

Letter to Members

Dear Fellow Member,

It is no secret that our association currently faces a crucial time in terms of its future.

Over the past five years, we have witnessed significant changes in the distribution of insurance and investment products. One thing that has **not** changed, however, is the fact that each and every company, whether an insurance supplier, an investment company, an MGA, or an AGA, still relies on the leadership expertise of people **just like you and me**.

As a result of our shifting environment, there has never been a better or more important need for us to continue to share and learn from one another. It was stated just two years ago at a GAMA Canada (then MAFAC) local chapter meeting that the person sitting beside you may very well be your

next colleague or even employer. In many cases, that has certainly come to pass.

GAMA Canada is in the midst of undertaking one of the most exciting initiatives of its history. The Professional Leadership Designation program will be officially launched in less than two months, with the first courses offered in early 2004. This



Michael Gau

represents a significant change for us, too, in moving from an association driven by membership to one driven by professional development.

The Leadership Designation program is exciting for several reasons: it will be university accredited,

it will be flexible, it will fill a professional development gap that exists in management today, and it will be different from other programs in that it is very **practical and accountable**. Our professional development team, which includes two very talented outside consultants, is working diligently to make this program the crown jewel of GAMA Canada. We are gathering tremendous support from both companies and members alike.

What can you as a member do to help make this program a success? The best opportunity to hear about the program is at an event that provides a fantastic learning and networking opportunity in its own right, our annual national conference Sept. 14-16. If you have attended in the past, this year is going to take our very successful conference to an entirely new level. If you have never attended,

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Letter to Members *(continued)*

there has **never** been a better time to come out and see what GAMA, **your** association, has to offer you as a leader in the distribution of financial services. Bring a colleague and share the experience!

Together, we will make GAMA Canada what it is meant to be: **a truly valuable educational and networking association to help us in our personal and professional lives.** We're well on our way ... won't you come along for the ride?

Sincerely,

Michael Gau
GAMA International Canada Membership Chair

Additional 2003 Award Winners

Agency Achievement Award

Ruth Tiefenbach, Freedom 55 Financial

Agency Achievement Award (Gold)

Rick Giuliani, CFP, CLU, CH.F.C.,
Great-West Life

National Management Award

Rick Giuliani, CFP, CLU, CH.F.C.,
Great-West Life
Ruth Tiefenbach, Freedom 55 Financial

Agency Builder Award (Gold)

Roger Mann, CFP, Freedom 55 Financial
Ruth Tiefenbach, Freedom 55 Financial

CONFERENCE SPONSORS

GAMA International Canada would like to express deep gratitude to the following companies for their generous support of the Association's 2003 National Conference.



Benefits of Membership

Your GAMA International Canada membership includes:

- Access to professional development programs and seminars at significantly reduced rates
- A complimentary subscription to the bimonthly *GAMA International Journal* (over \$200 value)
- Free access to valuable Field Leaders Forum skill-building teleconferences
- A complimentary subscription to quarterly GAMA International Canada newsletter *The Leadership Edge*
- GAMA International Canada and LAMP conference preferred rates
- The opportunity to attend skill-building and networking sessions at the local level through GAMA International Canada chapters and study groups
- Access to GAMA International Canada's prestigious Awards Program
- Access to GAMA Research Foundation
- The priceless opportunity to network with your fellow colleagues in distribution management

A Coach, A Mentor ... A What?

by Anna Britnor Guest

Mentoring can claim a 3,000 year head start on coaching, but both are proving powerful aids to personal and organizational change and development.

Thinking of a mentor might conjure up visions of a white bearded wise man in flowing robes and sandals or Telemachus' adviser in Homer's Odyssey. The image of a coach is somewhat different: someone critically observing a top athlete, stopwatch in hand. How can either of these be of any relevance to a company in the new millennium?

