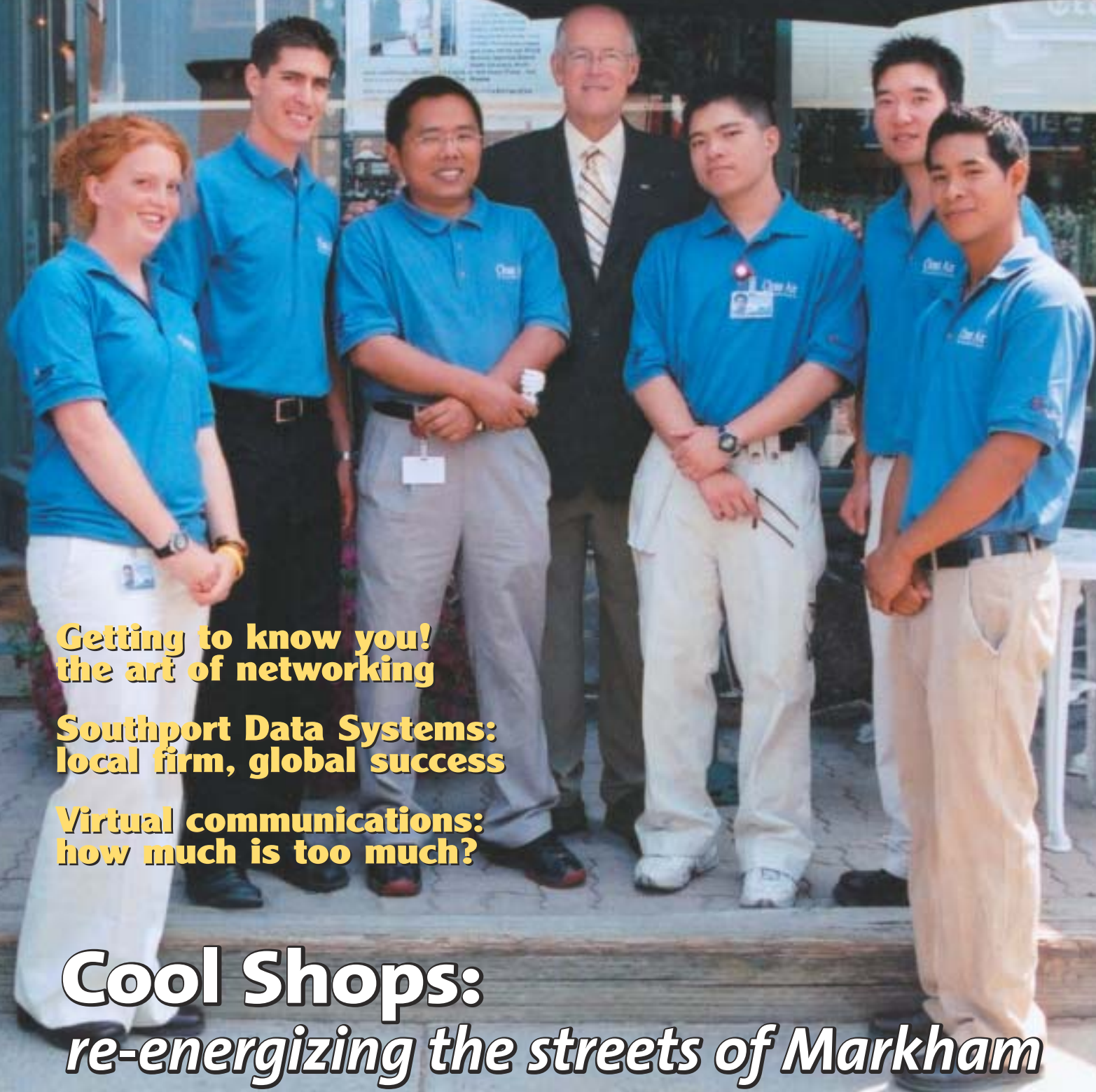


# MB

Markham Business

Volume 1 • Issue 2 • Summer 2005



**Getting to know you!  
the art of networking**

**Southport Data Systems:  
local firm, global success**

**Virtual communications:  
how much is too much?**

**Cool Shops:  
re-energizing the streets of Markham**

PRESENTATION  
CENTRE OPENS  
SEPTEMBER 2005

DEVELOPED  
AND BUILT BY  
THE REMINGTON  
GROUP INC.

SETTLE FOR EVERYTHING!

**DOWNTOWN**  
**MARKHAM**

# MB

Markham Business

Volume 1 • Issue 2 • Summer 2005

#### Publisher

Don Flynn Ext. 28  
dflynn@lenmarkgroup.com

#### Editor

Marilyn Arthurs  
marilyn@lenmarkgroup.com

#### Contributing Writers

Mario Belanger  
Jean-Pierre Bombardier  
Wolfgang Franke  
Donna Messer  
Ronald S. Minken  
Jack Zwicker

#### Editorial Advisory Committee

Keith Bray  
Basil Marcello  
Mary Ann Quagliara

#### Advertising Sales – ext. 24

Colin Adams  
Scott Hoy  
Chris Rogers  
info@lenmarkgroup.com

#### Graphic Design

Lisa Mervin

#### Printing

AMV Graphics Inc.

#### Distribution:

By Canada Post to over 7,500  
businesses in Markham

MB MAGAZINE is published 4 times yearly  
for the Markham Board of Trade by:  
Lenmark Communications Ltd.  
590 Alden Rd., Suite 206  
Markham, Ontario L3R 8N2  
Phone: 905-475-5222 Fax: 905-475-6369  
www.lenmarkgroup.com

Markham Board of Trade  
80F Centurian Drive, Suite 206  
Markham, Ontario L3R 8C1  
Phone: 905-474-0730  
www.markhamboard.com



All rights reserved. MB Magazine's content, design and contract services are provided by Lenmark in conjunction with MBT. Reproduction in whole or in part without the permission of the publisher is strictly prohibited. Information presented is compiled from sources believed to be accurate. However, the publisher and the Markham Board of Trade assume no responsibility for errors or omissions. The information in this publication is not intended to replace or substitute for business, legal or financial advice. Always seek advice from qualified professionals. We welcome your suggestions. Unsolicited manuscripts are invited, but will not be returned.



## Contents

5

### Voice of Business

Our round-up of the latest events and developments making the news in Markham.

10

### Cool Shops: re-energizing the streets of Markham

The thermometer may be soaring, but business power bills are in for a fall. The Cool Shops teams are taking to the streets of Markham, showing small business owners how to beat the heat and save money at the same time.

11

### Company profile: Southport Data Systems

Markham's own Southport Data Systems is commercial proof of how entrepreneurial attitude, business acumen and a determined workforce can win success in the global arena.

12

### The art of networking

We all talk about networking, but do we really know what it means? And are we any good at it?

15

### The seven deadly sins of web development

Why are so many websites a complete failure.

16

### Striking a balance

These days, with virtual communications being the lifeblood of an organization, most of us think we simply couldn't function without access to our email and voicemail. But how much is too much?

18

### Managers entitled to overtime pay?

Yes, a manager who regularly performs non-managerial work could be entitled to overtime remuneration.

19

### Volunteering: it makes good business sense

In 2000, over 6 million Canadians volunteered over 1 billion hours of their time to charitable organizations.

21

### Workplace conflict resolution

Ninety seven percent of active, civil cases settle at some point before trial.



Cover Photo:

Don Cousens, Mayor of Markham, welcomes members of the Cool Shops program at the Old Curiosity Tea Company

Photo by Don Flynn



Keith Bray



## A Message from the President & CEO

Thank you for taking the time to read this second edition of MB – Markham Business!

Response to our initial publication was overwhelmingly positive. From Mayor Don Cousens, through Markham CAO John Livey to numerous Markham businesses, we know we're on the right track and welcome your input. We ask all Markham area businesses to tell us what you would like to see in MB.

In this edition, we are fortunate to have an article from Mario Belanger, CEO of Markham-based Avaya Canada Corporation. I'm sure each and everyone searches for balance in life, and with all the new communication devices available, life balance is a challenge for all of us. We appreciate Mario, a communications executive, sharing his insights!

We challenge every business in Markham to mark their calendar for Thursday, October 20th.

