

Where have all the bullies gone? Gone to greener fields, every one

How to deal with bullies in your midst

BY BONNIE KIRK
LAWSON LUNDELL LLP

Firms must consider all aspects of operation when faced with a labour crisis. Everywhere you turn, someone is commenting on feeling the labour shortage, particularly in Western Canada. Its impact affects most industries, with the legal community no exception.

This shortage of people places a heavy burden on human-resource departments as they try to find suitable candidates to fill positions within their firms. What they don't need is any kind of interference in their endeavours, particularly the kind a workplace bully can cause.



Bonnie Kirk

Bullies, for some of us, conjure up memories of physical torment during our childhood; we breathe a sigh of relief those days are over. But whatever happened to those bullies of yesteryear? Unfortunately, they too grew up, developing their skills along the way. Now they skulk within a workplace, using their new weapon of choice: psychological abuse, a weapon that is far more destructive than their stick of yore.

Regrettably, these malicious people still exist, wreaking havoc on the daily lives with most of whom they come in contact. But who are they? And how do you deal with them?

IDENTIFYING A WORKPLACE BULLY

A workplace bully, by consensus, is somebody who strives to raise

their own self-esteem by reducing that of another. Typically, when you think of a bully, you think of a loud,

extroverted sort who publicly intimidates people. This is not always the case. Often, *Continued on page 2* →

Hardie-har-har-har-har

Humour can heal all that ails you

BY STEPHANIE CORNELL
FASKEN MARTINEAU
DUMOULIN LLP

Almost 40 people attended the BCLMA's Spring Seminar at Terminal City Club on May 31st as guest speaker Paul Huschilt presented his *Seven Humour Habits for Workplace Wellness*. Guests knew they were in for an afternoon of hilarity when Paul

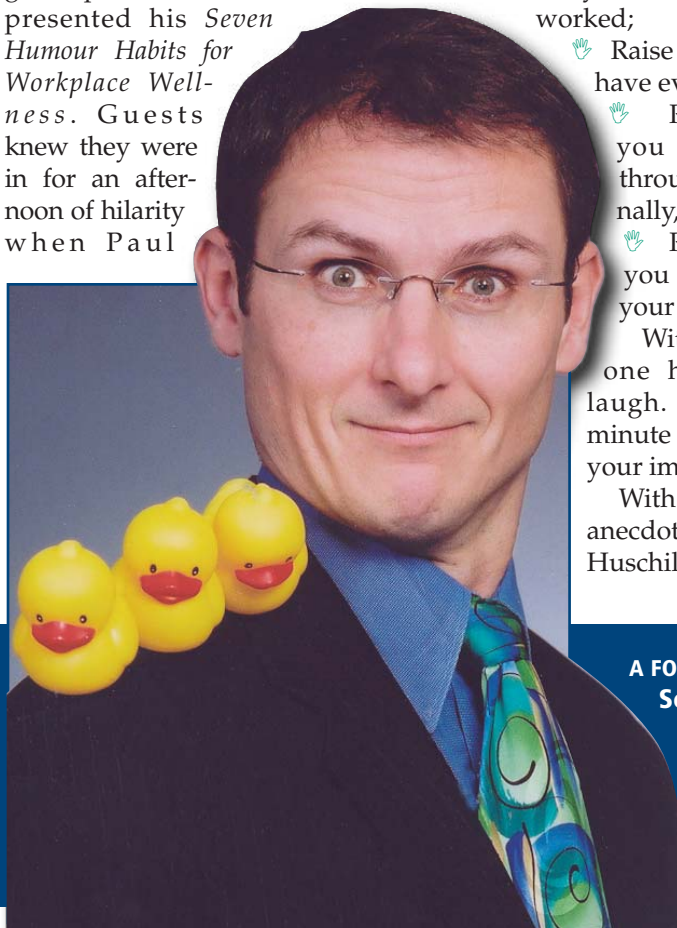
took the stage—and opened with a show tune! His song was followed by this simple oral questionnaire:

- 👉 Raise your hand if you have ever felt stress at work;
- 👉 Raise your hand if you have ever dreaded going to your job;
- 👉 Raise your hand if you feel overworked;
- 👉 Raise your hand if you have ever made a mistake;
- 👉 Raise your hand if you are putting them through college; and finally,
- 👉 Raise your hand if you haven't yet raised your hand...

Within minutes, everyone had had a hearty laugh. Good thing. One minute of laughing boosts your immunity by 24 hours!

With a variety of props, anecdotes and flip charts, Huschilt offered a list of

Continued on page 6 →



A FOWL JOKE: Spring Seminar guest speaker Paul Huschilt thinks humour in the workplace is just ducky.