Evolved from these origins, business coaching and mentoring are now widely recognized for their impact in leveraging personal and organizational development. For anyone who needs convincing, imagine having someone alongside you who is motivated solely to help you succeed; someone immune from but aware of company dynamics and politics; someone who takes time to listen and to guide you without any personal or political agenda other than the success of you and your company. There are few who would not benefit from such a relationship.

Although there are some key differences between coaching and mentoring, the edges are undoubtedly blurred. Mentoring is often referred to as the "transfer of wisdom." It is the process by which an individual learns from someone who has worn the same shoes and travelled the same path, someone metaphorically older and wiser. Often the mentor will work in the same organization: the traditional definition of a mentor is usually somebody more senior in your own organization, taking an interest and helping your career path. Coaching, on the other hand, concerns itself with

amplifying the individual's own knowledge and thought processes. It is about creating a supportive environment in which to challenge and develop critical thinking skills, ideas and behaviours.

While the strength of mentoring lies in the mentor's specific knowledge and wisdom, in coaching it lies in the facilitation and development of personal qualities. The coach brings different skills and experience and offers a fresh perspective — a different viewpoint. In both cases, one-to-one attention is the key. It has to do with focused and intensive development absolutely grounded in the business in a way that even an in-house, tailored training program often can't deliver. You can, in a one-to-one, focus on intrapersonal issues to a far deeper level than in group environments, which only looks at the superficial.

Based on these definitions, most coaches and mentors agree that a good coach will also mentor and a good mentor will coach, as appropriate to the situation and the relationship. In considering the best fit, therefore, the two approaches should be regarded as synergistic and complementary, rather than mutually exclusive.

Organizations implement coaching and mentoring at all levels of a company structure, from graduate recruits to the Chairman. However, as with any program or initiative, success is dependent ultimately on a high degree of senior level buy-in and commitment. Without such support, programs risk death through lack of coordination and focus or even disruption by power groups or individuals seeking political gain.

For the senior executive

In employing a coach or mentor, the senior executive needs to consider a number of factors. The first key

A Coach, A Mentor ... A What? *(continued)*

consideration is the objective — what am I hoping to achieve? Coaching and mentoring services are often required at times of significant organizational or personal change. Many senior executives face a variety of challenges, from how to behave with former peers who are now subordinates through to operating more strategically. Whether the requirement is driven by the individual or the company, the choices are numerous. For example, is it appropriate to engage a member of the same organization, a peer within a different company via an exchange scheme, or professional mentor, or coach? There are no hard and fast rules: there are benefits and drawbacks to each.

An internal mentor can be a powerful aid in providing admittance to parts of the organization otherwise inaccessible. Their strength comes from their detailed and specific internal knowledge, but this can pose some issues in terms of company politics and matters of confidentiality. A mentor who comes from another organization brings different benefits, particularly in offering alternative perspectives and insights. The downside is that mentoring relationships are not always easy to establish and maintain and can fizzle out if they are not formalized at the outset and managed appropriately.

The alternative is to employ a professional coach or mentor. The benefits are gained from working with an individual who is highly skilled as well as experienced in managing such relationships. Drawbacks are that an external coach may not be able to leverage opportunities for networking and inside track promotion.

The growth of coaching as a means of organizational development and training is significant, with many organizations opting to fund one-to-one programs for entire senior or middle management teams. Others provide a personal, external mentor or coach to facilitate

improvements in key interpersonal skills such as communication and co-operation within a team environment.

For the senior executive, the coach is an ideal sounding board and a powerful facilitator for personal growth along with behavioural and attitudinal change. He or she is an objective partner who will support and yet challenge views, behaviours and attitudes in a constructive manner. Above all, the executive gains an ally whose primary motivation is their success.

Organization-wide coaching programs

While it has been established that a fine line differentiates coaching from mentoring at the senior management level, the distinctions are clearer when one examines company-wide schemes.