As part of **Small Business Week** (October 17-21), the Markham Board of Trade (MBT) is pleased to host **The Excellence in Business** Celebration and Awards. Being held at the Hilton Suites, this event will focus on Markham, and the great companies who do business in our community, large and small. We, as Canadians, do not take enough time to join together to celebrate our successes. Our multi-cultural Markham is no exception. Let's change this self-effacing tradition, and join together to celebrate each other.

This year, we had a record number of Markham businesses nominated for awards. Every business in Markham is eligible for nomination. Keep this in mind for the future! Come this year and find out what it's all about. Celebrate the successes of your fellow Markham businesses and our business community as a whole.

Accept the challenge: let's make this **Business Excellence Awards** a clear demonstration of our pride in our community.

The MBT is pleased to announce that we will be taking responsibility for the **Smart Commute, 404-7** initiative. We will be working with area businesses to reduce traffic on our area roads. The business community has identified traffic as its number one concern, the MBT is working proactively to make sure the concern is addressed. We are definitely your "Voice of Business."

In this edition, you will get a flavour of the activities we are involved in on your behalf. We invite you to contact us, and learn how you can make Markham's "Voice of Business" even stronger. We are a self-funding, not-for-profit, business organization focused on the strengthening of all business sectors in Markham. We are YOUR advocates of business, locally, regionally, provincially and nationally. We are your chamber of commerce. Together, we make business stronger.

We look forward to your input on MB. We remain committed to making this publication a sought after "must read" for every business person in Markham.

Keith Bray  
President & CEO  
Markham Board of Trade



## Economic Alliance Between Markham and Laval

At a record conference, the Economic Development staff of the Town of Markham and the Markham Board of

Trade met with the City of Laval and the Chamber of Commerce to map out an action plan to jointly promote business.

## Streit Gets Lifetime MBT Membership

Markham Board of Trade's Chair, Drew Gerrard, presented Marlene Stewart Streit with an Honourary MBT Lifetime Membership at the MBT luncheon held on May 19, 2005.



The Board of Directors bestowed the honour on Ms. Streit in recognition of her excellence in performing, her outstanding accomplishments, and her commitment to helping deserving young Canadians.

Marlene, a Markham resident and long time resident of York Region, is the first Canadian ever to be inducted into the World Golf Hall of Fame. She is a member of the Order of Canada, has been Canada's athlete of the year, has set up and operates the Marlene Stewart Streit Foundation, is an inspiration to and supporter of

young Canadians, has won world major golf championships in each of the last six decades, and is a modest, caring and tireless worker for others.

Mayor Don Cousens declared May 15-21 as Marlene Stewart Streit Week in Markham. In his address to the 100+ at the luncheon, Mayor Cousens held Marlene up as an example of what the "Character" initiative is all about. Damian Bassett, President, of York Downs Golf & Country Club, and Kevin Thistle, Vice-President of Angus Glen Golf Club also joined in the tribute.

The event received rave reviews from all in attendance. The MBT looks forward to our association with Marlene, and recognizing excellence in our community.

## Education is Key to Future Success, Minister Says



Raymond South, Mary Anne Chambers

The Ontario government is actively demonstrating its commitment to education through increased funding and easier repayment programs. That is the clear message from Mary Anne Chambers, the Honourable Minister of Training, Colleges and Universities.

Making her comments during a recent visit to Markham-based Southport Data Systems, Ms Chambers stressed that future success for Ontario companies will depend on a firm's ability to compete – not locally, not nationally, but in the global arena.



The Minister was visiting Southport to congratulate the company on its continuing support of the student community: during the summer, Southport regularly employs many university and high school students. This past year, however, has been exceptional, with the company having employed over 200 students working two shifts.

# Markham Board of Trade Business Events

*From networking events to mini trade shows, Markham Board of Trade hosts a variety of functions each month that caters to its diverse business community. These business events are the most popular in the Town of Markham! Registration is required at all events. To register online, please visit [www.markhamboard.com](http://www.markhamboard.com) or call 905-474-0730. Don't forget that MBT members get a preferred rate! Register early before the events fill up!*

## Breakfast Networking Club

Wake up and smell the coffee!

Where else can you meet over 80 new prospects, introduce your company to everyone in attendance, have breakfast and be on your way to work by 9:00 a.m.? The Markham Board of Trade breakfast networking club meets the second Thursday of each month. It's an exciting way to build your business and meet others in the Markham business community.

## Luncheons

Be kept informed. Our MBT luncheons feature notable speakers to keep you up to date on important issues of the day. Typically our luncheons are held on the third Thursday of each month, but can fluctuate depending on the availability of our speakers.

## After Hours Networking

The Markham Board of Trade After Hours Networking functions provide an excellent opportunity for you to meet other business professionals in unique settings. From mini trade shows to mingling amongst shiny new cars at a dealership, the bottom line is that you will have the opportunity to promote your business and meet over 80 prospective customers and suppliers. Our After Hours Networking functions are held on the fourth Thursday of each month.



Stephen Wong, ESM Group  
Keith Bray, Markham Board of Trade  
Derek Sifton, Toronto Airways

## Schedule of Events

**August 11** – Breakfast Networking 7:15 a.m.- 9:00 a.m. Holiday Inn, 7095 Woodbine Avenue. Where else can you introduce your company to over 80 new prospects and be out by 9:00 a.m.? Attendance list provided for follow up.

**August 18** – Markham Board of Trade Hangar Party BBQ 5:00 p.m. – 9:00 p.m. Toronto Airways Buttonville Airport Hangar, 330 Allstate Pkwy (access off Hwy 7). Open to members and non-members. Ride our new VIVA RTV vehicles, York Regional Police Mobile Forensic Lab will be there (the real CSI), Casino, and Live Entertainment.

**September 8** – Breakfast Networking 7:15 a.m. – 9:00 a.m. Amica at Swan

Lake, 6360 16th Avenue. Introduce your company to over 80 potential new clients and be heading back to your office by 9:00 a.m.

**September 15** – Luncheon 12:00 noon – 2:00 p.m. Guest Speaker: Keith Pelley, President & CEO of the Toronto Argonauts. Location: Angus Glen Golf Club, 10080 Kennedy Rd.

**October 5** – 7:15 a.m. Breakfast & 18 Holes of Golf at Angus Glen Golf Club Cart included. 10080 Kennedy Rd.

**October 13** – Breakfast Networking 7:15 a.m. – 9:00 a.m. Bluestone Bistro, 4261 Highway 7.

## Mark Your Calendar!

### Markham Board of Trade Open House

October 5 – Angus Glen Golf Club, 10080 Kennedy Road  
4:30 p.m. – 8:30 p.m

The Markham Board of Trade is Markham's premier networking organization designed to bring you face-to-face with new customers and suppliers. Drop in and learn how we can help your business save money and make new contacts. Notable speakers, prizes, food and refreshments. This one is a "must attend"!



## Cool Shops Lights the Way

Mayor Don Cousens, Markham Council and the Markham business community recently launched *Cool Shops*, a Clean Air Foundation program that helps small street-facing businesses in Markham.

The program, co-ordinated by Markham's new Energy Conservation Office, works with local commercial businesses to reduce energy consumption, save on utility costs and improve air quality.

The *Cool Shops* program is supported by the Ontario Ministry of Energy, the Ontario Ministry of the Environment, Natural Resources Canada, the Clean Air Foundation, PowerStream, the Ontario Power Authority, the Markham Board of Trade, Markham District Energy and Enbridge Gas Distribution.

"Markham created our Energy Conservation Office just over a year

ago," said Mayor Don Cousens. "We are committed to clean air through energy efficiency and to the reduction of greenhouse emissions under the Kyoto Protocol. Environmental awareness is an important Town and Council priority, and I am very pleased we are working with our many community businesses, organizations and residents to promote energy conservation and raise public awareness about the importance of conservation to our community."

Compact Fluorescent Lamps (CFLs) use 75 per cent less energy and last 10 times longer than incandescent light bulbs. If each of the 250 businesses visited by the Cool Shop team switched one 100 Watt incandescent light bulb to a 23 Watt CFL, Markham would reduce energy consumption by over 36 kW and by over 117,929 kWh. This would reduce greenhouse gas emissions by over 35 tonnes. An



average Canadian household uses 7,000 kWh/year. So installing 250 CFLs would be equivalent to saving the energy it takes to power 20 households a year.

