,147
Prepaid expenses	1,781	8,118
	<u>184,064</u>	<u>233,118</u>
LIABILITIES		
Current		
Accounts payable and accrued charges	20,901	17,158
Prepaid seminar fees	—	39,767
Prepaid membership dues and fees	8,455	2,830
	<u>29,356</u>	<u>59,755</u>
NET ASSETS		
Contingency fund, internally restricted (Note 3)	65,353	62,703
Unrestricted net assets	89,355	110,660
	<u>154,708</u>	<u>173,363</u>
	<u>184,064</u>	<u>233,118</u>

See accompanying notes

On behalf of the Board

David A. Jones

Director

John H. H.

Director

	2001 \$	2000 \$
Revenue		
Individual membership fees	65,670	85,860
Seminar fees	59,757	103,392
Trade fairs and sponsorships	58,096	61,092
Corporate membership fees	56,000	60,000
Other	4,506	5,869
	<u>244,029</u>	<u>316,213</u>
Expenses		
Salaries and benefits	115,427	91,781
Seminar expenses	89,100	108,875
Travel, accommodation and meetings	27,012	37,259
Administration	22,009	64,786
Professional fees	4,300	4,300
Newsletter	4,061	8,225
Rent	2,640	3,030
Insurance	785	896
Capital assets	—	678
	<u>265,334</u>	<u>319,830</u>
Excess (deficiency) of revenue over expenses	(21,305)	(3,617)
Interest income, contingency fund	2,650	3,081
Net excess (deficiency) of revenue over expenses	<u>(18,655)</u>	<u>(536)</u>
<i>See accompanying notes</i>		

MANAGERS ASSOCIATION OF
FINANCIAL ADVISORS OF CANADA
STATEMENT OF ACCUMULATED SURPLUS
For The Year Ended Dec. 31, 2001

	2001 \$	2000 \$
Balance, beginning of year	173,363	173,899
Net excess (deficiency) of revenue over expenses	(18,655)	(536)
Balance, end of year	<u>154,708</u>	<u>173,363</u>
<i>See accompanying notes</i>		

NOTES TO FINANCIAL STATEMENTS
Dec. 31, 2001

Note 1: Purpose of the organization

The Managers Association of Financial Advisors of Canada is a national unincorporated not-for-profit professional association, which focuses on networking and leadership skills development for managers in the distribution of financial services.

Note 2: Significant Accounting Policies

(a) Revenue recognition

The Association follows the deferral method of accounting for recognizing revenue. Under the deferral method, revenue is recognized in the period in which the related expenses are incurred.

(b) Capital assets

Capital assets consisting of office furniture and equipment are fully expensed in the year of acquisition.

Note 3: Contingency Fund

The Executive Committee must receive two-thirds approval from the Board of Directors prior to utilizing these funds.

Note 4: Comparative Amounts

Certain of the prior year's figures have been re-classified to conform to the current year's presentation.

MAFAC is pleased to offer audiocassettes of speaker presentations from the "New Dimensions" conference. If you missed a workshop or keynote session, attended the conference but would like copies of presentations, or missed the conference but want to take advantage of the valuable information presented, simply complete this order form, then mail or fax directly to Audio Archives. For further information, please contact MAFAC at (416) 444-2852.

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Delta Meadowvale Hotel

June 10 – 11, 2002

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<input type="checkbox"/> Keynote Presentation: Reframing Management in a World of Organization Transformation: <i>Nick Pszeniczny</i>	020	\$12.00		
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<input type="checkbox"/> Workshop Session: Executive Excellence: <i>Susan E. Hanson</i>	040	\$12.00		
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<input type="checkbox"/> Keynote Presentation: Value Propositions – 2002 Update: <i>Brian Ironside</i>	060	\$12.00		
<input type="checkbox"/> Workshop Session: Managing Effort – Getting Results: <i>Bob McHardy</i>	070	\$12.00		
<u>Tuesday June 11</u>				
<input type="checkbox"/> Panel Presentation: Profitable Growth of Distinct Distribution Channels... What Structure Works?: <i>Jack Garramone, Kevin Wark</i>	080	\$12.00		
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<input type="checkbox"/> Additional storage albums (8 tape capacity)		\$4.00		
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CODE # 020610
June 17, 2002

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2002 MAFAC recognition awards

AGENCY ACHIEVEMENT AWARD

★ AAA Gold

RECOGNIZING OUTSTANDING AGENCIES

A.T. Financial Group

Jeff Tse, CFP

Canada Life

- ★ Lloyd A. Litke, CFP, CLU, CH.F.C.
- ★ Michael C. McGraw, CFP, CLU, CH.F.C.