Coaching programs are generally implemented at times of change or rapid growth. Results can be phenomenal. Companies developing a strong coaching culture demonstrate a strong commitment to empowering their employees to learn and grow. These companies are rewarded with greater loyalty, involvement and commitment, which in tangible terms are manifested in increased motivation, effectiveness and professionalism of both individuals and groups.

While many organizations recognize the advantages of this approach, the realities of cost-cutting and rationalization have limited the time individual managers can invest in their people. Introducing external coaches can be effective alternative, enabling the company to adopt the coaching model in-house gradually over a period of time with support from an experienced team of facilitators.

Coaching is designed to empower each individual to understand their potential and to identify how they can achieve it. Through developing a sound understanding of the protégé, the coach knows when to support and when to stretch, when to challenge and when to guide. Working on a one-to-one basis, coach and coachee collaborate to set and achieve key development objectives, taking into account the needs of the organization as well as the experience, maturity, knowledge and career path of the individual. Coaching

encourages the creation of goals, which can then be broken down into manageable, measurable steps. To support this, coaching is delivered on a “little and often” basis through a combination of face-to-face sessions, telephone and email feedback and “on-the-job” observation. A coach will require each individual to examine and adapt their approach and to seek fresh ideas for boosting performance and personal job satisfaction.

Organization-wide mentoring schemes

While coaching programs are to do with empowerment and motivation of the individual, mentoring is concerned primarily with the transfer of key skills and with the provision of a formal structure for guidance through the company’s procedures, culture and politics. Graduate mentoring schemes are one of the most common with graduates often mentored by a member of a previous year’s intake. Such a mentor is able to hand-hold the new starter through their first months and may even continue to provide support for many years to follow. From guidance as to whom to approach for specific requirements to how to complete company paperwork, the mentor is on-hand to answer questions and transfer their knowledge. Mentoring schemes are not just for new-hires though, they can be highly effective throughout the organization.

In an age where “a job for life” is no longer an option for either company or employee, organizations need to ensure that they retain staff as long as practical and that they manage the transfer of skills and knowledge throughout the business. Evidently the objective should be for the mentee to become as knowledgeable as the mentor. Many technology-based companies recognize the importance of mentoring and particularly peer-based “buddy” systems to share and develop technical expertise. Interestingly, in the case of global corporations, such approaches are driven by the demands of organizational structure, such as “follow-the-sun” worldwide help desks which require that the same level of technical support be seamlessly delivered from a number of support centres across the globe.

Implementation

It is unfortunate that coaching and mentoring relationships do not typically occur automatically. Both require careful consideration of requirements, expectations and objectives. Format, content and timescales need to be formally agreed. They are dependent on mutual respect and empathy between both parties and underpinned by a shared commitment to achieving results.

For this reason, it may be appropriate to use a third party to assist with the design and implementation of the scheme, whether it be based on a coaching or mentoring model. This could be a specialist within the HR department or one of the many organizations offering mentoring and coaching services, from the “big players” to the independent “one person” practices. Finding the right match is important: not only must there be rapport between the two parties but the external mentor or coach must also immerse themselves in the culture and understand the challenges facing the organization. The internal mentor, meanwhile, must demonstrate strong and appropriate communication and interpersonal skills. If these factors are not present, programs remain superficial and short-lived, with little opportunity for measurement.

In conclusion, both coaching and mentoring have much to commend them. Benefits may be gained from utilizing different approaches across the organization. A newly appointed MD may employ a mentor to assist him in his development into the role; he may also create an internal mentoring scheme within the R&D department and implement an external coaching program for the sales division.

Whatever the schemes may be called, one-to-one development can be a powerful organizational and personal development tool, and assisting forward-thinking companies maximize success in the new Millennium. The key is to define the aim and objective and to implement a program designed from the outset to achieve specific measurable benefits. In terms of the original question of coaching or mentoring or both? Ultimately, the labels don’t matter — it’s the process that counts.