The Old Curiosity Tea Company was the first to participate. Once they make the changes recommended, they will save \$282 yearly on electricity costs!

*For more information on the Clean Air Foundation and the Cool Shops program, visit [www.cleanairfoundation.org](http://www.cleanairfoundation.org) or [www.coolshops.ca](http://www.coolshops.ca)*

## Voted Markham's Best



*For excellence in fine dining, nothing beats Peter's Fine Dining Steak and Seafood House. For 28 years, this family-owned and operated restaurant has been serving up culinary delights for local residents and business people.*

*For dinner, Peter's offers a mouth-watering array of steaks, seafood and desserts. You'll feel right at home in this cozy intimate atmosphere that includes a fireplace, wood paneled walls, and subdued lighting. Famous prime rib and seafood platters are just two of the many delicious entrees not to be missed.*

*Whether it's a romantic dinner or anniversary or birthday celebrations, Peter's Fine Dining is ready to make your dining experience a very special one. The restaurant is fully licensed and can accommodate corporate functions and parties for up to 40 people.*



Don Flynn

## It all started with just one little light bulb ...

Judging from the overwhelming response to our first issue – from politicians, government employees and members of the local business community – the launch of Markham Business has really hit the spot. We hope you find this, our second issue, as informative and enjoyable as the first.

This time around we offer some more food for thought. Take our feature, Cool Shops, for example, which focuses on a new program designed to work in cooperation with local businesses to reduce energy consumption, save on utility costs and improve air quality – subjects of growing importance to all of us.

Just think: if every one of the 7500 Markham-based businesses each replaced just one 100 watt incandescent light bulb with a 23 watt compact fluorescent lamp, or CFL as it is commonly known, the Markham area would slash its energy consumption by over 1080 kW and by over 3,537,870 kWh.

To put that in laymen's terms, that is the equivalent of saving enough energy to power 600 households for an entire year. One simple action would also reduce greenhouse gas emissions by 1050 tonnes. Just one little light bulb – proof positive that everyone *can* make a difference!

Now think what we could achieve if all of Markham's businesses replaced all of their conventional light bulbs with CFLs. And if all of the households in the area got into the act as well ... what a dramatic difference such teamwork could make.

In this issue, we also profile Southport Data Systems, a real Markham corporate success story. Having achieved considerable commercial status, Southport is keen to put something back into the community, and makes a point of regularly hiring high school and university students to help them fund their education.

Do you have a similar story to tell? Is your business making a difference? Do you have a strong view on something that's happening – or not happening – in your area? Please send us your news stories and update us on developments within your company and within your particular commercial sector. After all, *MB* is produced for the Markham business community, so why not share your news and views with your local colleagues?

*MB* is distributed via Canada Post to virtually every business in Markham, and via the Markham Board of Trade's regular mailing to all of the Board's members. This makes *MB* a highly effective and cost-effective way to promote your business-to-business programs.

One last thought: please support the advertisers who support *Markham Business*. Their support makes it possible for you to read the pages you are reading.

**Don Flynn**

**Publisher**

**dflynn@lenmarkgroup.com**

**Tel: 905-475-5222 ext. 28 Fax: 905-475-6369**



### 2005-2006 Officers

#### Chair of Board of Directors

Glenn Crosby • J.J. Barnicke Limited

**1st Vice Chair** Darlene Klemchuck • Adecco Employment Services Ltd.

#### 2nd Vice Chair

Mac Cosburn • Stantec Consulting Ltd.

**Treasurer** Verne Deneault •

Lenovo (Canada) Inc

#### Secretary

Bob Nichols • Motorola Canada Limited

#### Past Chair

Drew Gerrard • Deloitte & Touche LLP

### 2005-2006 Directors

Stacey Allen •

York Region Newspaper Group

Rahul Bhardwaj •

United Way of York Region

Gwen Benjamin • Wilson Vukelich LLP

Mimi Chau • Wah Lung Labels (Canada) Inc.

Daniel Choi • Concord Idea Corp.

Cathy Chouinard •

Chouinard Bros. Roofing

Roberta Fox • FOX GROUP Consulting

Dan Iannicello • Wyeth Pharmaceuticals

David LaLonde •

Don Valley North Lexus Toyota

Glenor Pitters • DMTI Spatial Inc.

Anna Rossetti •

Giesecke & Devrient Systems Canada Inc.

Derek Sifton • Toronto Airways Ltd.

Kevin Thistle • Angus Glen Golf Club

Lois Tori • Royal Bank of Canada

Carol Zalgar • IBM Canada Ltd.

John Livey •

CAO Town of Markham • Liaison

### MBT Staff

Keith H. Bray • President & CEO

Vicki Wilhelm • Director of Administration

Mary Ann Quagliara • Director of Marketing

Basil Marcello • Director Business Development

Janice Sullivan • Events Coordinator

Wincy Tsang • Administrative Assistant

## Markham MPP Tony Wong Appointed Parliamentary Assistant to New Ministry Headed by Premier

Newly Created Ministry of Research and Innovation Will Strengthen the Future of Ontario and Promote Growth.

Ontario Premier Dalton McGuinty appointed Markham MPP Tony Wong to the position of Parliamentary Assistant for the newly created Ministry of Research and Innovation, which the Premier will lead as Minister. The appointment comes after the Premier's recent move to enhance his Cabinet to further strengthen the education, health and prosperity of Ontario's people.

"I am honoured to have been chosen by the Premier to fulfill this new exciting role in our government," said Markham MPP Tony Wong. The Ministry of Research and Innovation will be instrumental in creating a significant legacy for Ontario in the 21<sup>st</sup> century. I look forward to working closely with the Premier and fulfilling my duties in this new ministry."

The newly created Ministry of Research and Innovation signals the importance the McGuinty government places on the need for Ontario to compete and win in both the national and international marketplace of ideas. In the knowledge-based economy of the 21<sup>st</sup> century, the most valuable commodity is a new idea – one that creates investment and jobs. For this reason, the new Ministry will focus on the promotion of the ideas and information that are required in creating a better, stronger Ontario.

**POWERSTREAM**  
WANTS YOU TO BE  
**powerWISE™**

Lighting retrofit ✓  
Lighting controls ✓  
Office equipment ✓  
Water heating ✓  
Temperature control ✓  
Load shifting ✓

**HAVE AN ENERGY AUDIT DONE**

**Power Stream**  
YOUR CURRENT CONNECTION  
www.powerstream.ca

Head Office:  
Tel: 905-417-6000

Markham Office:  
Tel: 905-477-3830

Richmond Hill Customer:  
Tel: 905-884-8886



## NEED HELP WITH THOSE OCCASIONAL JOBS?

Give our group of dedicated individuals an opportunity to help your business doing those occasional jobs that you don't have the space or manpower to handle. Our members offer a flexible supervised work force and a level of enthusiasm that can't be matched!

Please review our list of services below.

- Hand Packing
- Envelope Stuffing
- Labelling
- Light Assembly
- Laminating and Binding Services
- Pricing, etc.
- Heat Sealing of Packages
- Display Assembly and Filling

It's not charity, it's good business!



Call Us for a Quote:

Michelle @ 905-209-9092 or michelle@dreamsinc.ca

84 Bendamere Cres., Markham, ON L3P 6X6

**ROGERS cup**  
presented by American Express

Markham Board of Trade and the Town of Markham present:  
**Markham Day at the Rogers Cup presented by American Express**

**On Wednesday August 17th**

See the top female tennis players including Maria Sharapova, Venus & Serena Williams and tennis legend Martina Navratilova

-Located at the state of the art Rexall Centre, less than a 10 minute drive from Markham

**25% of all ticket sales will go towards the Markham Stouffville Hospital Foundation and the fight to end Breast Cancer**

See the best in Women's tennis and help support a worthy cause.

**Call Now!**  
**1-877-2TENNIS ext 4575**

\* Valid for all session tickets sold for August 17<sup>th</sup> to Markham residents and Hospitality packages sold for the week in Markham based companies

August 15 - 25, 2005  
www.18772tennis.com  
www.americanexpress.com

ROGERS



## Cool Shops Street Teams – Coming to a Markham Small Business Near You

With rising temperatures comes a rising power bill. This summer, small business owners across Markham are learning how to beat the heat and save money in the process.