→ *Bullies for you: Continued from page 1*

their tactics are far subtler. They continually insult, devalue and demean to a point where their victim feels helpless. Other notable characteristics include criticism, isolation, exclusion, discrimination and humiliation. Of these characteristics, criticism is the most commonly used form of abuse.

Continual criticism causes the victim to doubt their abilities, and they over-compensate for what they are led to believe is a shortcoming.

There is a mistaken belief that victims are weak, submissive individuals; this is not the usual profile. Most victims have integrity and confidence. They are also usually great at their jobs and liked by others. These attributes are precisely why excellent employees become targets of bullies. Bullies perceive their victim as a threat that needs to be removed. It is for this reason that criticism is the favoured form of abuse. Its continuous use causes the victim to question their abilities and wonder whether they should remain with the organization.

Workplace bullying has a severely

negative impact on a firm's total operation. Although the impact is usually described in general terms, there is also a financial consequence.

Workplace bullying causes:

- ✘ *Higher absenteeism, more stress leaves:* This results in costs associated with hiring temps, and higher disability premiums;
- ✘ *High personnel turnover:* This results in costs associated with placement fees and training;
- ✘ *Low productivity:* This results in costs directly affecting the bottom line (i.e. partners' compensation).

DEALING WITH BULLYING BEHAVIOUR

Identifying a bully is usually easy; curtailing their behaviour is far more difficult. Most law firms have initiat-

ed a policy to deal with discrimination surrounding race, religion or sexual harassment. But these policies don't usually address the issue of psychological harassment.

On June 1, 2004, however, Quebec became the first province in Canada to incorporate protection against psychological harassment in its version of the *Labour Standards Act*.



It defined psychological harassment as:

(a) Any vexatious behaviour in the form of repeated and hostile or unwanted conduct, verbal comments, actions or gestures that affect an employee's dignity or psychological or physical integrity and that results in a harmful work environment for the employee.

Continued on page 10 →

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Workarounds for a common OCR problem for PDF files

BY PETER MORGAN,
MORGAN:NEWSLETTERS

Modern versions of Adobe's versatile *Acrobat* program for handling PDF files have a sophisticated optical-character reader (OCR) feature that makes it possible to convert scanned images of documents from their image format to text so that it can be searched by Adobe's search engine, or used by other computer programs that handle text.

It's darned convenient, too, because it's easy to quickly select the OCR menu to get the process going; and the OCR engine is fairly quick and pretty accurate, as these things go (the human brain is still far faster and more accurate under much worse conditions, but that, as they say, is another story).

In any event, it takes about 15 sec-

onds a page, depending on the processing speed of your computer, and it leaves the original scan intact as an-



other layer in the document, in case you need to extract or reorder the pages in the document later.

But a quirk of the way Adobe has

implemented *Acrobat's* OCR feature in both versions 6 and 7 prevents the OCR function from working at all, on any part of the PDF page, if it encounters some actual text—what it calls “renderable text” for some reason—that's been added to the scanned image, even if it's a trivial amount, such as a date stamp or Bates numbering.

Some government agencies even add their own numbering system to documents they've scanned and converted to PDF, which makes them impossible to subsequently OCR with *Acrobat*. The quirk effectively prevents the *Acrobat* OCR engine from processing perhaps hundreds of key documents in a case.

When you attempt to OCR a page with such text already on it, the OCR function posts a polite dialog box that says, and I'm paraphrasing here, “Nah, I don't think so. Want to try your luck on some other page, Bunky?”

You can spend a fruitless hour, if you wish, looking for the button on the program's dialog box that says “Slap Me Until I OCR The *Continued on page 4* →

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→ PDF and OCR: Continued from page 3

Darned Page”, or you can go to Plan B.

Adobe is well aware of the issue, but like all software companies, it doesn't talk about what improvements it intends to make to its program—such as adding a “Slap Me...” button, or a mechanism that allows you to select a specific area to OCR, or, if it was doing it right, just figure out the right thing to do in the background—until it actually releases the software.

Fortunately, there are some workarounds available that bypass the issue, but, sorry to report, each of them involve additional processing time per page and often active computer operator intervention, some involve you having control over how the documents are scanned and what happens to them when they are. Whether any of these workarounds are worth it is really up to you and the job that needs to be done.

✓ The most effective, and most obvious workaround is to scan the document, OCR it and only then apply the time stamp or Bates

number, or whatever other text you want to add. That presumes you have full control over the scanning work path.

