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consult

Gregory Richards FCMC

Consulting after the double dip –

What's Changed?

"These experienced and accomplished professionals chose the Certified Management Consultant (CMC) designation to help them as they moved into advisory services."

'Trans-formers' *16*

Jane Osler, CMC prepares for a meeting while enjoying a quiet moment at the Pantages Hotel Toronto Centre.

PHOTOGRAPHER: NATION WONG

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Trans-formers

One grew up in Atlantic Canada, another in Northern British Columbia, and the other in Ontario, but they all have one thing in common – they all had successful careers and decided to make a left turn – to join the ranks of those who give advice, as management consultants.

PHOTOGRAPHER: NATION WONG

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Jane Osler President, PJ Osler and Associates

CMC-Canada as an Ally

Each of these experienced and accomplished professionals chose the Certified Management Consultant (CMC) designation to help them as they established their advisory practice. With a depth of knowledge in each of their areas, the CMC designation helped provide legitimacy and a network of support.

As she had been a member of the College of Registered Nurses for many years, it was natural for Turner to seek another professional association as she embarked on her new career. The CMC-Canada Uniform Code of Professional Conduct helped to provide confidence to her clients that she followed the right practices. But, it was the interaction with other CMC professionals that really supported her practice. "In the early stages of developing my practice, I found myself isolated," Turner said. "The opportunity was to connect with other consultants in the field, to learn from them, and to tap into the network of people who had more experience."

Osler joined CMC-Canada for similar reasons. "Given that I was on my own, not part of a major firm, there were lots of people who I wanted to do business with, but they didn't know me. The CMC designation provided credibility." Osler believes that her affiliation with a professional association with a strong Code of Professional Conduct served as security to those who didn't know her or her firm.

Once involved with the association, another benefit became clear, "the values of the association mirrored very much my own values." Honesty, transparency, and the focus on clients made it very easy for Osler to feel part of this group.

Lundeen readily admits that his initial reason for joining CMC-Canada was purely financial, he had to have liability insurance and the CMC package offered the best rates. He didn't see a lot of value in the organization as it had relatively little profile in the Government and that was his market.

Once he became a member, Lundeen started going to professional development events. What really intrigued him as a member was the GTA Chapter's initiative in 2003 to promote the creation of special interest groups (SIG). He realized that by bringing together other consultants whose clients were Governments had tremendous value and he, "saw the opportunity to create something that would be of value to himself and other members." With the help of a small group of other CMC members, Lundeen launched the Government SIG and served as chair until 2009.

Since then, Lundeen has chaired the Ontario Advocacy Committee, which has been a driving force in raising the profile of the CMC designation and CMC-Canada in the eyes of the Provincial Government. When Ontario's Auditor General issued two successive special reports criticizing the procurement of 'consultants' by the public service, Lundeen was front and centre working on CMC-Ontario task forces to help present the other side of the story.

CMC-Canada has been a valuable ally for each of these career changers. It has provided different value to each and to a person, they realize that you get out of it what you put in. Lundeen summarizes his involvement best; "I have worked with excellent colleagues who have the best interests of the association at heart. They are working very hard to make it as good an organization as it can be."

DIG DEEPER:
SEG Management Consultants **www.SEGconsultants.ca**
PJ Osler & Associates **www.pjosler.com**
Turner Change Management **www.thinktransition.com**
Ontario Advocacy Committee
www.cmc-canada.ca/provincial_institutes.cfm?Portal_ID=66
International Council on Organizational Change
www.thinktransition.com/international-council-on-organizational-change.html

Richard Lundeen, CMC

Richard Lundeen hails from Dawson Creek in Northern British Columbia but his roots are now firmly planted in Toronto. Coming from the north, his quest for higher education took him on a cross-Canada journey, first to Vancouver and the University of British Columbia, then to Toronto and York University, where he completed two Masters degrees, in Geography and Environmental Studies.

As he neared graduation, Lundeen asked himself, "do I want to try to influence policy from the outside or from the inside?" This led him to a position at the Ministry of Energy following graduation where he had a successful 27-year career in the Ontario Public Service, rising to the rank of Assistant Deputy Minister at the Management Board Secretariat.

In his final posting, he had the experience of working across Ministries, on Government-wide transformation projects and intergovernmental initiatives. The satisfaction of being able to help groups coalesce and effect cross-enterprise change intrigued Lundeen and helped him to envision his future career.

Dawn-Marie Turner, CMC

Dawn-Marie Turner was raised at the opposite end of Canada from BC, in Atlantic Canada. She initially chose a career in healthcare, graduating from Dalhousie, with a Bachelor of Nursing.

Like Lundeen, Turner explored the vast country of Canada due to her sense of adventure, and she took a role providing healthcare in the 'First Nations' communities in Northern Manitoba. First posted to Oxford House, which was only accessible by airplane, she then moved to Nelson House and to the 'Hub of the North', Thompson, Manitoba.

It was in Thompson where she first became involved in administration and change, as she took the role of coordinator of the Adolescent Health Education Centre. From there she moved to Winnipeg, earned her Masters in Education and continued her career in health administration with the Heart and Stroke Foundation of Manitoba.

A lifelong learner, who believes strongly that, "professional development is your responsibility, not your employer's," Turner always knew that she would earn a PHD, but she wasn't sure in which subject. In 2007, she earned her doctorate from Walden University in Organizational Leadership and Decision Sciences.

Jane Osler, CMC

Jane Osler was raised in Toronto and earned a degree in Environmental Studies at the University of Waterloo. After University, she started her career in market research with the Hudson's Bay Company. In retrospect, Osler says it was this role that introduced her to advisory services as they helped other departments solve issues using quantitative data.

Following HBC, Osler moved to Compusearch, a firm that sold statistical data. More than just providing data, Osler developed a reputation for taking a consultative approach. She relocated to Vancouver when Compusearch acquired Infogroup and she was appointed as its President.

In 1997, Osler joined Intrawest, the entrepreneurial and iconic BC company. Osler served as the Vice President of Customer and Market Research and her clients were the various destination resorts under Intrawest's control. Again, she brought a problem solving approach to the job and soon, everything that was not otherwise classified, ended up under her aegis.

But, all good things must come to an end and in 2007, Intrawest was taken over by a US based private equity investment company and Intrawest's leadership team turned over.

"The opportunity was to connect with other consultants in the field, to learn from them, and to tap into the network of people who had more experience."

—DAWN-MARIE TURNER

Changing Direction

Osler's friends and business associates always seemed to be asking her to get involved in special projects. The time was ripe for a new direction and Osler seized the opportunity to launch a new career that assists clients with strategic insights in customer experience management. PJ Osler & Associates was born.

After 20 years in healthcare, Turner changed gears, first moving into IT consulting with EDS, then after completing her PHD, striking out on her own with the launch of Turner Change Management. It was, "time to really start laying the groundwork for the organizational change company that I wanted to create."

To satisfy her desire for academic research and to support her consultancy, Turner founded the International Council on Organizational Change, a group of change management scholar-practitioners who work in a collaborative, non-competitive way to inform and advance the practice of change management worldwide.

Lundeen took his almost 30 years of public service experience and now, through SEG Management Consultants, serves as a key resource to Federal and Provincial Governments by leading major business transformation initiatives within the public sector and in the Crown agencies.

PHOTOGRAPHER: KAREN ASHER

this page: **Dawn-Marie Turner** President, Turner Change Management
opposite: **Richard Lundeen** President, SEG Management Consultants