*By Jean-Pierre Bombardier*

**O**n July 11th, the Town of Markham Energy Conservation Office, in partnership with PowerStream, officially launched the Cool Shops energy efficiency program. The Cool Shops program is designed to educate small business owners on how they can:

- save money on monthly energy bills
- improve the bottom line
- increase the comfort level and look of stores
- enhance a community profile, and
- reduce harmful greenhouse gas emissions

Starting in July and running until Labour Day, Markham ECO Cool Shops Street Teams will be visiting over 250 stores to deliver a turnkey energy conservation program. The Street Teams will be approaching stores in the English, Cantonese and Mandarin speaking communities across Markham to conduct brief energy assessments and suggest energy saving strategies and products. These assessments will be based on the lighting, heating and cooling usage observed in the store and through discussions with the owner. There is no need to show the Street Teams a utility bill. The Cool Shops audit can show the potential for real energy savings based solely on the size of the store and the type of information the owner wants to provide.

The Markham Board of Trade supports the Cool Shops program and encourages its members to take part. By allowing the Street Team to do the in-store assessments, the small business owner will benefit in a number of key ways. First, the Street Team will install one free compact fluorescent light bulb to start saving money right away. CFL bulbs alone use 75% less energy and last 10 times longer than conventional light bulbs.

Second, the Street Team will provide business owners with a product sheet offering significant discounts off energy efficient products, including more CFL bulbs, LED exit sign

bulbs, and ENERGY STAR qualified programmable thermostats. All of these products will be shipped for free and delivered by Home Depot to the owner's store within 24 hours.

Third, all participating small businesses will receive a Cool Shops sticker to place in their store front that will let their customers know they are an official "Cool Shop". These stickers show that a business is committed to energy conservation while raising their environmental business profile.

Finally, for those stores that go the extra mile and undertake an energy retrofit, the Markham ECO will work with them to draw attention to their efforts, and raise awareness of the importance of conservation through advertisements in local newspapers, special promotional media events and website exposure.

The Cool Shops program began in 1998 and has been run by the Clean Air Foundation, a not-for-profit organization implementing public engagement programs, since 2004. Cool Shops is the only education and outreach program to target small commercial businesses in Ontario. With an estimated 30,000 small businesses in the province, there is a great opportunity for reducing energy demands. Markham is one of five Ontario cities launching the program this summer, with plans to go national in 2006.

So when a Markham ECO Cool Shops Street Team knocks on your door, welcome them in and learn how much your small business can save, starting today. **MB**

To book your free energy audit and become one of the Cool Shops of tomorrow, call 905-477-7000 ext. 2350, or visit [www.coolshops.ca](http://www.coolshops.ca) for more information and other energy saving tips.

# Southport Data Systems

If you thought the paperless society would never materialize, think again. Through its scanning and imaging services, Southport could help your company realize the archiving benefits of storing images rather than large volumes of paper.



**R**ay South – president, founder and owner of Southport Data Systems – is a true business pioneer. Some years ago, having worked in information processing with several large corporations, he perceived an opportunity to revolutionize image scanning and data transmission. The result was a prototype software that would transform the business of data processing, saving companies time and money.

His solution was to scan the documents and transmit the data, rather than needlessly ship piles of paper back and forth all over the world. He approached American Express with his radical new idea – to outsource credit card applications overseas at a low price, yet process them in the same time frame as if the work was being done locally. When the pilot scheme proved a major success for Amex, Southport was born, and the rest, as they say, is history.

## Data: a company's most valuable asset

That was 15 years ago, and how rapidly the IT sector has evolved since then. "Data is the lifeblood of any organization today," says South. "When a company asks us to handle their data, they are trusting us with their most valuable asset. For our part, that trust demands accuracy, reliability and, most importantly, security – an absolute 'must' in today's fast changing business environment." This rapid change, he says, is Southport's biggest challenge. "We must constantly monitor our systems and modify



our services to replace those that are on the way out. When Southport started in 1990, we handled 20,000 to 30,000 credit card applications a day – manually! Now most applications are online. "Because the internet is constantly changing the way business is done, we at Southport must constantly improve our services to accommodate the new technology."

## What's on the Southport menu?

As a complete provider of data conversion and database services, Southport's staff are experts in data entry, image conversion, survey processing, OCR-OMR conversion, document image management systems, web hosting, fulfillment services, and medical and legal transcriptions. Over the years, the company has built up a diverse clientele – from government departments, insurance companies and banking institutions to publishing houses and retail groups.

## A world of change

While most of Southport's customers are in Canada, the USA and the UK, much of the work is outsourced, mainly to Jamaica and the Phillipines. And while some cynics

might regard this as exporting jobs from Canada, South sees it differently. "In these days of high-speed telecommunications, it doesn't matter where the work is done. Every developing country is looking for a piece of the outsourcing action. We are sending much needed work to some underdeveloped countries, and this is helping the local people to build their national self-esteem and to improve their own country's bottom line. The work involves mainly data entry for eight hours straight, and many North Americans simply aren't interested in what they perceive as such low level work. Confidential high tech projects are performed locally in Markham. At the same time, new types of higher level jobs are being created here in North America. So everybody wins. It's simply a matter of good business."

## A real community man

A highly motivated and ethical individual, Ray South is determined to give something back to the community that has supported him over the years. Referring to Markham as "the computer centre of Toronto," he employs a full-time staff of 60, with up to 120 part-timers being taken on at peak times of the year. Many of these are students, because South likes the idea of bringing young people in and encouraging them to work their way up. "We try to help students, especially those who are disadvantaged or less privileged." South is also currently working to establish a scholarship program.

## What's next?

Looking ahead to the next five years, South predicts further growth for Southport – through amalgamation with non-competitive companies, as well as organic growth through service expansion.

*Southport Data Systems*  
2820 14th Avenue, Suite 100  
Markham, ON L3R 0S9  
[www.southportdata.com](http://www.southportdata.com)  
Tel: 905-940-0190  
800-281-9732  
Fax: 905-940-0192



# The Effective Art of Networking

You are at an event, you've met someone who is in the industry whom you admire. You exchanged business cards, and you even have the name of a person you should contact in Human Resources written on the back of the card. You have an incredible opportunity to move forward in your chosen career. What's your next step?

*By Donna Messer*

**F**or some, it would be to call that person the very next day and set up an appointment, for others it would be to hold on to the card for use at a later date. For me, it's an opportunity to build the rapport I need to make sure that name, on that particular card stays current and valuable!

The art of effective networking is really a science, and it is one that we need to learn, so that we can put a process in place that works for us time and time again. The following process is an example of how to maximize an opportunity and take it step-by-step to a satisfactory and relevant solution. It doesn't mean that you have gone from meeting to management in your chosen company, it means that you have begun the business dating game called "networking".

I've often been called "a business matchmaker." In professional relations, as in personal ones, there has to be an "aha" that makes both parties want to know each other. For me, the "AHA" stands for "Awareness Heightens Achievement". I need to know that I have done everything I can to make

people want to know me. I have to build a rapport.

So, let's follow that hypothetical business card from the opportunity you had when you exchanged cards to that satisfactory and relevant solution. I am going to process that card through my system and show you just how easy it is to practice the science of networking 101.

It's the morning after the event. You empty your pockets and place all the cards on your desk. You take a few minutes to go over each card, and if there is something memorable about any of them you make notes on the back. There might have been something about the card owner that is relevant for you. You promised to send them an article, they mentioned another event you could attend, you know someone they know and want to re-introduce them to each other. Take the time to evaluate your opportunities within those cards on your desk.

Next, I scan each card into my database using a little scanner called CardScan. It allows me to capture

quickly all the details on both the front and the back of the card. It even has a notes section where I can add my own comments, which always includes where and when I met the card owner. This makes it easier for me to remember a person: I can usually recall the event in my memory and walk myself through the entire evening, remembering something about the card owner that might be relevant when I make that important reconnection.

I need to make sure that every reconnection is profitable for that person I am connecting with: it can't just be good for me! That reconnection must be valuable or it is abusing the effective art of networking. How do I make this part of my process? I always ask each person I meet one simple question – "How can I help you?" The reply is often something they want to do or someone they need to meet. In some cases, they aren't sure how I can help them, so we explore a little, exchange some relevant information and within seconds, I usually have something I can do for them that will allow me to reconnect and fill their need.