Clarica

- ★ Perry D. Badham
- ★ Murray F. Baker, CFP
- ★ Sylvain Blanchet, AVC
- ★ David P. Cechini, CFP, CLU, CH.F.C.
- ★ Richard Chartrand
- ★ W.M. David Cybulski
- ★ Philip G. Dupuis, CLU, CH.F.C.
- ★ Bruce M. Field, CLU, CH.F.C., BA
- ★ Rodger J. Flemming
- ★ Richard L. Frayn, CLU
- ★ W.R. Gallagher, CFP, CLU, CH.F.C.
- ★ R.J. Gerlick, CFP, CLU, CH.F.C.
- ★ Derek S. Good, CFP, CLU, CH.F.C.
- ★ Steven L. Gross, CFP, CLU, CH.F.C.
- ★ John Hamzo, CLU, CH.F.C.
- ★ Ralph A. Hanoski
- ★ Neil C. Hanson, CFP, CLU, CH.F.C.
- ★ Tamara J. Humphries, CFP
- ★ Kevin V. Hunter
- ★ Brian R. Kilback, CFP, CLU, CH.F.C.
- ★ David Kohler, CFP, CLU, CH.F.C.
- ★ Barry R. Kuzminski, B.Sc.
- ★ Tony T. Kwan
- ★ Nina W.K. Lau
- ★ James Lawrence, CFP, CLU, CH.F.C., RHU
- ★ Salvatore A. Lentini
- ★ David Lim, CFP, CLU, CH.F.C.
- ★ Thierry Mac-Seing

- ★ R.A. (Reg) Madison
- ★ Rob McKelvey, CLU
- ★ Yvan Michaud, AVC
- ★ Kenneth L. Nesbitt, CFP, CLU, CH.F.C.
- ★ Carl Ostridge, CLU
- ★ Gus K. Pappas, CFP, CLU, CH.F.C.
- ★ Diane Pettipas, CFP, CLU
- ★ Eli D. Pichelli, CLU
- ★ Robert L. Popazzi, CLU
- ★ Clarence Power
- ★ Robin J. Rankine, CFP, CLU, CH.F.C.
- ★ Bruce A. Rayment, CLU
- ★ Louis E. Rivard, CLU
- ★ Ghislain Roy, AVA, AVC, PI.Fin.
- ★ Arthur A. Salter, CFP, CLU, CH.F.C.
- ★ Leslie A. Shapansky
- ★ Bhagwant S. Sidhu
- ★ Richard S.W. Smedstad
- ★ Kenneth J. Stollon
- ★ Gerd U. Stucke
- ★ William G. Tomlinson, CFP, RHU
- ★ Adison Tsang
- ★ Kevin D. Wiens, CFP

Desjardins Sécurité Financière

- ★ Yvan Boisvert, PI.Fin.

Equinox

- ★ D. Wayne Joyce
- ★ Karl J. Krokosinski

Freedom 55 Financial

- ★ Alan R. Broadbent, CFP, CLU, CH.F.C.
- ★ Michel Cotroni, AVA, RHU, PI.Fin.
- ★ Luc Durocher, AVA, AVC
- ★ Arthur J. Jefferson, CFP, CLU, CH.F.C.
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- ★ Richard A. Kemp, CFP, CLU, CH.F.C.
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- ★ Robert Brad Powe, CFP, CLU, CH.F.C.
- ★ Floyd Ruskin
- ★ Ruth G. Tiefenbach
- ★ Jean-Francois Villeneuve, PI.Fin.

Great-West Life

- ★ Raymond Darveau, AVA, PI.Fin.
- ★ R.A. Fitzsimmons, CFP, CLU, CH.F.C.
- ★ Rick K. Giuliani, CFP, CLU, CH.F.C.

L'Industrielle-Alliance

- ★ Rene Desy, AVA
- ★ Rodolphe St-Pierre, AVC, PI.Fin.

