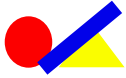


MANAGEMENT SMARTS INC.

Building Management Capacity for the Information Age

**Management Consulting
Management Training**

www.managementsmarts.com



INFORMATION-BASED ORGANIZATIONS

With the advent of computer networks and new software, organizations came to depend on information and information technology to support everything from administration and operations to their lines of business.

These days, public and private sector organizations are being challenged to rapidly exploit the Web, portals and extranets, along with enterprise resource planning (ERP) modules and new data storage capabilities to take advantage of new business opportunities.

As organizations become increasingly dependent on their information, information technology and Internet assets they need executives who understand the strategic opportunities of these assets and managers capable of exploiting them to realize their full business value.

Management Smarts Inc. was established to help organizations build the management capacity they need to succeed in the Information Age.

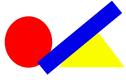
FULL BUSINESS VALUE

Realizing the full business value of information, information technology and Internet assets requires management smarts that can systematically

Replace outdated governance, corporate policies, procedures, practices and processes that undercut the full capacity of their assets to improve performance and fully support business strategies.

Leverage current information holdings, information technology and Internet assets to substantially enhance the attainment of corporate objectives.

Transform the organization to exploit the strategic opportunities of Information, information technology and Internet to advance strategic business objectives.



MANAGEMENT CHALLENGES

Successfully managing information-based organizations isn't easy. There is no map, no model and no guidebook. Managers who want to realize the full business value of their information, information technology and Internet assets face three challenges.

New Management Responsibilities

Senior management must develop the capability to: lead the transformation of the organization; approve the adoption of new IT-based business models; decide on the right balance between outsourced and in-house technology support; approve an IT and IM strategy and budget to support business objectives and strategies.

A New System of Governance

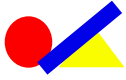
The successful management of an information-based organization requires changes to governance, IT and IM governance, strategic and business planning, asset management and other corporate systems. Ensuring the IT and IM are aligned with business objectives, that information architecture, technology development and IT/IM resource allocation are business-driven are some of the new challenges management must address.

New Management Smarts

Buying new technology can at best help you to remain competitive. You get competitive advantage from information and information technology only by leveraging these assets. That requires new management smarts that deliver information-based business value that isn't available from the products you share with all of your competitors.

Meeting these challenges will require the full participation of information and technology management from the strategic planning stage onward.

To help its clients meet these new management challenges, Management Smarts provides consulting services and custom workshops.



CONSULTING SERVICES

Using surveys, interviews with senior management, and focus groups where required, the Company helps organizations address the many challenges executives and general managers face operating or transforming their information-based organizations.

Management Smarts Inc. does not sell information technology nor does it represent any vendors.

Leveraging Your Information, Information Technology and Internet Assets

While there may be a need to acquire new technology, the management challenge is to first leverage more value from what you already have. We look for the roadblocks that are preventing your organization from achieving optimal efficiencies from your information, Information Technology and Internet investment and we help you fix them.

Governance

Does your present system of governance ensure that the full range of IT-based business value (strategic as well as tactical) is being realized in your organization? For example, does your CIO's job description still limit his or her role to that of a network maintenance engineer? We review your organization's governance and make recommendations on improvements that will ensure that the business value of these important assets is identified and realized.

Strategic and Business Planning

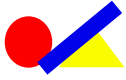
Management Smarts has developed a strategic planning model that gives management two benefits: an assurance that all the business, information management and IT management issues and interrelationships will be fully identified and assessed during the planning process and an assurance that information management and information technology strategies will fully support the business objectives and strategies of the organization.

Transforming Webs, Extranets, Intranets, Portals and Clusters into Business Assets

Do you have an integrated business strategy and management framework for all of your Internet assets? We help organizations develop business objectives, business strategies and management frameworks for all of their Internet assets.

Transformation Leadership

Leading an organization's business transformation is a daunting task. We can help you identify the full scope of your new responsibilities and then support all or some of these throughout the transformation. Management Smarts will support all phases of the transformation, from rethinking the organization and its objectives and strategies to drafting up a change management plan and helping you deal with the change impacts.