Now let's follow that business card through my process. I'm at the opportunity stage in the science of networking; it's time to make my first re-connection. I always send an email message to my new contacts as quickly as possible. I refer to where we met in the subject line, so they won't delete my message, and I quickly and efficiently refresh their memory so that

*Remember, people like people who are like themselves. They buy from them, sell to them, refer them – and they often hire them!*

they know who I am. Because we meet so many people at these events, I will find something to include that will help my new colleague visualize the evening and remember our time together. In the email I will make reference to their want or need, and if I can, I fill that need in the email. It could be a valuable website, a promised introduction, or a resource I use – whatever it may be, I reference it in the first email, and I follow up with what has been promised.

If it is an introduction, it will always be made in a separate email. In that email, I will not only include both parties in the email; I will find common denominators that will make each of them more comfortable in their follow up.

The card we are following has been entered into the database, we've made our notes and know exactly what we want from them. Now we are anxious to find something that will make us more memorable, a more valuable connection. The first thing I always do is check their website. I read about them, I find out if they have a favourite charity, a special interest. Networking is not just about exchanging cards: it is a science that must be learned and there is a process that will make most connections much more valuable for both sides of the introduction.

After exploring the website and doing a search using my favourite search engine,

Copernic, I have several relevant facts that I can include in my email message – facts that will let the person know that I have done my homework and found that we have a common interest. Remember, people like people who are like themselves. They buy from them, sell to them, refer them, and they often hire them! Try to find common denominators with all your new contacts, since it makes the reconnection much easier, and definitely more profitable.

The email has been sent, the reconnection has been made, your introduction to that promised contact has also been completed. You are practicing the effective art of networking. Now it's your turn. You are able to ask for that introduction which you jotted down on the back of that card! You wait a few days, and by then, you should have received an acknowledgement of your introduction and a thank you for your help. That is, if they have taken a networking course!

You do a little strategizing with yourself. Why would the company want to know you? What makes you stand out among the crowd of students looking for that position? Think about what you've learned about the company. See what you can find out about the name you have written on the back of that card. Simple things become relevant. You find out they graduated from your school, they participate in the same sport, or support the same charity... be armed with all the trivia you can that is relevant, not only to your potential connection, but to the beginning of a long term relationship. Being able to see both sides is important. What's in it for me doesn't work when it comes to networking. It must be what's in it for each of us. How can we help each other? In the beginning, it's difficult to find ways to help someone who is in a position of power.

In his speech to graduating students from across the country, Rob Brower from KPMG said, "This is a new culture of integrity". Everyone is now on an equal playing field, from the top down and the bottom up. We need to find common denominators, areas of mutual respect that will allow

companies to survive and thrive in this new era. Transparency is a buzzword, and your ethics and integrity will go a long way in this new economy.

The strategizing is done, and the reconnection is made. The meeting is set. What are the next steps you should take in the science of networking? This interview is not to ask for a job. It is to gather information, to learn more about that information, to learn more about what it is like to work for the company and to find ways to become involved, if only as a volunteer.

You dress for success! You've done your homework. Ask yourself if the company is casual or very professional – you want to look like you fit in! You have business cards, because it's important to be visible to people you want to keep in touch with. The card states all your relevant information, and if you're an entrepreneur, it might even have a company name on it.

You arrive early. It's important to make a good first impression. You look good, you feel good. You practised your smile in front of the mirror, and you know your handshake is firm and dry. You are ready. Your contact arrives, looks briefly at his watch, and welcomes you. You extend your hand and shake, your smile is in place and

*Learn to strategize and negotiate, and understand that the art of networking is a science that can be learned.*

you know that you are making a good first impression! Your contact has given you a clue to his communication style – he's timely, he looked at his watch. This usually means that he wants you to be brief, to use your time wisely and to leave within an appropriate time frame.

You acknowledge his time is valuable, you ask a few relevant questions, taking brief and sequential notes. You

[Continued on page 14](#)

Continued from page 13

quickly share your common interests, and you thank him for his time. As you are leaving, you ask for his card and you give him yours. You leave with the words, “I have always admired the community involvement of your company. If there is anything I can do to help with your upcoming event, please don’t hesitate to give me a call.”

The first impression has been made. You are someone to keep in mind.

When you return home, you go over your notes, you enter his card into your database and you begin the process – you send a note of thanks. You do not include your resumé in this letter, nor did you take it with you when you went for your information interview. You were strictly building rapport that will help you move through the networking process.

You know that your new contact likes sports, and you have an event coming up in which he might like to participate. You send him a personal invitation, informing him about the event, the people, and the value it could have to him – personally or professionally. He replies – he’s interested, and would like to attend! Now you have the chance to shine, to introduce him to others in the group. You’ve already found the common ground. Now you can expound on his position with the company and his

interest and support of students. He will be impressed with your networking abilities and he is now someone who not only wants to know you. He needs to know you!

You are beginning to feel more comfortable with him, and it’s almost time to send him that resumé. Before you do, negotiate with yourself. Think about what you really want and what you can do for this person within your school, your outside activities, your volunteer and charity work. You know that the company is very caring when it comes to kids – and you know that your favourite charity is holding a telethon and is in dire need of people to help out. They need an MC and your new friend has a great voice. You remember he was once a radio announcer!

You call him, you send him an email with all the details, and you ask if you can make the introduction. He’s thrilled. You have just taken the art of effective networking to a science!

The event is hugely successful, he’s seen you in action, and he likes what he sees! You say, “I would really like to know what the process is to have my name considered for a position within the company.” I guarantee, he will not only provide you with the process: he will make the necessary introduction so that you will already be ahead of your competition!

That’s what my process is all about. Taking an opportunity, exploring how to make the best of that opportunity and making a profitable first contact.

It’s learning to strategize and negotiate and understand that the art of effective networking is a science that can be learned.

Above all, it’s using the RISE philosophy. We build the Rapport, gather the Information necessary to make sure the rapport is valuable, we find ways to come up with profitable Solutions that are valuable to both sides of the introduction, and we do it Ethically. We recognize the importance of being part of this new “culture of integrity.” **MB**

*The RISE philosophy is available as a training program through ConnectUs. A self-monitoring networking process has been developed in conjunction with Dr. John Paul Hatala, a PHD from U of T. This process, called FlowWork, enables students to monitor and measure their personal ability to network effectively. FlowWork is distributed by ConnectUs to education, industry, and government and not-for-profit agencies across the country. FlowWork training is also available through ConnectUs. For details on RISE and FlowWork, visit the website – [www.connectuscanada.com](http://www.connectuscanada.com)*

## Celebrate the success of your fellow Markham businesses at the prestigious 2005 Markham Board of Trade 15<sup>th</sup> Annual Business Excellence Awards

October 20, 2005  
Cocktails 6: 00 p.m., Dinner:  
7:00 pm (Black Tie Optional)  
Hilton Suites Toronto/Markham  
Conference Centre & Spa  
8500 Warden Avenue (at Hwy 7)

Awards to be presented in the following categories:

- Community Relations & Cultural Enrichment
- International Trade
- High Quality & Service
- Entrepreneurship
- Innovation
- High Standards & Working Conditions

- Extraordinary Business Achievement
- Award of Merit
- Anthony Roman Award

Reserve early! Call the Markham Board of Trade at 905-474-0730. Corporate Tables Available

Sponsored by:



Making it simple.



# The Seven Deadly Sins of Web Development

Websites are wonderful things. They work 24/7 without complaint. They never have to be paid benefits. And they have the potential – *the potential* – to reach billions of customers. So why are so many websites complete failures? Because the developers made the following false assumptions. We call them the seven deadly sins of web development.

By Wolfgang Franke

President – Work Advertising & Marketing

1) **“If I build it, they will come.”**

The truth is many sites couldn't be found with a search warrant. Read on to discover the problem – and the solution.

2) **Design is more important than content.**

On the web, content is king for two reasons: first search engines are designed to look for keywords, not images; secondly, visitors are looking for information, not fancy graphics. The challenge is to have content that is both visitor friendly and search-engine friendly. Get this wrong and your site will end up in a cold, dark corner of cyberspace that even your mother won't visit.

3) **Web designers are trained in graphic design.**

We are amazed by the number of websites that are virtually unreadable. The problem is that many web designers lack training in graphic design – and hence are not even aware of design basics, such as how to make the right choices in terms of font size, line spacing and column widths.