- ✓ You could scan the document, save it with a code in its name so that you know it's the master, and OCR a copy of that file, then number or stamp it. Same full control issue.
- ✓ You could scan to TIFF format, add the stamp number, convert the TIFF file to PDF format and then use the OCR. The number becomes part of the image when it's saved in a TIFF file style, so Acrobat recognizes it as text to OCR. Because it's computer-generated, it's clear and it OCR's correctly (usually), with the added bonus of being part of the reference system.
- ✓ Assuming you already have a hybrid document (scanned and some renderable text), you can convert the file back to full image and then OCR it. To convert it, choose Print from Acrobat's File menu. What you do next depends on whether you have a Microsoft Windows or Apple OS X system. If Windows, choose

Adobe as the target printer. At the bottom of the Print dialog box is a button labeled *Advanced*. Selecting this opens a second dialog box. In the upper portion of that dialog box is a checkbox *Print As Image*. Activate this box (and think about the resolution, which you can change, because the OCR won't work on a low-resolution file). Close the *Advanced* box, returning you to the Print dialog box, and then press Print. If you're running OS X, select the Print menu, chose the *Acrobat* menu from the third drop-down menu (which currently says *Copies and Pages*), then, in the new dialog box that appears, choose *Print as Image* from the *Print Method* drop-down box, then click the Print button. In both cases, the resulting PDF file is now ready for OCR.

- ✓ You could scan the document and have it read by another program that readily deals with hybrid documents. There are several, for the PC and Apple computers that do a good job, and don't care about “renderable text.”



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The BCLMA welcomes new members to its ranks

BY STEPHANIE CORNELL
FASKEN MARTINEAU
DUMOULIN LLP

Since February of this year, seven new firms have joined the BCLMA:

- ✓ Camp Fiorante Matthews, Vancouver, Ann Main, Administrator
- ✓ Cleveland Doan LLP, White Rock, Irene Glaholt, Administrator
- ✓ Grant Kovacs Norell, Vancouver, Patti Graham, Administrator
- ✓ Hastings Labour Law Office, Vancouver, Jane Bracken, Administrator
- ✓ MBM Intellectual Property Law, Vancouver, Aiyaz Alibhai, Office Managing Partner; Katie Saw, HR Manager
- ✓ Rosborough & Company, Abbotsford, Becky Thofner, Administrator
- ✓ Valley Law Group, Abbotsford, Deborah Gosling, Administrator

I had the pleasure of speaking with some of these new members. While some had been members before at other firms, others are new to the mix, learning about the Association through their colleagues in their respective industries (fellow accounting professionals, for instance).

Each is looking forward to being introduced to the various features our Association offers. Information sharing

is number one. It's always been a valuable resource for new and existing BCLMA members, no matter what subsection they belong to. When any member faces a new challenge, it is comforting to know that they need not re-invent the wheel and can, instead, approach other members, either by phone, e-mail, or as we especially promote, through our "Members Only" online discussion page at BCLMA.org. There, you can get facts, answers and opinions. Suggestions for further resources are also often provided. Salary and compensation surveys are also of particular interest to these members. Each is looking forward to numerous net-



Stephanie Cornell

them and their business plan. The administrators with whom I spoke broached and embraced the idea of meetings occasionally being held outside of the downtown core at an accessible halfway point—the Metrotown area via Skytrain, for instance. And when leaving the office would be darned near impossible, teleconferencing would be another way for these individuals to participate. Teleconferencing would eliminate valuable time and dollars spent traveling to and from meetings. Sub-section leaders are encouraged to offer telephone-conference calling options when planning and conducting group meetings.

Sub-section leaders are encouraged to offer telephone-conference calling options when planning and conducting group meetings

working opportunities the BCLMA provides.

Being 'many things to many people,' it can be difficult for small-firm administrators, especially those in outlying areas, to leave the office to attend every event that is relevant to

Annual social events, usually held after regular business hours, provide further occasions for members to meet and get to know one another. We look forward to meeting our new Administrator members at the Managing Partners Dinner in October.

The BCLMA welcomes new members and their firms to the Association. We are thrilled to see our membership continue to grow. ■

MAKING THE MOVES...

Annie Ronen, formerly of Ogilvy Renault, is the new Director, Administration and Human Resources, BC, at McCarthy Tetrault... Sonia Iida, formerly of McCarthy Tetrault, has joined Fasken Martineau Dumoulin (FMD) as Human Resources Manager... Sarah Glazzard of Farris, Vaughn, Wills & Murphy has joined Lang Michener LLP as Controller... Tara Cain, formerly of FMD, has joined Clark, Wilson's Document & Software Support team... John Pater, also of FMD, is Alexander Holburn's new Director of Information Technology... Lisa Dick, of Lang Michener, will be FMD's new Trainer... Wendy Fister, having worked most recently in the technology sector, has joined Lang Michener as Business Development Coordinator... Kelly Mann is Stikeman Elliott's (SE) new Marketing Coordinator... Clint Baker of Davis & Company has popped down a few floors to become SE's new Office Services Coordinator, and James Stewart, of Ogilvy Renault, popped up a few to become SE's new Records Management Clerk... After a quick stop at Lang Michener, Stephanie Cornell has joined FMD as its Proposals and Communications Coordinator.