IM and IT Governance

IM and IT Governance is the intersection where general management, information management and technology management work together to establish policies, procedures and management practices that ensure that business imperatives drive IT strategy, capital planning, acquisition and asset management.

E-Government Initiatives

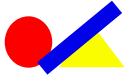
Management Smarts has helped many departments and agencies of the Government of Canada as well as some large municipalities with a wide range of challenges related to e-government. Engagements have ranged from developing a new vision and new service delivery strategies to providing portal strategies and supporting major transformation initiatives.

Creating Client-driven Organizations

Most organizations are prepared to adapt their products and services to please their customers but how many are prepared to undertake major changes to their organizational structure, their business model, their management model and other fundamentals to better serve their customers? Management Smarts knows what it takes to move an organization from being customer-friendly to being customer-driven.

Change Management

Whether undergoing a major transformation or simply upgrading a Web site, Information-based organizations are constantly changing. Managers know that if you don't manage change, it will manage you. Management Smarts works with clients to create change management plans and then assists them in their execution.



CUSTOM WORKSHOPS

WORKSHOPS FOR GENERAL MANAGEMENT

Private and public sector managers share most of the same challenges running their Information-based organizations. In these sector-neutral workshops discussions between public and private sectors managers often generate unanticipated benefits for both.

Building Management Capacity

We help management identify and obtain the capacity required to ensure that information, information technology and the Internet deliver full value to the organization.

***Business Transformation Leadership* ©**

Leading a business transformation will test all of your management skills, including some you may not have right now. This two-day workshop looks at the four major components senior managers must address when taking on a business transformation: Rethinking the Business and determining the Scope of the transformation; Building Vision and Business Strategies; Organizational Diagnosis and Planning; and Practical Lessons in Implementing Transformative Change.

***Business Value from Internet Assets* ©**

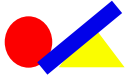
This two-day workshop looks at your intranet, extranet, Web and portals and explores the challenges general managers must successfully address to gain strategic business value from these business assets. The workshop then moves on to discusses the management smarts required to enhance the value of these assets via strategic planning, performance metrics, capital investment strategy, content management, IT and general governance, and leveraging strategies.

***The Lessons of Blitzkrieg* ©**

Gaining and maintaining business advantage through the exploitation of IT-based business opportunities is not about buying the latest software or hardware. You need management skills, a management framework and a management culture capable of supporting the systematic identification, testing, integration and dissemination of technology-based business innovation throughout the enterprise. This two-day workshop discusses the fundamental of general management in organizations increasingly dependent on IT for business advantage.

***Change Management Smarts* ©**

This two-day workshop explores the skills required to manage the three kinds of change central to the successful operation of an Information-based organization: *adapting* the organization's policies, procedures and management practices to get more business value from the current information and technology investment; *leveraging* current information and technology to gain additional business value and *transforming* the organization to exploit strategic IT-based business opportunities from both current and new technologies. Participants will explore the benefits and risks associated with each kind of change and the management of their respective first and second level effects.



Strategic and Business Planning ©

This one-day workshop introduces a new planning model for use in Information-based organizations. The model and the planning processes supporting it ensure that business strategies and resources are supported by companion strategies and resources from information technology and information management.

Developing a Client-Driven Organization ©

How do you turn an organization that has always been customer-focused into a customer-driven powerhouse? The organization's vision and values may remain the same but the organizational structure and the business, IT and HR strategies need to be revisited and changed to collect, integrate and manage the client input that will drive change throughout the identify support.



CUSTOM WORKSHOPS

WORKSHOPS FOR GOVERNMENT MANAGERS

Putting government services and information on-line is but one of many E-Government challenges government managers face these days. The following workshops address E-Government challenges that government managers have shared in Canada, the United States and the United Kingdom.

E-Government Challenges for Senior Management ©

This two-day workshop explores the major challenges facing public sector managers as their organizations begin providing services and information on-line. Participants will learn how to rethink their current service delivery strategies, plan for seamless intradepartmental, interdepartmental and multi-jurisdictional on-line service delivery; develop a comprehensive business strategy for their Internet assets, including portal and cluster arrangements, identify client constituencies and their respective needs, expectations and preferences and generally manage the integration of information and human resources to support multi-channel service delivery.