Welcome

GAMA International Canada is pleased to welcome the newest members of the Association:

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Summer 2003

Sam Akiki, CFP	Cartier Partners Financial Group	Pickering, ON
Réal Aubin	RBC Insurance	Winnipeg, MB
James Brooks	Clarica	Burnaby, BC
Charles Burgess, BA, LLB, MBA	Foresters	Burnaby, BC
Rod Burylo, CFP	Investors Group Financial	Calgary, AB
Robert Caissie	Freedom 55 Financial	Halifax, NS
Archie Chase, CFP	Freedom 55 Financial	Toronto, ON
Julie Cook, FLMI	Clarica	Surrey, BC
Paul Edmond, CFP, CLU, CH.F.C.	Freedom 55 Financial	Halifax, NS
Stuart Eng	RBC Insurance	Langley, BC
Gurmeet Farwaha	RBC Insurance	Mississauga, ON
Ralph Fege, CFP, CLU, CH.F.C., RHU	Freedom 55 Financial	Vancouver, BC
Marco Figari	RBC Insurance	Mississauga, ON
Joe Flynn, BSc	Freedom 55 Financial	Markham, ON
Robert Gammon, PFP	Foresters	Burlington, ON
James Gordon, BA, FICB	Foresters	London, ON
Jorge Gutierrez	RBC Insurance	Ottawa, ON
John Haliburton	Clarica	Edmonton, AB
Ron Hancock, CFP, CLU, CH.F.C.	Foresters	Calgary, AB
Leah Hatfield	RBC Insurance	Concord, ON
Michelle Hetherington	Clarica	Chatham, ON
Jolanta Kozowa, RHU	Industrial Alliance	Ottawa, ON
David Lawley	Clarica	Burnaby, BC

Eddie Luk	Foresters	Markham, ON
Sheldon Mackenzie, CFP, CA, TEP	Freedom 55 Financial	Sydney, NS
Alvin Matthew	RBC Insurance	Langley, BC
Hans McFarlane, CFP	Foresters	Victoria, BC
Steve McInnis	Maritime Life	Toronto, ON
Neil McPherson, TEP	The McPherson Financial Group Inc.	Calgary, AB
Vincent Mifsud	RBC Insurance	Burlington, ON
Steven Miles	Clarica	Lethbridge, AB
Laurent Nadeau, CLU	Foresters	Toronto, ON
Robert O'Donnell	RBC Insurance	Dartmouth, NS
Fitz Rajpersaud	Foresters	Toronto, ON
Peter Reid	Clarica	Cranbrook, BC
Marcel Roiati	RBC Insurance	Laval, QC
Brian Rosa, FIC	Clarica	Scarborough, ON
Serge Samson	RBC Assurances	Ville de Quebec, QC
Abhishek Sharma	RBC Insurance	Scarborough, ON
Clayton Shold	Foresters	Toronto, ON
Gayle Shull	RBC Insurance	Regina, SK
Alan Smyth, CLU, CH.F.C.	Clarica	Winnipeg, MB
Mark Stowe	RBC Insurance	Vancouver, BC
Patricia Thiessen	Clarica	Lethbridge, AB
Jay Trimble, CLU	Freedom 55 Financial	Surrey, BC
Gang Xiong	Manulife Financial	Scarborough, ON
Bachir Yassine	Industrial Alliance	Ottawa, ON
Duane Zappitelli	Clarica	Oakville, ON
Brian Zufelt, CLU, CH.F.C.	RBC Insurance	Mississauga, ON

The Association Announces Appointment of Bruce Field and Andy Gellatly

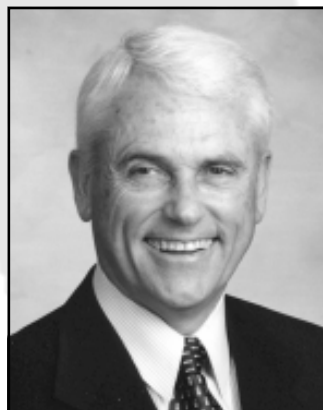
GAMA International Canada is pleased to welcome two new members to its Board of Directors. Bruce Field (top photo) and Andy Gellatly bring many years of industry experience along with great passion and enthusiasm for the Association.