Laurentian Financial Services

- ★ Pierre Lafleur, PI.Fin.
- ★ Richard R. Martel, CFP, CLU, CH.F.C.
- ★ Jean-Yves St-Pierre, CLU, CH.F.C.
- ★ Janet Taylor, CFP

Manulife Financial

- ★ Charles C. Cuffari, CFP, CLU, CH.F.C.

RBC Insurance

- ★ Andrew K.C. Lam

SJN Brokerage Management Inc.

- ★ S. Julie Newnham, FLMI, CFP

Sun Life Financial

- ★ Casey G. Brandreth, CFP, CLU, CH.F.C.
- ★ Keith N. Brown, CFP, CLU, CH.F.C.
- ★ Paul A. Isaacson, CLF
- ★ Gérald Jean
- ★ Grant Norlin, CFP, CLU, CH.F.C.
- ★ René R. Pereux, CFP, CLU, CH.F.C.

NATIONAL MANAGEMENT AWARD

RECOGNIZING AGENCY HEADS

A.T. Financial Group

Jeff Tse, CFP

Canada Life

- ★ Lloyd A. Litke, CFP, CLU, CH.F.C.
- ★ Michael C. McGraw, CFP, CLU, CH.F.C.

Clarica

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- ★ Sylvain Blanchet, AVC
- ★ David P. Cechini, CFP, CLU, CH.F.C.
- ★ Richard Chartrand
- ★ Frank K.Y. Chow
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- ★ Ghislain Roy, AVA, AVC, PI.Fin.
- ★ Arthur A. Salter, CFP, CLU, CH.F.C.
- ★ Leslie A. Shapansky
- ★ Thomas J. Shillington, CLU
- ★ Bhagwant S. Sidhu
- ★ Richard S.W. Smedstad
- ★ Gerd U. Stucke
- ★ William G. Tomlinson, CFP, RHU
- ★ Scott Woodman

Empire Financial Group

- ★ Peter A. Wouters, CLU, CFP, CH.F.C., RHU

Equinox

- ★ D. Wayne Joyce
- ★ Karl J. Krokosinski

NOTE: These awards are based on 2001 results.

Freedom 55 Financial

Michel Cotroni, AVA, RHU, PI.Fin.
 Stephen R. Elliott, CFP, CLU, CH.F.C.
 Rick L. Green, CFP, CLU, CH.F.C., TEP
 Arthur J. Jefferson, CFP, CLU, CH.F.C.
 Mark C. Keirstead, CFP, CLU, CH.F.C.,
 RHU
 Richard A. Kemp, CFP, CLU, CH.F.C.
 Louis Lamontagne
 Robert Brad Powe, CFP, CLU, CH.F.C.
 Ruth G. Tiefenbach

Great-West Life

Raymond Darveau, AVA, PI.Fin.
 Rick Giuliani, CFP, CLU, CH.F.C.

L'Industrielle-Alliance

Rene Desy, AVA
 Rodolphe St-Pierre, AVC, PI.Fin.

Laurentian Financial Services

Pierre Lafleur, PI.Fin.
 Richard R. Martel, CFP, CLU, CH.F.C.

Manulife Financial

Charles C. Cuffari, CFP, CLU, CH.F.C.

RBC Insurance

Andrew K.C. Lam

SJN Brokerage Management Inc.

S. Julie Newnham, FLMI, CFP

Sun Life Financial

Casey G. Brandreth, CFP, CLU, CH.F.C.
 Keith N. Brown, CFP, CLU, CH.F.C.
 Donald W. Hall, CLU
 Paul A. Isaacson, CLF
 Gérald Jean

AGENCY BUILDER AWARD**★ ABA Gold***RECOGNIZING ALL MANAGEMENT***A.T. Financial Group**

★ Jeff Tse, CFP

Canada Life

★ Lloyd A. Litke, CFP, CLU, CH.F.C.
 ★ Michael C. McGraw, CFP, CLU, CH.F.C.