Has there been a promotion or management changes in your office? Send the details when they occur (while you're thinking of them!) by e-mail to <SCornell@Van.Fasken.com>.

WRITING? CONTRIBUTING? WE'D LIKE YOUR HELP

TOPICS would be pleased to welcome *you* to the Editorial Committee. Writers/contributors are desperately needed!

You need not be a professional writer, and *you* will be supported by an enthusiastic team that works well together and has fun doing so! (The food is good, too.)

Please contact Stephanie Cornell if *you* are interested in contributing to the BCLMA's interesting and informative magazine.

→ Oh, very funny! Continued from page 1

ways to decrease stress in our lives so that we can all enjoy work, and life, more.

✓ *Take Time To Relax* – Statistics show that 27% of employees are severely stressed; 39% do not sleep because they are thinking about work; 42% dread vacation because of the work that piles up; and 54% have more work than they can handle. Simple breathing and stretching exercises throughout the day can help relieve the type of stress that is born in the workplace.

✓ *Simplify Your Life* – Start by saying “No”. Saying “Yes” all the time can wear you down.

✓ *Smile and Laugh More* – Children laugh approximately 400 times per day. Adults? 14! It is believed by some that laughing releases endorphins into your bloodstream, and they boost your immune system. Does it ‘hurt’ to laugh? It’ll hurt more if you don’t!

✓ *The Galileo Principle* – That is: ‘You are not the centre of the universe’. Maintain a healthy perspective and try to see problems separate from yourself.

✓ *Do Something Nice For Someone* – In your pursuit of happiness and success, conduct yourself in a manner that will make others smile.

✓ *Reward Yourself* – It need not be grandiose. Go for a walk! Take a break!

✓ *Dare To Be You* – “The privilege of a lifetime is being who you are.” (Joseph Campbell)

After intermission, everyone was divided into seven groups and was assigned a “Humour Habit.” Each group had to demonstrate their “Habit” to the entire group.

Many had fun on the stage and some even used Paul’s props to make their point. Congratulations to Gord van Horn (Borden Ladner Gervais), Barb Marshall and Tola Nelson (Anfield Sujir Kennedy & Durno), as well as Tracy Ollenberger (Klein Lyons), each of whom won a door prize.

We sincerely thank our sponsor, Securit, for providing this event to BCLMA members.

It was a laugh riot. ■■




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Is zero-tolerance an effective method of resolving a staff issue?

**TIM WURTZ,
BAKER NEWBY LLP**

The concept of zero-tolerance has traditionally been used in the school system as a deterrent for violence or other inappropriate behaviour.

There is, however, considerable controversy regarding the use of zero-tolerance policies. The general fear of those opposed to zero-tolerance policies is the slippery slope. If it can be applied to substance abuse or stealing, will it apply to style of dress, mannerisms or the company you keep?

Exploring the use of zero-tolerance policies may be moving from the traditional school context to the professional world. It has been explored in the medical profession, primarily for abusive patients. Its translation into our legal world may come

in the form of bullying, harassment, substance abuse, or any number of behaviours that some may define as inappropriate.

A zero-tolerance policy is one way in which an organization illustrates its commitment to eliminating some specified inappropriate behaviour. Violations of the policy “shall”—not “may”—result in termination.

The concept of zero-tolerance relates mostly to safety-sensitive occupations; improving the safety of everyone influenced by the employment. For example, a zero-tolerance policy should certainly be upheld with respect to pilots drinking alcohol or doctors using illegal drugs.

In a law firm, however, while a



Tim Wurtz

lawyer’s advice is valued, we may be hard pressed to find an example of how their business transactions are directly responsible for the physical safety of others.

There are websites entirely dedicated to ending the use of zero-tolerance policies in the school system. I found few that wholeheartedly support its use.

If it is not generally regarded as a good practice in the school system, is there any room for this type of policy in the workplace, particularly our law firms? Can any reference to zero-tolerance for any given behaviour be justified in our own office policies and procedures?

The majority of research I found provides no credible evidence that zero tolerance is effective. Russell J. Skiba in his report *Zero Tolerance, Zero Evidence: An Analysis of School Disciplinary Practice* suggests that, “Zero tolerance is a political response, not an educationally sound solution.”

Zero-tolerance, in keeping with the letter of the law, is basically a “guilty until *Continued on page 8* →

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→ Zero Tolerance: Continued from page 7

proven innocent" policy. A termination based on this type of policy does not allow for any defense or rational explanations for any given behaviour.