Bruce joins Julianne Leith as an Ontario Regional Director, where his key role will be in helping develop GAMA Canada's study group network. Bruce is also a featured workshop presenter at GAMA Canada's upcoming conference Sept 14-16.

Recognizing the key role that the GAMA Canada annual conference plays in providing professional development and networking opportunities to GAMA members, the Executive Committee determined that it would be appropriate to include the Conference Chairperson on the Board of Directors. As Chair of the 2003 GAMA Canada Conference, Andy moves onto the Board in this newly created position, where he will work closely to align the conference with professional development and membership initiatives.

Biography: Bruce Field, BA, CLU, CH.F.C.
Financial Centre Manager
Clarica, Brampton, ON

A graduate of the University of Western Ontario in 1972, Bruce joined Clarica in 1974 as a Financial Advisor in the London Financial Centre at age 24. He entered management in the same Financial Centre as an Associate Manager in 1977, and was appointed Financial Centre Manager in the original Brampton Financial Centre in 1981. After managing the merged Brampton-Mississauga Financial Centre from 1995-1998, Bruce moved back to the newly re-established Brampton Financial Centre in 1998, where he continues in this role today.



A career highlight for Bruce was being named winner of the prestigious Clarica Directors' Efficiency Trophy in 2001, a competition among Clarica's 90 Financial Centres across Canada. He returned as First Runner-Up in 2002.

Married for over 30 years, Bruce and his wife Nicole have two daughters attending Wilfrid Laurier University in Kitchener-Waterloo.

Biography: Andy Gellatly, CLU
Principal
IDC Financial, Mississauga, ON

Andy Gellatly entered the financial services industry in 1967 through the London Life University Training Program. After spending seven years at London Life in sales and sales management, Andy spent the next 17 years with Crown Life. In addition to owning Andrew K. Gellatly Insurance Ltd. for 11 years, for six years he was a Vice President of Sales for 22 career agency offices.

In 1991, Andy joined Canada Life, where he built a career office in Scarborough from 15 to 50 Sales Associates. In 1994, Andy's agency earned The President's Award as Canada Life's number 1 career agency.

In mid-1998, Andy was appointed to the position of Regional Vice President of Toronto City Regional Marketing center. The office finished number 1 for the last five years with 2002 production in excess of \$10 million in first year commissions.

This past spring, Andy joined IDC Financial Inc.'s Mississauga home office, where he is an equity partner with Ron Madzia.

In addition to his lengthy involvement in GAMA Canada, Andy has been a member of Advocis Toronto for 36 years. He was President of Advocis Toronto in 1985 and Chairman of the 1986 Ontario Sales congress. Married for 36 years, Andy and his wife Cathie have three adult children.



IDEAS THAT WORK: THE "HOW TO..." CONFERENCE

...for industry leaders in financial services distribution management



September 14-16, 2003

Delta Meadowvale Resort & Conference Centre •
Mississauga, Ontario

A New Twist on Tradition

implementable ideas. Keeping this in mind, the committee has pulled together an incredible roster of speakers whose sole purpose is to give inspiring, concise presentations that focus on the real world that we live in today. Rather than talking about the change that continues to be a tremendous force in the financial services industry, this group of speakers will share with us the specific “**how to’s**” of their success: **how** they have managed to navigate through all of the change and uncertainty and come out on top, **what** they are doing each and every day to stay on top, and **how** you can take what they have learned and adapt it to your own situation.

These speakers are your peers: they have worked in the field as managers and as functional specialists, and they have enjoyed impressive success. Not only will this prove to be a tremendous learning experience for everyone, but the learning will be tangible. You will not go back to your office, file yet another conference program in “that place,” and never think about what you listened to; instead, you will be energized and full of ideas that work!