Clarica

★ Nuno Alexandre
 ★ Lorenzo Artuzzi
 ★ Michael Assouad, CFP, CLU, PI.Fin.
 ★ Perry D. Badham
 ★ Murray F. Baker, CFP
 ★ Sylvain Blanchet, AVC
 ★ Allen E. Casey, CFP, CLU, CH.F.C.
 ★ David P. Cechini, CFP, CLU, CH.F.C.
 ★ Richard Chartrand
 ★ Frank K.Y. Chow
 John P.L. Chow, CFP
 ★ W.M. (David) Cybulski
 ★ Gordon A. Dempsey
 ★ Philip G. Dupuis, CLU, CH.F.C.
 ★ Bruce M. Field, CLU, CH.F.C., BA
 ★ R. Allan Riske
 ★ Rodger J. Flemming
 ★ Richard L. Frayn, CLU
 Adrian Fung, CFP, CLU, CH.F.C.
 ★ W.R. Gallagher, CFP, CLU, CH.F.C.
 ★ R.J. Gerlick, CFP, CLU, CH.F.C.
 ★ Derek S. Good, CFP, CLU, CH.F.C.
 ★ Neil D. Graham
 ★ Steven L. Gross, CFP, CLU, CH.F.C.
 ★ John Hamzo, CLU, CH.F.C.
 ★ Ralph A. Hanoski
 ★ Neil C. Hanson, CFP, CLU, CH.F.C.
 ★ Patricia M. Hanson, CLU, CH.F.C.
 ★ Tamara J. Humphries, CFP
 ★ Gregg A. Hunt, CFP, CLU, CH.F.C.,
 RHU, FLMI
 ★ Kevin V. Hunter
 ★ Martial Joseph, CLU, Fin.PI.
 ★ Brian R. Kilback, CFP, CLU, CH.F.C.
 ★ David Kohler, CFP, CLU, CH.F.C.
 ★ Bhupendra Kuntawala B.A. (Econ)
 ★ Barry R. Kuzminski, B.Sc.
 ★ Tony T. Kwan
 ★ Remi O. Lachance
 ★ Nina W.K. Lau
 ★ Steward K.S. Law
 ★ James Lawrence, CFP, CLU, CH.F.C., RHU
 ★ Salvatore A. Lentini
 ★ David Lim, CFP, CLU, CH.F.C.
 ★ Thierry Mac-Seing
 ★ R.A. (Reg) Madison
 ★ Ping Mah
 ★ Roger Mailloux

★ Johan (Joe) Mares, CLU
 ★ David A. Martel
 ★ Rob McKelvey, CLU
 ★ Yvan Michaud, AVC
 ★ Dale Milne
 ★ Siva Naicker, CFP, CLU, CH.F.C.
 ★ Kenneth L. Nesbitt, CFP, CLU, CH.F.C.
 ★ James D. O'Reilly
 ★ Carl Ostridge, CLU
 ★ Gus K. Pappas, CFP, CLU, CH.F.C.
 ★ Diane Pettipas, CFP, CLU
 ★ Debbie L. Phillips, CFP, CLU, CH.F.C.,
 FLMI
 ★ Eli D. Pichelli, CLU
 ★ Robert L. Popazzi, CLU
 ★ Clarence Power
 ★ Robin J. Rankine, CFP, CLU, CH.F.C.
 ★ Bruce A. Rayment, CLU
 ★ Kevin Reid
 ★ Greg D. Reiniger
 ★ Louis E. Rivard, CLU
 ★ Edward W. Romaniuk
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 ★ Bhagwant S. Sidhu
 ★ Richard S.W. Smedstad
 ★ Lina So
 ★ Kenneth J. Stollon, CFP, CLU
 ★ Gerd U. Stucke
 ★ Sallie Tai
 ★ William G. Tomlinson, CFP, RHU
 ★ Adison Tsang
 Blanche Tse
 ★ Richard Walsh, CFP, AVC
 ★ Gary W. Ward, CFP, CLU, CH.F.C.
 ★ Kevin D. Wiens, CFP
 Joann Wong Bittle, CFP, CLU, CH.F.C.
 ★ Scott Woodman
 Michael T.K. Yeung

Elfa Insurance Services Inc.

★ Alice P.I. Fung

Empire Financial Group

★ Peter A. Wouters, CFP, CLU, CH.F.C., RHU

Equinox

★ D. Wayne Joyce
 ★ Karl J. Krokosinski

Freedom 55 Financial

John R. Armstrong, BA, CIM, FMA, FCSI
 ★ Michel Cotroni, AVA, RHU, PI.Fin.