An article by Malcolm MacKillop and Laurie Jessome in *Workplace News* <<http://www.wpnonline.com>> contends that "Although zero-tolerance policies send a strong message to employees, they are not really appropriate for the Canadian workplace.

Canadian case law clearly demonstrates that employers have an obligation to consider the individual circumstances of each employee, even if he or she has engaged in serious misconduct. No policy manual should have the effect of limiting an employer's discretion."

A zero-tolerance response may seem justified for alcoholism or drug use in the workplace although in these situations we must take even more care to not overstep legal and human-rights implications.

Depression, stress, or anxiety could lead to various forms of inappropriate behaviour, and one must be careful when dealing such matters. Legal ramifications of termination and the use of a zero-tolerance policy may be contrary to the *Employment Standards Act* or basic human rights.

I spoke with Derek LaCroix, Executive Director for the Lawyers Assistance Program (LAP) of British Columbia. He could not recommend a zero-tolerance style policy for situations such as substance abuse in the workplace.

LaCroix explained how legislation is becoming clearer on the issue, and how employers have a "duty to accommodate," which includes providing the opportunity for a structured and monitored form of recovery. He referenced a recent legal case where an employee was terminated for smoking marijuana, not on the job, but during his personal time in his private life. The courts found that the employer had to first give the employee the opportunity to get treatment.

Fortunately, there is support for law firms like the LAP, among others. The course of action involves getting the offender

Continued on page 9 →

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→ *Zero Tolerance: Continued from page 8*

assessed by a credible third party, creating a recovery program, and closely monitoring the progress.

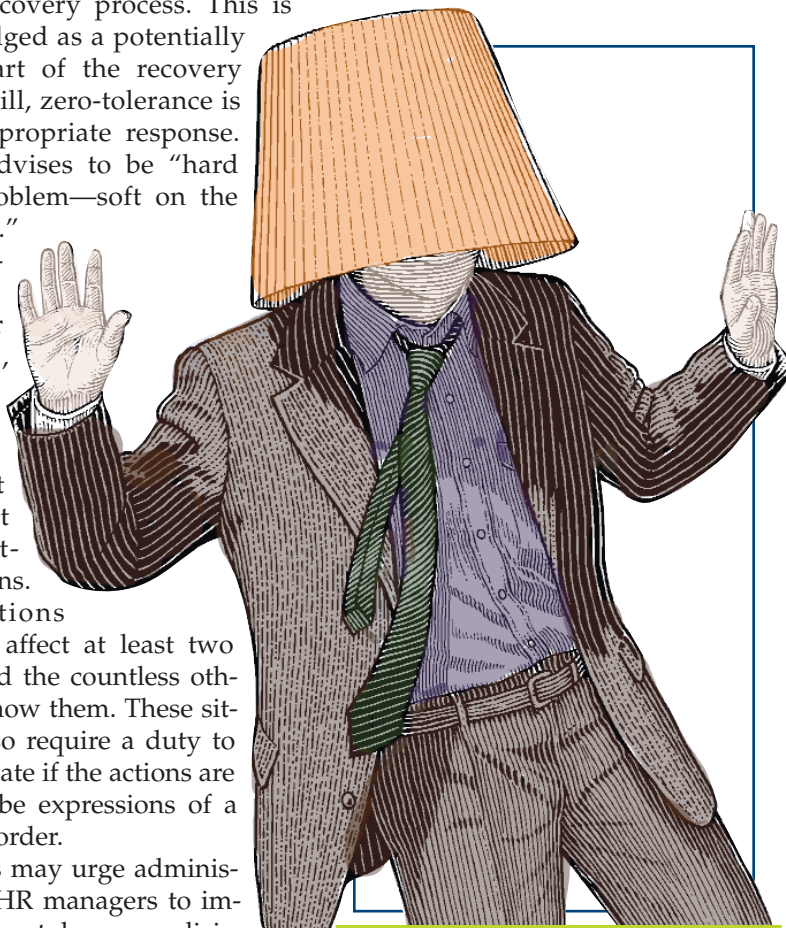
The employer benefits by protecting their position, and the employee benefits from the treatment. A relapse is not necessarily a breach during the recovery process. This is acknowledged as a potentially natural part of the recovery process. Still, zero-tolerance is not an appropriate response. LaCroix advises to be “hard on the problem—soft on the individual.”

In contrast to alcohol or drug use, sexual harassment and physical assault are not self-inflicted situations. These actions invariably affect at least two people, and the countless others who know them. These situations also require a duty to accommodate if the actions are shown to be expressions of a mental disorder.