Now, not only will the “how to’s” be filling you with terrific ideas throughout the two days, but you will also have an incredibly unique chance to show off your competitive side and work with a team to complete the pinnacle event of the conference: the mini Eco-challenge. We have done away with our traditional formal banquet and instead will be going off site on Monday late afternoon to compete in a truly exceptional event. Don’t worry — the challenge is much more mental than it is physical — and is guaranteed to be an experience that you won't soon forget!

For more information and to register, please visit www.gamacanada.com or call GAMA International Canada at (905) 469-1531, toll free 1-866-525-5004.

See you in two months!

Over the years, GAMA International Canada has become well known for our top-notch annual conference. This is the only chance each year for leaders in financial services distribution management to get together, in the process enabling you to learn about the tools and techniques to be successful as well as to network and share ideas with your peers from all distribution channels.

In 2002, GAMA Canada took a bit of a departure from prior years by choosing a location outside of the downtown Toronto core and by making the conference less formal. By hosting a barbecue on the Sunday evening to kick off the conference, delegates were able to mix and mingle in a very relaxed, friendly setting. This set the tone for the rest of the event and allowed for a better experience for everyone.

This year, we are taking things one step further. Our dedicated conference planning committee has taken on the formidable challenge of designing a conference that positively stands out from all of the other events out there. Not only did we want to continue to offer very rewarding learning and networking opportunities, but we also wanted to provide real value in that you as participants are able to walk away with truly

Book review:

Now, Discover Your Strengths: How to Build Your Strengths and the Strengths of Every Person in Your Organization

Authors: Marcus Buckingham and Donald O. Clifton, Ph.D.

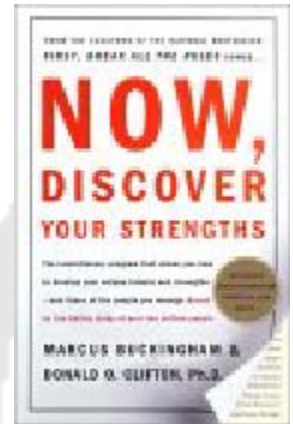
ISBN 0743201140

Published by: Simon & Schuster, January 2001

Effectively managing one's own behaviour, in addition to that of personnel, is an extraordinarily complex task that, not surprisingly, has been the subject of countless books touting what each claims is the true path to success.

A unique approach is offered in Marcus Buckingham and Donald O. Clifton's *Now, Discover Your Strengths*. Following up on the coauthors'

popular previous book, *First, Break All the Rules*, this latest volume emphasizes a focus on enhancing people's strengths rather than eliminating their weaknesses. The book also explains how to build a "strengths-based organization" by capitalizing on the fact that such traits are already present among those within it.



At the heart of the book is the Internet-based StrengthsFinder® Profile, the product of a 25-year, multimillion-dollar effort to identify the most prevalent human strengths. The program introduces 34 dominant "themes" with thousands of possible combinations, and reveals how they can best be translated into personal and career success. In developing this program, Gallup has conducted psychological profiles with more than two million individuals to help readers learn how to focus and perfect these themes.

So how does it work? This book contains a unique identification number that allows you access to the StrengthsFinder Profile on the Internet. This Web-based interview analyzes your instinctive reactions and immediately presents you with your five most powerful signature themes. Once you know which of the 34 themes — such as Achiever, Activator, Empathy, Futuristic, or Strategic — you lead with, the book will show you how to leverage them for powerful results at three levels: for your own development, for your success as a manager, and for the success of your organization. This device provides a personalized window into the authors' management philosophy which, coupled with subsequent advice, places their suggestions into the kind of practical context that's missing from most similar books.

"You can't lead a strengths revolution if you don't know how to find, name and develop your own," write Buckingham and Clifton. Their book encourages such introspection while providing knowledgeable guidance for applying its lessons.