4) **Web designers are expert marketers.**

Very few web developers have any marketing training. That's worth repeating.

Very few web developers have any marketing training, let alone any internet marketing experience. As a result, their work is limited to converting print advertising into web pages, known in the trade as “brochureware.”

5) **Build it and forget it.**

While it is quick and easy to update or add web pages, many companies go months – or even years – without making any changes or updates. Naturally, visitors note these failings and never visit again.

6) **Web visitors are infinitely patient.**

Actually, just the opposite is the truth. Web visitors have no tolerance for the most common website mistakes: home pages that take too long to download, misleading and/or confusing content, forms that don't work, links that go nowhere, menu systems with dead ends.

7) **Company information is most important to the visitor.**

Wrong, wrong, wrong. If you check the web traffic stats of effective sites, you will see that company info, typically found on the About Us page, is not even in the top 10. Visitors care about the benefits they could derive by buying your product or service,

so make it quick and easy to find that information and never forget to ask for the sale.

If you are still not convinced, here is one more dose of reality. The Internet is not a static thing. It is a living, changing thing. Even the experts have to work hard to keep up with the changes. They know why you can have a great ranking one month – and a not so great ranking the next month. And they know the basics, such as how to:

- set up a site for both high-speed and dial-up users;
- build a simple, easy-to-follow navigation system;
- build attractive pages without indulging in elaborate FLASH designs that are a waste of time and money.

So what should you do before building a website? Take care developing your content. Make it visitor focused and search-engine friendly. Next, look for a provider that has the mix of skills required to build a site that draws traffic and generates sales. That means you need a provider who understands not only how to build a web page, but also – at a minimum – the basics of graphic design, marketing and copywriting. It's a sin to settle for anything less. **MB**



# Finding a Balance: Being Connected Without Feeling Trapped

For many companies, virtual communications – anything other than face-to-face – are the lifeblood of the organization. Many of us would likely be tempted to shut off the lights and go home for the day if we couldn't access our e-mail or check our voicemail.

*By Mario Belanger  
President of Canadian Operations, Avaya Canada*

The path to this point of communication dependency began with the telephone, followed by the fax machine, the Internet, email, and most recently, the broadest array of diverse, handheld devices ever available. Each of the multitude of applications and

devices now available can instantly access and disseminate information, and allow us to communicate with our co-workers, customers, and partners.

In short, communications technology has evolved into the essence of how

we get work done. This evolution has provided workers with increased mobility, productivity and efficiency.

Striking a balance between enabling employees to stay connected and workers feeling overloaded becomes

@\$%#!@\*^!\*  
**Lost your work again  
 because the  
 power went out ?**

UPS Battery/Power Backups from just -- **\$39**

Dealer Inquiries Welcome

**(905) 477-9315 • www.upsforless.com**



**FINALLY HERE!**  
 The quality digital photocopier at an affordable price!

**Canon** Image Runner 400



**\$99<sup>00</sup>**  
 PER MONTH  
 Compare at \$450<sup>00</sup>

- 40 pages per minute
- Automatic document feeder
- Automatic duplexing (2 sided)
- Finisher-sorter stapler
- Add \$25 for network printing and save 70% on printing costs

---

- Three year replacement guarantees
- Canon certified technicians with over fifteen years experience
- Free delivery, set up, and first toner
- Fully reconditioned equipment to factory specifications
- Service rates guaranteed with no minimums (copy blocks)



**905-415-8578**  
**info@recopiers.com**  
**www.recopiers.com**

more difficult, however, as organizations realize the return on investment made possible by employing mobile applications.

Employees may feel overwhelmed by the “always on” nature of today’s business. In a survey Avaya conducted in 2004, 50 per cent of IT professionals reported that they felt pervasive communications had a negative impact on quality of life. With so many ways to connect with people, employees may feel that the communications methods used in business today are intruding into their lives as opposed to making their lives easier.

The undeniable business drivers for mobility include a potential 15 per cent increase in personal productivity through use of intelligent communications solutions, according to a recent study conducted by Avaya. The burgeoning dependence on 24/7 communications requires a close look at solutions that are structured to meet

both employee and business needs. For their part, employees may need to exert some level of control over availability and information access to make certain that there’s a balance between work and life.

Würth Canada Limited is an example of a company that has implemented mobile technology to increase overall productivity. A worldwide leader in the sale of fasteners and assembly materials for the automotive and industrial marketplace, Würth Canada Limited recently implemented an IP telephone solution to improve communication among its 250 staff based throughout Canada. The new solution enables employees to work more easily in teams for faster and better informed decision-making and customer response across its company branches, employee home offices and remote sites.


Advanced communications technologies enable organizations to redefine the

workplace by creating different work-life scenarios, increasing customer/partner contact and creating consistent, quality experiences for communications with stakeholders. For example, enabling employees to work from home or remote locations provides them with more flexibility to be productive when and where it makes the most sense.

The increased efficiency and ease of access created by communications technology can also result in heightened job satisfaction and better performance. Workers who don’t feel trapped at the office are more likely to be happier workers, and appreciate employers’ investments in cutting-edge communications tools.

Balance in communications that enable a happier, more productive workforce can be a key competitive advantage and should be taken into account when considering new technology. **MB**


**OFFICE CONDOS FOR SALE & FOR LEASE**  
 CONSTRUCTION SUMMER 2005 • OCCUPANCY FALL 2006



**MARKHAM LIBERTY SQUARE**  
**HIGHWAY 7 & WARDEN AVENUE**

Please Contact:  
**GLENN CROSBY**  
*Glenn.Crosby@jjb.com*

**416-449-1710**  
 Visit our website: [www.jjb.com/liberty](http://www.jjb.com/liberty)



## Project a Professional Business Image

Markham Executive Suites offers immediate occupancy in fully furnished and equipped offices to provide the complete office infrastructure necessary to operate your business.

We create a complete company image for the virtual office and have the resources required to assist in developing your business.



### FEATURES AT A GLANCE:

- ✓ Virtual office plans
- ✓ Low start-up costs
- ✓ Receptionist to handle calls in your company name
- ✓ Boardrooms, Meeting Rooms and Training Room – hourly or daily
- ✓ Location in high tech Markham
- ✓ T1 Internet access

For fully equipped offices with flexible lease terms contact:

**MARKHAM EXECUTIVE SUITES INC.** Centre Manager – Elizabeth Dawson  
 edawson@markhamexecutivesuites.com  
 Take a virtual tour at:  
[www.markhamexecutivesuites.com](http://www.markhamexecutivesuites.com)

**(905) 946-8858**

7030 Woodbine Avenue, Suite 500, Markham, Ontario L3R 6G2



# Managers Entitled To Overtime Pay ...

Did you know that a manager who regularly performs non-managerial work could be entitled to overtime pay?

*By Ronald S. Minken  
Senior Employment Lawyer*

**U**nder both the current Employment Standards Act 2000 (ESA 2000) and its predecessor, the Employment Standards Act (Old ESA), most employees are entitled to receive overtime pay if they work more than 44 hours per week. Certain types of employees in both former and current legislation, such as managers, are exempt from this benefit.

Under the Old ESA the exemption applied to managers was formulated as employees “whose only work is supervisory or managerial in character.” Under the current ESA 2000, employees “whose work is supervisory or managerial in character and who may perform non-supervisory or non-managerial tasks on an irregular or exceptional basis” are exempt from the overtime provisions of the ESA 2000.

The change in language, while seemingly very slight, is legally very significant under the ESA 2000. Consider a situation where a grocery store manager regularly serves as a cashier when the regular cashiers are on their breaks. Under the language of the Old ESA, decision makers took into consideration the overall ‘character’ of the work being performed to determine whether an employee was exempted from the requirement of overtime pay. Thus, in the example above, under the Old ESA, even though a manager may regularly perform work that is non-managerial in nature, if the overall “character” of the work remains managerial, the employee would not be entitled to overtime pay.

Under the current ESA 2000, if a manager regularly fills in for employees on a break, that manager does not fall under the exemption and is entitled to overtime pay. Whether or not a manager performs non-managerial work as a regular part of his or her duties is critical in determining overtime pay entitlement. The exemption only applies to managers who do not perform non-managerial or non-supervisory work on a regular basis. Put more simply, managers are generally not entitled to overtime pay unless they perform non-managerial or non-supervisory tasks as a regular part of their job.