Partners may urge administrators or HR managers to implement zero-tolerance policies for what may seem like trivial matters, but can strike a nerve with any workplace professional, nonetheless. Matters that provoke debate include acceptable time allowances (if any) for personal phone calls, e-mails and Internet use, eating odorous foods at desks (instead of in the lounge or cafeteria), flamboyant or provocative attire, and part-time or flex-hours. Look no further than the headlines of our local newspapers to see that carefully crafted and monitored policies are important. Should there ever be an issue, your firm’s policies and procedures will be placed under a microscope, and the corporate culture of the firm could quickly change to one of rampant political correctness, and perhaps even fear of the candid casual conversa-

tions that define our relationships with our colleagues.

How strict do you make office policy to avoid problems, and where is the line drawn where a zero tolerance response is justified, reasonable or deserved? How can you implement, encourage, and enforce difficult or controversial general office policies?



In contrast to alcohol or drug use, sexual harassment and physical assault are not self-inflicted

I’m sure all administrators have been burdened with the task of informing staff they should not, or can not, eat fragrant foods at their desk, or cook certain items in the lunch room. Does this warrant a strict policy?

I spoke with our BCLMA president Ernie Gauvreau who recalls spending

considerable time at his previous firm planning, designing, and locating the lunchroom during renovations for these exact reasons.

“As an employer,” he said, “we need to be able to provide facilities where people can go to eat. [We ensured] the lunchroom had enhanced ventilation, adequate piping, and a self-closing door to contain the smells.”

This essentially solved the problem, and while no formal policy was required to enforce its use, Gauvreau approached infractions as “almost zero-tolerance.” He added, “The occasional offender would be dealt with one-on-one.”

We could write policies all day, but he warns against blanket policies, as issues usually relate to only one or two people. This, he concedes, is the ongoing challenge for HR personnel - having to sit down one-on-one and address individual issues.

As well as food smells, it could be tempting to implement strict policy regarding the use of strong perfumes or aftershaves.

Strong fragrances can trigger migraines, allergies or respiratory attacks so Gauvreau recommends approaching this as a health issue.

He sent a general e-mail discouraging their use, appealing to everyone’s sense of compassion towards the protection of one another’s health, rather than imposing yet another rule. In such an e-mail, he furthermore cautions against starting sentences or policies with “No,” opting to use “Yes, but...”

However well-intentioned a zero-tolerance policy may be, it is more likely that the primary aim is to send a message to more serious offenders. It does not seem responsible to punish one individual as a way to deter potential future offences from others.

I cannot profess to know what is appropriate for all law firms, but it has become clear to me that I would recommend against any broad zero-tolerance policies in our workplaces. What is required are carefully constructed and understandable policies with respect to what is inappropriate behaviour, with clear avenues for reporting and appealing.

Of course, *Continued on page 10* →

→ *Bullies for you — From page 2*

(b) Any abuse of authority, including intimidation, threats, blackmail or coercion, that occurs when a person improperly uses the power or authority inherent in that person's position to endanger an employee's job, undermine the employee's job performance, threaten the economic livelihood of the employee or interfere in any other way with the career of the employee; and, for greater certainty, a single incident of such behaviour that has a lasting and harmful effect on an employee also constitutes psychological harassment.

Examples of this type of behaviour include, but are not limited to:

- ✘ Yelling, threatening, constantly interrupting and prohibiting the victim from speaking to others;
- ✘ Ignoring a person's presence or isolating them from others;
- ✘ Belittling a person by making them perform tasks that are below their professional skills;
- ✘ Making gestures that seek to intimidate (rolling of the eyes, etc., commonly known as nonverbal body

English); and

- ✘ Discrediting a person by either ridicule or spreading rumours.

REDUCING BULLYING BEHAVIOUR

The first step to curtailing the occurrence of bullying is to acknowledge its detrimental effect on the firm, and to make a commitment to reducing its prevalence. This takes more than just implementing policy and hoping everyone will adhere to it. It requires a firm to:

- ✓ Acknowledge that workplace bullying exists;
- ✓ Put in writing what the firm considers to be bullying behaviour;
- ✓ Communicate the concepts to everyone in the organization and further confirm that such behaviour will not be tolerated;
- ✓ Provide a resource for individuals to turn to when they feel they are targets of bullying;
- ✓ Reassure everyone that coming forward will have no negative repercussions.

Enforcing a policy works well for

most organizations. Doing so within the legal community on the other hand, carries the complication that partners are the owners of the partnership. The policy would have to address this circumstance, and be handled in a fashion similar to sexual-harassment issues.