★ Luc Durocher, AVA, AVC
 ★ Stephen R. Elliott, CFP, CLU, CH.F.C.
 ★ Jim S. Fockens, CFP, CLU, CH.F.C.,
 RHU Calvin Reg Hill, CLU
 ★ Mark C. Keirstead, CFP, CLU, CH.F.C., RHU
 ★ Richard A. Kemp, CFP, CLU, CH.F.C.
 Stephen A. Klugman
 Igor Lulko
 ★ Roger S. Mann, CFP
 ★ Byron G. Meier, CLU
 David K. Moir, CLU, CH.F.C.
 ★ Robert Brad Powe, CFP, CLU, CH.F.C.
 ★ Floyd Ruskin
 ★ Real Veilleux, AVA, PI.Fin.
 ★ J. Paul Wilson, CFP, CLU, CH.F.C.

Great-West Life

★ Suzanne Mlekuz

L'Industrielle-Alliance

★ Rodolphe St-Pierre, AVC, PI.Fin.

Laurentian Financial Services

★ Allan M. Dorfman, CFP, CLU, CH.F.C.,
 CA, FLMI
 ★ David E. Feldberg, CFP
 ★ Pierre Lafleur, PI.Fin.
 ★ Richard R. Martel, CFP, CLU, CH.F.C.

Manulife Financial

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 ★ John Chan
 Gurnam S. Kalsi
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 Vincent K.W. Ng
 Frank A. Porreca
 Seema Sharma
 Greg Sloan
 Gino Stirpe
 Tony Sung, CFP
 Richard Valiquette, CLU
 Richard Wang
 ★ Michael Yuen

SJN Brokerage Management Inc.

★ S. Julie Newnham, FLMI, CFP

Sun Life Financial

★ Casey G. Brandreth, CFP, CLU, CH.F.C.
 ★ Paul A. Isaacson, CLF

Wise Riddell Financial Group

★ David L. Bumstead, CFP, CLU, CH.F.C.,
 RHU

Excellence

MAFAC 2002 — From a Delegate's Perspective

by Michael Gau, Vancouver, BC

The 2002 MAFAC conference in Mississauga represented a turning point, in my mind, for our Association. Each and every person that I spoke with — both speakers and participants alike — mentioned that they, too, experienced a real sense of excitement and enthusiasm at this year's event. You could feel the energy from the opening tee-off at the Royal Woodbine Golf and Country Club right through to the closing address by Canada's own Olympic Champion, Catriona LeMay Doan. The tone of the conference was that of change and our ability as managers to be prepared to embrace the reality of the times and to manage effectively through them. MAFAC's recent affiliation with GAMA International provides us with a

Thank You

MAFAC would like to thank the following industry leaders for their generous support of the MAFAC Conference June 9-11, 2002:

Canada Life
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Maritime Life
RBC Insurance
Self Management Group
Sun Life

tremendous opportunity to leverage that organization's resources and to continue to add real value to our membership. I truly believe that as MAFAC charts a new course into these ever-changing times, our membership is in a position to realize tremendous benefits. This includes value derived from the insight and support of our member companies, as well as through access to the knowledge and experiences of such industry icons as Harry Hoopis and Phil Richards, to name just two. I am already looking forward to next year's MAFAC conference, and hope to see you there!

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Summer 2002

Board Member Profile:

Julianne Leith, BA, FLMI, CLU, CFP

MAFAC is pleased to welcome Julianne Leith of Manulife Financial as a new Board member for 2002-2003.

Juli has a strong technology background — both as an educator and retailer, and has developed a unique combination of skills through ongoing training and support for advisors.

Juli joined Manulife in 1985, and as a Support Manager, she recruited, selected and coached new advisors. Since 1998, Juli has been working as a Regional Business Consultant on Manulife's Practice Management Team.

In her current role, Juli provides holistic, comprehensive practice management consulting to top Advisors in the Southwestern Ontario Region, with



the objective of increasing revenue and/or time effectiveness in the Advisor practice through sound business management and development practices. Juli offers expertise in comprehensive business planning, marketing, client relationship and contact management, and business continuation strategies.