In *Tri Roc Electric* [2003] O.E.S.A.D. No. 1002, the Ontario Labour Relations Board took the view that there was a clear implication in the ESA 2000 regulations that the regular performance of non-managerial duties in the normal course of an employee’s work renders the exemption to overtime inapplicable. This means that where non-managerial work is a regular part of the employee’s work, even if the overall character of the work is managerial in nature, the employee is entitled to overtime pay. In this case, the Board found that the character of the employee’s work was clearly managerial. Nevertheless, the employer was found liable for back overtime pay since the employee, although a manager, performed non-managerial tasks as a regular part of his duties.

This change in law is of critical importance to both employers and employees because it has the potential to redefine the employment relationship in significant ways. The traditional view of managers’ remuneration is that they are not entitled to overtime because they occupy a privileged position within the company and have a large degree of control over the workload. However, changes in legislation require employers and employees to revisit their understanding of their rights and obligations before potential costly troubles occur. Employers should periodically review the type of work that managers are performing so as not to be caught unaware of very large potential back-overtime claims. **MB**

*This is the first article in a series of Employment Law Issues contributed by the Employment Law Group of Minken & Associates Professional Corporation. Keep on the watch for future articles on Employment Law.*

Disclaimer: This article is not legal or professional advice. If you require legal advice on employment issues contact an employment lawyer.

# Why Volunteering Makes Good Business Sense

In 2000, more than 6.5 million Canadian volunteers contributed just over 1 billion hours of their time to charitable and voluntary organizations. If the organizations they supported had hired people to do the work done by their volunteers, the total payroll cost would have been well over \$17 billion.

While it is good to know that so many Canadians are volunteering, it is also true that even as the number of volunteer hours being worked each year increases, the actual number of volunteers across the country is declining. With each passing year, it becomes more difficult to recruit and retain the new volunteers needed for the many vital tasks that contribute to a strong and healthy community. The need for help is even more critical in rapidly growing communities such as Markham, where not-for-profit organizations are faced with a requirement to expand their services as they reach out to an increasingly diverse population.

Employers who actively encourage and support volunteerism understand the win/win advantages. The communities in which they operate benefit greatly from additional volunteer support. The employers benefit from the enhanced skills their employee volunteers bring to the office every day.

In a recent survey, 79% of employed volunteers said their volunteer work helped improve interpersonal skills such as understanding people better, motivating others or dealing with difficult situations. More than two-thirds, 68%, said volunteering helped them develop better communications skills, while 63% reported an increased knowledge about the issues related to their volunteer activities. More than one-third of those surveyed said they gained new skills they could apply directly to their jobs.

Continued on page 20

## Your way. All ways. Your gateway to North America.

Welcome to CN's unparalleled network. Your way of getting single-line service from coast to coast to coast. The smart way to get consistent, reliable shipment delivery. And the best way to access more markets than ever before.

For more information call 1-888-MOVIN-CN

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



**NORTH AMERICA'S RAILROAD**



Continued from page 19

Some 67% of all Canadian volunteers are employed, with almost half of these receiving some form of support and recognition from their employers. Employer support programs can take many forms. The most common forms are: approval for volunteers to use company equipment or facilities; approval to take time off; or approval to change hours of work. There are a variety of other approaches that recognize and encourage employee volunteerism. An example is IBM's Fund for Community Service, a program which recognizes employees' volunteer service by providing funds or equipment to support specific projects in organizations supporting those who are disadvantaged.

Individuals interested in volunteering in Markham might want to start by taking a look at the many opportunities identified by York Region's Community Information & Volunteer Centre, CIVIC 211, which offers an on-line service that helps match individuals with organizations needing help. While the number and type of available

opportunities change on a daily basis, in early July, CIVIC listed over 2000 volunteer opportunities in more than 250 Markham organizations. This



innovative service can be reached at [www.civic.ca](http://www.civic.ca) or through a link on the Town of Markham website, [www.markham.ca](http://www.markham.ca). For those who would like to explore volunteer opportunities in person, a call to Information Markham and Volunteer Centre at 905-415-7500 is a direct connection to Markham's volunteer advisors who can match you and your special talents with the organizations that most need your help.

There are opportunities for volunteers to lend a hand in a wide variety of organizations covering arts, culture and recreation facilities, social services, religious, education and research, and health care organizations.

While many volunteers provide specific program support, the most common form of volunteerism is organizing or supervising events (57%), followed by acting as an unpaid board or committee member (41%).

Markham is fortunate to be home to companies ranging from small independent businesses to the very largest national and multi-national corporations. Not every company can implement the sophisticated corporate philanthropy programs found in the very largest corporations, but even the smallest companies can commit to making a difference within the community by recognizing and encouraging employee volunteerism. It's just good business. **MB**

## Plan Your Advertising Now!



### Reach nearly 10,000 businesses in Markham with MB

- 7,500 delivered by Canada Post to all businesses in Markham
- 1,000 to members of the Markham Board of Trade
- Copies at the Markham Town and MBT offices
- Reserve your advertising space now in the Fall Issue!



### Reach 200,000 readers with Markham Stouffville Hospital's Healthy Living Magazine

It's the only publication dedicated to improving the health and well-being of every resident in the area, and informing the community of the many developments at Markham Stouffville Hospital/Foundation.

Plan now to advertise in the Fall Issue! Closing date for reservations is September 15<sup>th</sup>



### Reach over 65,000 residences in Aurora, Newmarket, King, East and West Gwillimbury, Georgina and Bradford

Plan now to be in the premier Fall Issue.  
Reserve your advertising by September 15<sup>th</sup>



CONTACT: DON FLYNN PUBLISHER – EXT 28

Lenmark Communications Ltd.,

590 Alden Road, Suite 206 Markham, Ontario, Canada L3R 8N2 TEL: 905 475-5222 FAX: 905 475-6369

# 'Early Warning Systems' and Workplace Conflict Resolution

Every year 97% of active, civil cases settle at some point before trial, often at the eleventh hour. And this statistic holds true of lawsuits running the gamut from the simplest collection matters to the most complex actions. Given the small percentage of cases which actually make it to trial, we need to ask why it is that so many individuals and companies resort so often to argument, and sometimes to litigation. More importantly, we need to ask what businesses can do to develop an 'early warning system' which tracks workplace conflict before it escalates.

By Jack Zwicker  
*Zwicker Dispute Resolutions*



Perhaps the most important reason which explains our dependence on argument, and often on litigation, lies in the way we are taught to deal with conflict. For those of us who have grown up in the west, we almost reflexively favour argument and rhetoric as the way to win. Why? Because, winning makes us feel powerful. In the real world, there are seldom any prizes for coming second. The only problem with winning is that for one to win, another has to lose. And where the game is predicated on 'win-lose', the underlying financial or psychological grievances which trigger conflict are neither addressed nor resolved. Winning and losing is no more than a game of appearances, and the winner is the one whose argument appears best to the decision maker who judges the quality of debate.

Conflict cannot be resolved in any real sense unless all of the parties to it are empowered to discuss honestly the grievances which bring them into disagreement. But more importantly, they need to be encouraged to work out their own solutions so that they feel validated by the process they follow, and committed to doing those things which they agree upon, in order to put their conflict to an end.

For owner/managers, here are a few suggestions which should help to deal with conflict before it has a chance to escalate. First, review your existing conflict resolution processes with a trained conflict resolution professional to see whether those processes are working well. One of the most important principles in conflict resolution requires all participants to be treated as 'stakeholders'. So if you have existing processes which staff are avoiding, or about which staff express dissatisfaction, it's time to go back to the drawing board and determine why they are not working well.

Remember, the best way of achieving effective conflict resolution is from the 'bottom up', not the 'top down'. What this means is that management has to work with staff to design processes that meet the reasonable needs of both. And that will necessarily involve negotiation, facilitated by a

trained professional, who is able to move the participants one step at a time towards designing processes which meet the needs of all of the stakeholders. Imposing a workplace conflict resolution process from the 'top down' without encouraging front line participation is analogous to a doctor diagnosing a patient without asking what is bothering him.