Providing a healthy work environment is the mandate for most HR departments. Potential job candidates consider a safe and healthy work environment to be a strong consideration when selecting employment. Given that the legal community is close-knit, word would travel fast if a firm was considered to have an unpleasant work atmosphere. In light of this fact, HR departments can ill-afford to have any form of deterrence when trying to entice the few candidates from which they have to choose.

Will workplace bullying ever cease? No. Will a policy that is taken seriously help reduce its occurrence? Certainly. ■

→ *Zero Tolerance — From page 9*

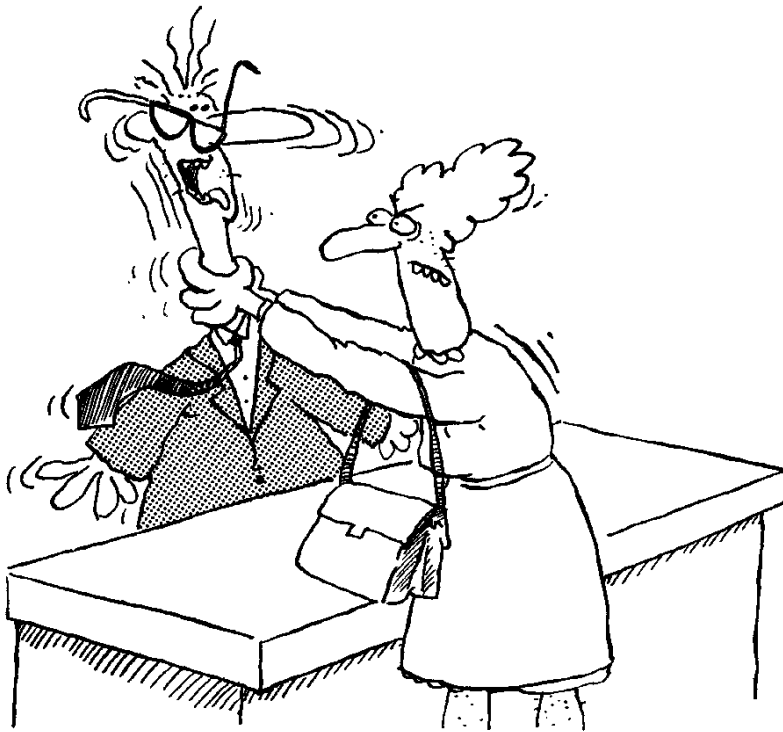
there should be strong policies with respect to improper use of the internet, stealing, dishonesty, harassment and abuse.

Baker Newby LLP distributes an *Employment Contract*, a *Confidential Nature of a Law Practice* form, and an *Internet/E-Mail Usage Policy* form that employees are required to read and sign. If they are in breach of any of these agreements, there is a solid reason to consider terminating the employee. No where does it state the term zero-tolerance.

The firm's harassment policy is always available through the firm intranet, and its existence is brought to an employee's attention during their initial training. It lays out specific procedures for reporting, investigating and appealing, but again no where does it state the term zero-tolerance. There are almost always specific or mitigating factors that should be examined for each situation, and dealt with on its individual merits.

While the culture of a firm has a lot to do with its acceptance or tolerance of certain behaviours, the mere existence of a zero-tolerance policy may do more harm to morale than just control inappropriate behaviour. ■

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Before he began to pass out, Phil started to regret making sarcastic comments to Alice the last few months.

How law firms in British Columbia are able to create a profitable BC gateway for Chinese clients

BY PAUL REYNOLDS,
2NVISION CONSULTING

In 2000, Michael Shore was an Intellectual Property litigator with an IP licensing practice in Dallas.

He had recently founded a firm with about four lawyers, now called Shore Chan Bragalone. Meanwhile in



Paul Reynolds,
2nvision
Consulting

China, a university had a patent which a Texas party was infringing. They had no clue about US litigation, lawyers or costs. What they did have was an engineering alumnus in Houston. The university called Mr. Shore.

Here is where it gets interesting. Shore offered to fly to China and explain lawsuits, appearances, jurisdiction and costs. Over the course of that first and long meeting, the idea emerged of selling the patent to the infringer. The university liked this. Shore earned a client.

He helped the university get the consent of the relevant Chinese government ministries. Meeting the ministries provided Shore with the opportunity to give seminars to the ministerial staff, as well as lecture at Chinese law schools.

He and his team made 10 trips without being paid. He never asked for paid work and never directly marketed the firm. During this period, Shore added one Chinese-speaking lawyer. Without even asking for it, work started rolling in.

About 60% was not paid (such as commentary on IP policies, court rules and procedures), but 40% was charged at premium fees—some over US\$1 million. Shore's firm now has nine lawyers and does considerable work for clients in the People's Republic of China (PRC) and Taiwan; work that he considers profitable.

