# Leadership Transition Training Program

On-the-job learning for future business owners

ReGeneration
FAMILY BUSINESS TRANSITIONS INC.

# From ‘second in command’ to ‘leader’

Many owners of small and medium-sized businesses in Canada are set to retire over the next decade. In most cases they are grooming family members or key employees to take over their role. But they’re realizing that while entrepreneurial initiative got the business to where it is today, the future success of the company will depend more on business expertise and management skills. Where do these new young leaders get such training? Post-secondary education programs are often too theoretical or too inconvenient for people who have grown up working in the family business, and online courses alone lack the connections and synergy that every business leader needs.

***The Leadership Transition Training Program** provides a blend of theoretical, practical, and in-person learning to help an incoming leader successfully take the reins, while helping the current business owner transition to a more detached role in or out of the organization.*

The LTTP includes 104 hours of program material delivered over five months. Enrolment is limited to 12 participants, all of whom are in the process of assuming responsibility for a business – and who will become part of a valuable peer support network after graduation.

- Each session focuses on discussion and resolution of real issues, concerns, and challenges faced by the participants in their current role in their own business setting, and includes takeaways and action items to be implemented in the participating organizations.
- Participants will attend 10 full-day classroom sessions held on Fridays, along with monthly four-hour peer advisory board meetings, and one-hour individual coaching sessions.
- Classroom sessions will be facilitated by experts in their field who will deliver current and usable information in the context of small business applications; the peer advisory boards and coaching sessions will be facilitated by an experienced professional business coach.
- Participants will have opportunities to connect with their fellow students and the experts professionally and socially, building lifelong business relationships and friendships.

Upon completion of the program, the new leader will be better equipped to assume an effective leadership role within the company, while the current owner will be prepared to begin to let go of the day-to-day oversight of their company.

## Program Schedule

**New dates**

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| JAN 2019 | Friday, **January 11**<br>**Session 1**<br>Strategy & Planning | Friday, **January 25**<br>**Session 2**<br>Multi-channel Marketing | Monday, **January 28**<br>Peer Advisory Board Meeting |
| FEB 2019 | Friday, **February 8**<br>**Session 3**<br>Sales Management | Friday, **February 22**<br>**Session 4**<br>Problem solving & Decision Making | Monday, **February 25**<br>Peer Advisory Board Meeting |
| | Individual Coaching Sessions | | |
| MAR 2019 | Friday, **March 8**<br>**Session 5**<br>Market Research | Monday, **March 25**<br>Peer Advisory Board Meeting | Friday, **March 29**<br>**Session 6**<br>Human Resource Management |
| | Individual Coaching Sessions | | |
| APR 2019 | Friday, **April 12**<br>**Session 7**<br>Production & Operations | Friday, **April 26**<br>**Session 8**<br>Successful Leadership | Monday, **April 29**<br>Peer Advisory Board Meeting |
| | Individual Coaching Sessions | | |
| MAY 2019 | Friday, **May 10**<br>**Session 9**<br>Creative Communications | Friday, **May 24**<br>**Session 10**<br>Financial Implications of Transition | Monday, **May 27**<br>Peer Advisory Board Meeting, Wrap-up, Assessment, Graduation, What’s Next? |
| | Individual Coaching Sessions | | |


## Program Prerequisites

- Participating business owners should be in the process of transitioning from active management to executive leadership (mentorship);
- Participating incoming general managers should be in the process of assuming the leadership role within the organization;
- Business owners and the incoming general managers will sign off on a multi-year transition plan that has been vetted by the LTTP Program Director;
- The business must be viable and capable of growing to sustain the transition;
- All participants will be required to sign a confidentiality agreement and will be expected to share confidential data, issues, and concerns being encountered within their own organization.

## Venue

Classroom sessions will take place at The Sidney Pier Hotel and Spa, close to air and ferry transportation. To accommodate out-of-area participants, some peer advisory sessions and individual coaching may be conducted by online teleconference.



# Meet your Program Director

Gary Linford, MBA

“For the past seven years, I have been working with small and medium-sized business owners as a business coach and peer advisory group facilitator. I have seen countless clients who are nearing retirement and who want to step back, if not completely away from the business.

Many of them have expressed a desire for an education program that fits the needs of their next-generation leaders. As a former Dean of Business and VP Academic in institutions across the country, I know there has been no such program available. Until now.

ReGeneration’s Leadership Transition Training Program (LTTP) provides a six-month intensive learning experience that prepares an incoming leader to assume, and an owner to relinquish, the management control of a business. Starting with an agreed-upon multi-year transition plan, the incoming leader commits to ramping up his or her skills and knowledge about business management, while the owner begins to let go of the management reins. The ramp-up and let-go actions are supported through a 10-topic program covering the most critical aspects of business.