A well-known name and face throughout MAFAC, Juli has been the driving force behind the building of a successful local chapter in the Waterloo county region. She now brings her energy and dedication to MAFAC to the Board level, where she will serve as Ontario Regional Director and as Board Liaison on the MAFAC Annual Conference Committee.

MAFAC Inducts Board

At the Annual General Meeting held June 10, 2002, the MAFAC 2002-2003 Board of Directors was officially inducted. A special welcome is extended to brand new Board members Julianne Leith, representing the Ontario region; and Bill Gallagher, representing Alberta. In addition, Esther Bast has moved from the Board level to the Executive Committee level as Secretary Treasurer.

Sincere appreciation for all of their efforts and dedication are also extended to outgoing Board members Louis Rivard (Past President) and Eugene Eberley (outgoing Alberta representative).

With strong representation from across Canada and a firm commitment to continually improving your industry Association, the new MAFAC Board of Directors welcomes your feedback and comments at any time. In addition, please feel free to contact the board member in your area to discuss opportunities to get involved in MAFAC, whether it be to assist with recruitment, volunteering at local events, or helping with newsletter content.

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Represented on Executive Committee

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MAFAC Chapter Reports

Montreal

On April 18, 2002, MAFAC Montreal held its annual general meeting. The special guest speaker for this event was Michel Cotroni, MAFAC's representative for the Quebec Region on the National Board of Directors. Michel a donné un bon témoignage des bénéfices et des services que les membres pourront s'attendre de recevoir suite à l'alliance consentie entre GAMA et MAFAC. Il a mentionné qu'un changement profond devait se faire au sein de l'ADCFC afin de pouvoir desservir tous les interrenants en gestion dans les services financiers, les banques, les crédits d'assurance, les courtiers, etc. Il a mentionné aussi que l'ADCFC devait faire de grands efforts pour se moderniser et écouter afin de pouvoir donner les services que les membres s'attendent. Nous avons eu également l'assemblée annuelle et 8 administrateurs ont été ___ (*elected?*) par acclamation unanime.

Next event: On September 26, 2002, MAFAC Montreal will hold its annual Soirée des Célébrités. The theme for 2002-2003 is «Les Bâtisseurs» (The Builders of Agencies). For further information, please contact Louis Lamontagne at (450) 928-1321 ext. 522 or Larry Goyette at (450) 681-7162.

Saskatoon

The Saskatoon Chapter held its most recent meeting on May 23. Dave Wild, Chair of the Saskatchewan Securities Commission and Superintendent of Pensions, was a guest speaker. Dave's presentation highlighted some of the recent legislative changes made in Saskatchewan with respect to LRIF, as well as provided an update on the whole integration of regulatory jurisdictions.

The second featured speaker at the meeting was the Hilltops Junior Men's Football coach, Tom Sergeant. Tom spoke about leadership, teamwork and motivation. The Hilltops have been a consistent success, having made the national finals the past five years and winning three times.

Next event: Please contact Rick Kennedy at (306) 665-5166 for further information on upcoming meetings.

Vancouver

On May 23, 2002, MAFAC Vancouver hosted a wine and cheese for all members following the induction of the new Chapter Board of Directors at the Annual General Meeting. In addition, Phil Richards, President of GAMA International, gave an informative presentation on the benefits that GAMA brings to MAFAC members.

Next event: September 2002 — Golf tournament (Date & time TBA). For further information, please contact Lloyd Litke at (604) 685-7364.

Waterloo

On May 23, 2002, MAFAC Waterloo hosted a breakfast meeting and panel discussion entitled "*Attracting, Selecting and Developing Financial Advisors Today.*" Panel participants included support managers from three select companies: Gary Ward, Branch Manager of Clarica; Don Mück, Director of the Resource Centre, Great-West Life of Kitchener-Waterloo; and Neil Ouditt, Regional Marketing Manager, Manulife Financial. The three panelists shared their strategies for attracting and developing advisors, and their formal discussion was followed by an open question-and-answer period.

Next event: On September 19, MAFAC Waterloo will host a breakfast meeting with special guest speaker Scott vanEngen, C.A., CFP, a facilitator with The SuccessCare® Program. Scott will speak about the topic "Succession Planning for the Family Business." Please contact Julianne Leith at (519) 886-7744, ext. 233 for further details.

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