Leading an E-Government Transformation ©

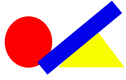
The challenges of leading an E-government transformation extend far beyond those facing managers in the private sector.

This two-day workshop will begin with a discussion of the legislative, machinery of government and policy (e.g., privacy and security of information, bilingualism) issues that managers face in leading interdepartmental and multi-jurisdictional on-line service initiatives. Participants will learn how to lead a rethinking of service strategies and organizational relationships, undertake an organizational diagnosis, shape the transformation planning process and manage the changes and change impacts the transformation entails.

Citizen-Centred E-Government ©

Departments and agencies have traditionally listened to citizens' concerns on an individual basis. Now they need to do more. They've got to ensure they get the input they need to improve service delivery performance and the development of government policy.

If E-Government Programs are to respond effectively to citizens' expectations, needs and preferences, what are the changes that departments and agencies must undertake, not just in the provision of services but also in the development of government policy? How should policy development be arranged to ensure a wide spectrum of informed citizen and NGO input? How should managers address performance and accountability issues when delivering services across an interdepartmental or multi-jurisdictional landscape?



CUSTOM WORKSHOPS

WORKSHOPS FOR TECHNOLOGY MANAGERS

The following workshops assist CIO's and senior technology managers to help their executives and business unit managers realize the full value of their organization's information and information technology investment.

Coaching Executive Management ©

CIOs who are not members of their Executive Management Committee need to figure out ways of getting the CEO to understand the responsibilities this Committee must take on and the decisions it must deliver to support the effective management of the organization's investment in information technology.

This one-day workshop explores the challenges facing CIOs who are not members of their Executive Committee and discusses coaching strategies and tactics they can employ to get the different kinds of decisions and support they require from the CEO and his Committee. Participants will share their experience and will engage in role playing to bench test different coaching strategies.

Changing Management Culture ©

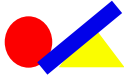
Getting management, especially senior management, to adopt the changes required to exploit the opportunities of information technology, including the Internet, can be a risky business for a CIO.

This one-day workshop explores different learning strategies and tactics that can be used by CIOs to successfully change the management culture of their organizations. The workshop will identify the initiatives CIOs and technology managers can use to enhance the IT-maturity of the management team and promote movement towards an IT-mature management culture.

IT Governance ©

Many of the difficulties that Information-based organizations run into with their IT and the return on their investment in this technology are caused by substandard governance.

How does your organization manage the needs analysis, acquisition, allocation and resourcing of your information technology? What roles do business managers, corporate services managers, regional managers and executives play in the development of IT strategy and decisions on capital investment in information technology? How are IT-intensive business projects gated? How is responsibility for IT divided as between technology managers and business managers? This one-day workshop looks at all aspects of IT governance and explores many of the solutions adopted to deal with its challenges.



CORPORATE PROFILE

Principal Profile

After receiving his doctorate in logic (Queen's University, 1974), Charles Belford was appointed Executive Secretary of a Commission of Inquiry into the Royal Canadian Mounted Police. Following the Commission, he joined the federal public service where he served as a senior executive advising Ministers on federal policing, internal security operations, immigration control and enforcement and counter-terrorism. In addition to serving as President of Management Smarts Inc., (previously Network Environment Associates) a management consulting and management training company he founded in 1994, Chuck has been a columnist for The Globe and Mail, CIO Canada, CxO Canada, Technology in Government, and Government Computer.

Client Profile

The Company's private and public sector clients include: The Supreme Court of Canada, National Defence, Laurentian Technomedia, Inc., Elections Canada, The City of Toronto, The Canadian Space Agency, Computer Associates International, Foreign Affairs and International Trade, MITEL Corporation, Faculty of Management at the University of Calgary, The Canadian International Development Agency, Canadian Centre for Management Development, Xerox, Public Work and Government Services Canada, The Office of the Superintendent of Financial Institutions, The City of New York, Fisheries and Oceans Canada, the Government of Bermuda, Environment Canada, The Canadian Tourism Commission, Justice Canada, Department of the Solicitor General of Canada, Schulich School of York University, Canadian Customs and Revenue Agency, Defence Construction Canada, Veterans Affairs, the Canadian Food Inspection Agency and Bell Canada.

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