That’s a great start. But no program, however effective, can produce a successful transition without additional leadership support. The Business Development Corporation of Canada recently published research showing that a whopping 86% of respondents who participated in a business advisory board believed that it had a significant impact on their company’s success factors, including vision, company survival, sales growth, and labour relations. As a result, ReGeneration has incorporated a peer advisory board and individual business coaching component into the LTTP curriculum.

I am very excited about the instructors, or ‘Professors of Practice’ as I like to call them, who have joined us in this initiative. They bring to the program not only theoretical expertise but years of experience in the practical day-to-day aspects of running a small business. You can review their qualifications and their course outlines in the following pages.

Together, we welcome you to our inaugural Leadership Transition Training Program, and look forward to helping you emerge as a business leader of tomorrow.”

*Gary has been a Dean of Business at a major BC college, VP Academic at a college in Ontario, VP Business Development at Canada’s first private university, Marketing Manager of a financial institution, and General Manager of a small manufacturing company. He earned his undergraduate degree at the University of Victoria and an MBA from Western University, and is a certified facilitator and coach.*

## Session 1:
## Strategy & Planning

This course looks at the big picture of how a business should compete in the marketplace. The classroom session identifies the critical elements of strategy. Then throughout the balance of the six-month program, you will work with your business coach to weave the information gathered in other sessions into a comprehensive strategic plan for your company.

### Course Content

- Strategic Management – what it is and why it is important
- Competitive Advantage – strengths, weaknesses, and core values
- Business Environment – opportunities and threats
- Core Focus – passion, niche, and 10-year target
- Business Strategy – quarterly goals, annual plan, and 3-year picture
- Implementation – meetings, updates, and emerging issues

**Your Professor of Practice:**
Doug Walker, MBA

Doug is an accomplished business advisor and Certified Management Consultant. He has over 40 years of experience in business operations, leadership, consulting, teaching, and research. As a former CEO, he has built, grown, and sold several companies, in both professional services and product fields. He has done the job, achieving success in launching new business lines, building leadership teams, staffing new organizations, acquiring and merging companies, and negotiating contracts with clients, business allies, and suppliers.

Doug is currently Partner Advisor with The Great Performances Group, serving clients on or near southern Vancouver Island. He is widely respected for his ability to quickly and accurately assess client needs, based on years of direct experience, training, and business education.

Doug is a mentor for several startups, both as a volunteer and as a consultant. He has served on Executives and Boards of several professional organizations, private businesses, and not-for-profit associations. Currently he is a Director of the Saanich Peninsula Chamber of Commerce and an active member of the Canadian Association of Management Consultants.



## Session 2:
## Multi-channel Marketing

You can have the best product or service in the world, but if nobody knows about it, your business will fail. The purpose of this course is to identify your target audiences and craft a basic marketing communications (marcom) plan to reach them, engage them, and sell to them now and in the future. During the session, participants will learn about brands and branding, strategies and tactics, and the overall marketing mix.

### Course Content

- Overview
- Marcom Planning
- Target Audiences
- Customer Touchpoints
- Owned Media
- Earned Media
- Paid Media
- Evaluation

**Your Professor of Practice:**
Carol Vincent

Carol is the founder and president of Redbird Communications. She has worked in marketing and communications for 30-plus years as a strategic planner, creative director, and award-winning writer/producer. She is a stickler for the strategic underpinnings of creative campaigns, but loves a big idea above all.

Carol began her career as managing editor for the Canadian Hospital Association and a number of national sports organizations. She was writer/producer at a major Vancouver advertising agency and creative director at two Vancouver Island agencies before founding Redbird. She has conducted workshops on branding and behaviour change, and facilitated focus groups on diet and nutrition, organ donation, and youth mental health, among other topics. She has won numerous awards for her creative work and is a skilled writer, facilitator and public speaker.

Carol has a BA in psychology, and has studied health care organization and management, as well as advanced community-based social marketing, and digital marketing.

## Session 3:
## Problem Solving & Decision Making

A business owner's days are filled with decisions, from the sublime (Can we franchise this idea?) to the ridiculous (Why are we spending so much on toilet paper?). Here's where you find out how to prioritize, gather the necessary business intelligence, and ultimately make smart and sustainable decisions.

### Course Content

- Decisions That Business Managers Make
- Problem Solving and Decision Making Task
- What Is the Process for Effective Decision Making? (instructional component)
- About Change – How Do We Make Effective Change?
- The FIDGET, RELAX and FINISH Problem Solving Model
- Ways To Make Successful Implementable Decisions
- Reaction To the Model (group discussion)
- Redo the Problem Solving and Decision Making Task
- Assess Effectiveness

### Your Professor of Practice:
Gary R. Ford, MBA, PhD

As a registered psychologist, Gary worked with the Edmonton Board of Health doing counselling with individuals, couples, and families, as well as training and organizational development work with health, social service, legal and educational institutions. Through this work he expanded his understanding of change processes, systems theory, problem-solving behaviour and effective decision making.