Surprisingly, some medium and large businesses have no structured workplace conflict resolution processes at all, and assign the task of conflict resolution *ad hoc* to managers whose authority rests one or more levels above that of those staff members in conflict. Without proper training in mediation, more often than not, the lack of process and of trained managers leads to escalation, leaving embittered staff with nowhere to go other than the most senior levels of management.

If senior management are similarly untrained in conflict resolution, the only remaining recourse for staff sometimes lies with the courts, or with union locals where collective agreements are in place, or to government tribunals which are empowered to deal with disputes involving human rights, labour or employment law.

So if your company is experiencing a proliferation of staff infighting, sick days, disability claims involving burnout, and frequent resignations, it is time to re-evaluate your conflict resolution processes. The dollars lost to workplace conflict go directly to the bottom line by jeopardizing efficient day-to-day operation.

It is important to track these problems because your data on workplace conflict constitutes your best 'early warning system'. If your 'early warning system' is telling you that workplace conflict is growing, it is time to think about a training program for management and staff which teaches them how to approach conflict resolution by negotiating their needs as stakeholders and not as adversaries. **MB**

# MARKETPLACE

The following individuals and organizations are supporters of the magazine and deserve your support.

**THE I.T. PRO**  
computer consulting, sales and service

**Specializing in:**

- Wireless (wi-fi) Networks
- Computer and Network Maintenance, Administration and Security
- Backup & Disaster Recovery
- Virtual Private Networks
- Sales and Support
- Network Installations
- Computer Upgrades

Evan Kouroupis  
President

Tel: 905•209•9725  
[www.theitpro.ca](http://www.theitpro.ca)

*"Ask us about our remote computer assistance service - lower service rates and quicker response times!"*

**DOUBLE PROMOTIONS**

Embroidered or screen printing on Golfshirts, Jackets, Golf towels, Hats, Sweatshirts, T-shirts etc. As well we offer Trophies and Awards

*What separates us from most promotional companies  
We are an inhouse screen printing an engraving shop.*

415 Hood Rd Unit 13 Markham  
**905-947-0133 fax 905-947-0130**  
[www.doubledpromo.ca](http://www.doubledpromo.ca)

**Cortexx Software Inc.**

**Automate the flow of business-critical information**

Individual customer approach  
Customized modules & reports for most popular accounting packages  
Business management software recommendation and sourcing  
Rapid software development with business sense  
Network and Database Administration Support Packages

BusinessVision | Microsoft | DELL | hp

Please visit our web site at: <http://www.cortexx.com>  
6 Shields Court, Suite 204 - Markham - Tel: 905.477.6211 - Fax: 905.477.5929

**PREPARE FOR THE ROAD AHEAD.**

9275 Markham Rd. Ste. 204a (Above Rogers Video)  
**(905) 944 - 0478**

Aug 13 <sup>th</sup> Sat./Sun. 2 Weekends 9:30am - 4:30pm	Sept. 13 <sup>th</sup> Tues./Thurs. 1 Week 6:00pm - 9:10pm
Aug 29 <sup>th</sup> Mon. - Thurs. 4 Days 9:30am - 4:30pm	Sept. 24 <sup>th</sup> Sat. / Sun. 2 Weekends 9:30am - 4:30pm

**YOUNG DRIVERS**

**Ontario Works Employment Supports**  
At NO COST, we can help:

- ✓ Screen potential employees from our database
- ✓ Advertise your positions
- ✓ Refer suitable candidates

Qualified employers may receive  
\$Training Incentives\$  
Call **1-800-662-6640**

**York Region**

**ROYAL BUILDING CLEANING LTD**  
Complete Janitorial Service Since 1956

COMMERCIAL INDUSTRIAL & RESIDENTIAL

- Plus Carpet Cleaning
- Window Cleaning
- Janitorial Supplies
- Floor Refinishing
- Construction Cleanup
- Flood Cleanup

Fully Bonded, Insured & Supervised  
**905-294-3311**  
Try our Self-Serve Quote Online  
[www.royalbuildingcleaning.com](http://www.royalbuildingcleaning.com)

Call Toll Free  
**1-888-463-5555**

**UNDER NEW MANAGEMENT!**

**Oasis Indoor Golf Centre**

- 27 Hitting Stations with Distance Caddy
- Over 3,600 Sq. ft. of Pure Putting Pleasure
- OASIS Sand Bunker and Water Hazard Area
- Two Full Swing Golf Simulators
- Lessons With Our Golf Professional with Video Swing Analysis

**OASIS INDOOR GOLF CENTRE**  
20 Alden Road, Markham (Woodbine & Steeles)  
Tel: 905-415-GOLF (4653) • [www.oasisindoorgolf.ca](http://www.oasisindoorgolf.ca) • Open 7 days a Week

**LENMARK COMMUNICATIONS LTD.**

PUBLISHING | ADVERTISING | GRAPHICS

Lenmark publishes magazines for community hospitals and associations.

Lenmark also offers creative advertising services for a broad range of clients in business and government.

TEL: 905 475-5222

**MB**  
Markham Business

**Plan now to advertise in the Marketplace Section in Markham Business Magazine**

**Reach nearly 10,000 businesses in Markham**

- 7,500 delivered by Canada Post to all businesses in Markham
- 1,000 to members of the Markham Board of Trade
- Copies at the Markham Town office and MBT office

Laurie Morissette at 905-475-5222 ext. 25 or [laurie@lenmarkgroup.com](mailto:laurie@lenmarkgroup.com)

Members of MBT contact Mary Ann Quagliara at 905-474-0730 ext. 3

# why MBT?

anyway you look at it ... we are serious about your success!  
Markham Board of Trade is the recognized voice of business.

## the voice of Advocacy...

We are your advocate on  
Markham Business Issues  
We speak on business issues  
Such as taxes, traffic, transportation,  
pollution – issues which are key to  
your day-to-day success.

## the voice of Networking...

The Markham Board of Trade is Markham's premier networking  
organization designed to bring you face to face with customers and  
suppliers. We hold

**Breakfast Networking Meetings • After Hours Networking Functions •  
Luncheons with Keynote Speakers • Informative Seminars/Workshops  
• Golf Tournaments • Business Excellence Awards • Annual General  
Meeting • Annual Trade Show • Summer Networking BBQ •  
Speed Networking**

## what's in it for you?

- We distribute your brochure free of charge to our membership base one time within your first year of membership.
- ESSO gasoline discount – a minimum of 2.5 cents a litre
- Low credit card merchant rates on Visa and Mastercard
- All members are listed in Markham's Business Directory and Buyers Guide with a distribution to over 7500 Markham businesses
- Your company will be listed on the MBT website
- Low cost group insurance Program – drug, life, health, disability, critical illness – a full range of “group priced” plans where premiums are not escalated because of claims.
- Bell cellular plan – group savings to individuals
- Free use of our boardroom for your meetings
- For Exporters, we certify documents of origin at special member prices
- Sponsorship opportunities at all our events
- Opportunities to advertise in “the Voice”, which is mailed to our members on a monthly basis
- Opportunities to advertise in this magazine – mailed quarterly to over 7,500 Markham businesses
- Special events and seminars to keep you informed
- Business Networking Opportunities
- Member to Member discount program
- We are your advocate on business issues and government affairs
- Membership affiliates you with the Canadian Chamber of Commerce and provincially with the Ontario Chamber of Commerce



Call the Markham Board of Trade office at 905-474-0730 for more information.

Markham Board of Trade, 80F Centurian Drive, Suite 206, Markham, Ontario L3R 8C1  
Phone: 905-474-0730, Fax: 905-474-0685 Email: [info@markhamboard.com](mailto:info@markhamboard.com),  
Web: [www.markhamboard.com](http://www.markhamboard.com)

conscious  
global  
environmental



Ricoh

understands the  
delicate balance  
of your business  
environment.



multifunction  
systems



colour



high volume



fax machines



printers



scanners

**The information management Source.**

Just as water flows throughout our life, Ricoh is a constant that flows through business life. We offer a wide array of imaging hardware to address your communication needs, including low, mid and high volume digital imaging systems. We also offer special services such as network solutions, content management and software deployment. To streamline information for bottom line success, go to the source – Ricoh.

For information about our products, call 1.888.RICOH.1ST or visit [ricoh.ca](http://ricoh.ca).



Ricoh is a proud member of the  
Markham Board of Trade

**RICOH**<sup>®</sup>  
Image Communication