

# Staff matter



Photo: Colin Beere

Dear members,

The Institute's governance changes are well underway and I am delighted to report some heartening progress. Middle management up to the deputy director level has just completed a six-month leadership training that started in December.

While working with an outside consultant, about 50 of our people attended workshops and lectures where they learned listening, questioning, negotiating and management skills, and ways to improve their judgment and decision making.

The training culminated in presentations made by six teams on two broad topics: culture change and enhancing communications. Ideas in the presentations will be incorporated into the Institute's operations, making the training a real-life, productive experience for the Institute and the staff.

I attended the presentations made by the winning teams and I can attest that the quality of the groups was outstanding. Their ideas will advance the evolution of the Institute as a management-led organization.

The groups – made up from cross department teams – described their experience as a good one, and one that prepared them to take on more important tasks and to influence people around them. The most essential achievement – goal alignment among this important group – seems to have been accomplished.

The message that it is now up to the staff of the Institute to make decisions and be accountable for those decisions has been given and received; our management capacity is now geared up to take on more responsibility than it has in the past.

This training adds onto the leadership development work done by the top management group of the Institute, which will continue. The chief executive, executive directors and directors worked with a team of executive coaches to refine their leadership abilities in advance of the shift to the management-led structure.

Thanks in great measure to the commitment to training by Winnie Cheung, the Institute's people are ready to take on the day-to-day running of the Institute, freeing up council to focus on strategy and oversight.

The council members, with their collective skills, wisdom and experience, are now poised to realize the Institute's vision of being an internationally recognized body of top-notch accountants. All of this strengthens our first goal of the fifth long range plan of having a governance structure that befits a top-tier accounting body.

Committee members too are ready to spread their involvement through the new structure, which casts a wider net through our membership. I call on members to get involved with the Institute by attending interest groups and forums, or to act as advisers to the Institute by joining panels.

For all members, I expect you to see and feel changes for the better in how the Institute delivers its services to you. We plan to come back to you by the end of the year to gauge your perceptions of these changes.

A handwritten signature in black ink, reading "Paul F. Winkelmann". The signature is written in a cursive, flowing style.

**Paul F. Winkelmann**  
President