Seeking practical experience, he then made a radical career choice and, as a business owner, operated a retail and corporate sales organization for 20 years. He then retired at the age of 55, but unable to sit still for long, he joined a start-up Canadian university as Dean of Business for five years. He left to write and develop training materials such as Getting The S.P.I.C.E, Insight Sales, Insight Problem-Solving, and Insight Peer Counselling. He currently spends his time engaged in creative writing and photography.

Gary has undergraduate and master's degrees in business administration plus a PhD in Educational Psychology.



## Session 4:
## Sales Management

Smart marketing can bring customers to the website or the door, but unless yours is strictly an e-commerce operation, a human being will close the sale. In fact, business owners are selling all the time – to their customers, to their staff, to their bank managers.
Learn about the latest sales tools and techniques, and how to apply them to your own business.

### Course Content

- The Role of the Sales Manager
- Optimizing the Sales Process
- Sales Deployment, Targets and KPIs
- Compensation Planning
- Recruitment and Onboarding
- Performance Coaching

### Your Professor of Practice:
Jennifer Rikely

Jennifer is a management consultant with 20+ years experience as a member of senior management teams. She held various positions of increasing responsibility in several different companies before being recruited to become part of the executive team and a founding partner of the start-up, Canpages, a privately held company offering print and online advertising options for small businesses. Here she played a key role in achieving 400% revenue growth over a four-year period before the company was acquired by Yellow Media in 2010. At its peak the company had topline revenue of over 100 million dollars with about 500 employees across four provinces.

For the past six years, Jennifer has been an independent management consultant in such areas as sales training and performance coaching, recruiting and compensation planning, customer service, communication and leadership development. She is also part of the consulting network of Business Development Canada. Jennifer has a B.Comm Honours from Carleton University.

## Session 5:
## Market Research

Small businesses are often very good at intuitively and informally gathering the information required for setting direction and making decisions. But there are affordable and effective ways to get at sound primary and secondary market research. This seminar will provide encouragement to owners to seek out information and give them access to simple online and offline tools to gather timely market research in a cost-effective manner.

### Course Content

- Need for Information (to make a decision)
- Define the Problem (what needs to be solved)
- Exploratory Research (cause of the problem)
- Formulate Hypotheses
- Create Research Design
- Data Collection Methods

**Your Professor of Practice:**
Mark Eversfield

Mark is the Market Research Analyst at Small Business BC and is a passionate believer that information is power and there is nothing more powerful than knowing the market for your business. He uses data from various sources and GIS software to create market maps of the changes in supply and demand for clients' products and services.

Mark teaches both primary and secondary market research techniques, guest lectures on market research, blogs and tweets on market research topics, and provides market research coaching for small businesses. Mark recently wrote an economic impact report on the tech sector for the Okanagan region and is the data manager for an economic development project called BizMap.

After graduating from the University of Victoria with a degree in Economics and Statistics, Mark gained his experience in market research through companies such as MarCon Research, BC Stats, Western Diversification Canada, and Small Business BC.



## Session 6:
## Human Resource Management

Today's employers need to create an 'Employer of Choice' culture to meet the demands of a tight labour market, a booming economy and a multi-generational workforce. This session will focus on creating an HR Framework that will guide your decisions, actions, communications and ultimately the culture of your organization.

### Course Content

- Identifying the Kind of Employer You Want to Be
- Creating the Success Elements within HR Programs
- Managing the Performance of Your Team
- Setting the Communications Stage

**Your Professor of Practice:**
Denise Lloyd MA, FCPHR

Denise is the Founder and Chief Engagement Officer (CEO) of Engaged HR, an award winning, Victoria-based human resources consulting firm that helps employers across Canada create great places to work. She has experience in a variety of non-profit, small business, and corporate settings, and is also a national and international trainer with over 20 years of senior management experience.

Denise has comprehensive experience in all aspects of human resources. Some accomplishments she is particularly proud of include: the building of the largest family-owned consulting firm in Victoria, the successful running of a multi-million-dollar non-profit organization; the implementation of employee engagement strategies that resulted in a VIATeC Employer of the Year Award; and the design and delivery of dozens of workshops that provide employers with new and exciting ways to attract, retain and motivate their employees.

Denise holds a Master of Arts in Leadership from Royal Roads University and the prestigious designation of Fellow Chartered Professional in Human Resources (FCPHR).

## Session 7:
## Production & Operations

The purpose of this session is to provide a contemporary view of production and operational practices that will drive business improvement. You will learn and practice how modern enterprises strengthen their position in the marketplace by improving productivity and team engagement, in one of the three fundamental pillars of any functioning business.

### Course Content

- Fundamental Requirements
- Production / Operations Tool Box Essentials
- Increasing Value, Adding Capacity
- Effective Measurement
- Building Robust Processes
- Using your Learnings to Transform your Operation

### Your Professor of Practice:
Alistair Johnston

Coming to Canada in 1988 from the UK, Alistair joined the Northern Alberta Dairy Pool as Director, Operations and subsequently held senior roles with Dairyworld Foods and the Vanderpol Food Group. His 18+ years of international food industry consulting focused on production and operations performance, and included projects as far afield as Australia, Saudi Arabia, Mexico, and the Russian Federation. He is active with the Business Development Bank of Canada (BDC) in BC as their key food processing industry resource.

Alistair has delivered Operations Management courses at the University of Alberta, University of Calgary and the Sauder Business School, Vancouver. He has presented at many industry conferences and has significant experience guiding company leaders through effective improvement initiatives and strategic plan execution.

Alistair currently serves as Chair of the Canadian Dairy Commission and is appointed to board positions with the BC Chicken Marketing Board and Investment Agriculture Foundation of BC.



## Session 8:
## Sucessful Leadership

This course is designed to illuminate the importance of good leadership in small business, provide a framework for structuring a team, and review tools for running effective meetings and optimizing staff performance. During the session, participants will be invited to consider a leadership style for the future of their business, create an organizational chart of staff functions, and learn to set up a meeting structure that will really get things done.

### Course Content

- An Overview of Leadership Styles
- Creating Your Team Positions
- Meetings as a Form of Team Coaching
- Individual Coaching
- Mechanisms of Communication
- Leading Company Culture
- Life as a Leader

### Your Professor of Practice:
Anne Millerd - Leadership

Anne is an entrepreneurial success story. Together with her husband John, she founded, built and managed Sea Change Seafoods, a distributor of Canadian seafood gifts. From its inception to the sale of the business in 2016 Anne worked in many roles in the company, including finance, product development, purchasing, HR, customer service, marketing, sales, and general management. The company survived several boom and bust cycles, created over 100 products, and sold to 350 retailers as well as an online customer base. At its largest, it had 20 employees and $2.5 million in revenue.

In the early years, Anne was mentored by a retired accountant who taught her the basics of good business practice. A voracious reader of business books, she also attended conferences and sought out coaching and other professional development opportunities.

Since selling the SeaChange brand, Anne has worked as a business coach herself, focusing primarily on business visioning and planning.

## Session 9:
## Creative Communications

Most businesses can't afford to hire an ad agency or run multi-million-dollar campaigns. But there are big ideas inside us all, and agency techniques everyone can use. In this session you'll be your own creative director, working on your own promotional campaigns. It's not as simple as Don Draper made it look, nor does it involve as many martinis, but it's every bit as rewarding.

### Course Content

- The Big Idea
- Features vs Benefits
- Power Words
- Choosing Images
- Cheap and Tasty TV
- News Releases
- A/B Testing

**Your Professor of Practice:**
Carol Vincent

Carol is the founder and president of Redbird Communications. She has worked in marketing and communications for 30-plus years as a strategic planner, creative director, and award-winning writer/producer. She is a stickler for the strategic underpinnings of creative campaigns, but loves a big idea above all.

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Carol has a BA in psychology, and has studied health care organization and management, as well as advanced community-based social marketing, and digital marketing.



## Session 10:
## Financial Implications of Transition

The purpose of this course is to outline the key financial and tax considerations when selling or purchasing a business, and to review some essential ongoing financial management strategies to optimize ongoing business health and success. During the session, participants will engage in a facilitated discussion on the various alternatives available for transitioning in or out of a business, sources of capital, and the importance of developing financial literacy skills for ongoing business success.

### Course Content

- Financial & Tax Considerations for the Vendor/Sale of a Business
- Financial & Tax Considerations for the Buyer/Purchase of a Business
- Understanding your Financial Statements
- Interpreting the Numbers – noticing trends & watching for warning signals
- Working Capital 101 – understanding and optimizing your cash flow
- Common Sources of Business Financing
- Insurance Considerations

**Your Professor of Practice:**
Krista Sears

Krista has worked in various business advisory roles with entrepreneurs for over 25 years.

Starting her career in Northern Ontario, she worked as a small business advisor and developed and executed a business training program for new entrepreneurs. Krista had a successful 12-year career with the Business Development Bank of Canada, working in five different markets in Ontario both directly with customers and in progressive leadership roles in the Greater Toronto Area. In 2006 Krista and her husband stumbled across an opportunity to move west to Victoria and operate an independent business, which they did successfully for seven years. Since then, Krista has returned to her love of financial services and currently works as a Relationship Manager, Business Banking, in Sidney BC.

Krista has an undergraduate and master's degree in business. She loves the outdoors, everything food and wine, and lives in North Saanich with her husband Tom, puppy Riley, and two daughters Megan and Sara.

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