Building a legal practice with Chinese

clients is a hot trend in British Columbia, partially because of China's economic growth and rapid social development, and partially because Chinese investment in Canada is accelerating, causing Chinese companies to establish themselves in this market. More importantly, BC is a natural gateway with incredible advantages:

- ✓ We are closer to China than almost anywhere in North America,
- ✓ Our province has long been a prime destination for Chinese immigrants,
- ✓ Our provincial and national governments are supportive,
- ✓ We have a rich pool of educated Chinese speakers and writers to staff our offices,
- ✓ It is easier for Chinese business professionals to obtain travel visas for Canada than for the US.

BC lawyers who want to build a Chinese practice have many advantages over their counterparts in Dallas, Atlanta and Saskatoon, but many of these advantages are left unexplored.

Today, we are focusing mostly on inward client work, that is, finding Chinese clients who need Canadian legal

work done. That means we are not addressing the potential for international work in China or work for Canadian investors in China.

So, how to go about it? What works and what does not?

This article describes a process. It is a set of building blocks, not a plan. As they outline the means to opening the door to Chinese legal work, case studies show what others have done and they share their insights.

My own insights are based on practicing law in Hong Kong and China

for 25 years. Allow me some personal views and observations as I outline the steps on this path: a goal, a strategy, and an action plan.

Setting a goal is obvious. However China's diversity and the sheer size of the market require an inverse response. The goals need to be measured, targeted and focused.

To seek mining-sector clients is generally not realistic. Think "mining-safety regulation and compliance." Instead of insurance law, think "risk reduction for product liability claims."

Because China's economy is so large, there are many law firms there and many lawyers marketing themselves.

The first step in developing a China strategy is to take a position. This means thinking about what you are offering long-term. Is it a named

lawyer; a practice group

or the firm? Then consider the strategic issue of how to directly target

clients. Will you go after particular clients directly or via relationships?

Different approaches have worked for different practices, large and small. Shore was initially approached by a

client, but his strategy was to build relationships.

He built relationships with the ministries, and through them, the state-owned companies. Today, 53% of Chinese GDP is in the private sector. Five years ago, it was only 30%.

However, the state-owned sector is huge, and a fraction of their legal work would keep hundreds of lawyers busy.

Edmond Luke at Fasken Martineau DuMoulin describes his process: First, pick the four or five strongest aspects of the firm's practice or practice

Continued on page 12 →



→ Chinese Marketing — From page 11

groups. Next, compare this list against the competition in legal markets in PRC's major cities as well as Taipei and Hong Kong. Finally, scan for areas of growth like mining.

Lang Michener LLP is pursuing a strategy based on intermediaries. Its prime goal appears to be to become the firm of choice for IPOs or raising public finance in Canada. They want relationships with investment bankers.

Ronald Josephson, founder of litigation boutique Josephson & Co., says he pursues law-firm relationships since they can be efficient intermediaries. Fasken's preferred strategy is to directly target clients in a particular industry sector.

Decide whether to market to clients based in Canada or China. For some types of practices it is quite possible to target local Chinese entrepreneurs, build relations with them and get work connected to their businesses back in China.

This approach is aimed at local Canadian companies founded by business immigrants like locally listed Ascalade Communications with factories, contracts, staff, and financing in China. Lang Michener cites their client, Inpower Technologies, as an example of this phenomenon.

Bottom line: to be successful, you must make strategic decisions on who and what you are selling (lawyer, practice or firm), whether to target clients directly or through intermediaries, and whether to do so in Canada or in China.

Finally you (and the partners) must accept the commitment, including costs and sacrificed opportunities in other areas. If one executes a Chinese strategy, what other possibilities must be surrendered elsewhere?

ACTION PLAN: TRAVEL

Unless you are marketing locally, everyone agrees you need to travel. Where should you go and whom should you see?

- ✓ Consider joining a Canadian trade delegation. There are dozens every year. The federal ministries made 16 trips in 2005;
- ✓ Seek to meet and co-host visiting Chinese delegations. You can learn

about them through the local PRC consulate, Board of Trade, or the Asia Pacific Foundation;

- ✓ Consider approaching PRC law firms. *The Legal 500* has annual updated reviews of recommended firms.

Particularly demonstrative of the pace of change is the fact that whereas in 1980 there were two state-run legal offices in Shanghai, *The Legal 500* currently includes 26 recommended law firms under the heading *Corporate Commercial*, all of which can meet you in English. Josephson has positive experiences on this front.

It is essential to commit to several visits to China, and to stay in touch with contacts between visits. Shore made 10 trips in four and a half years.

Fasken's and Lang Michener make several trips each year. You do not need to visit every major city. Focusing on one or two is a viable strategic option. The key is sustained effort between multiple trips.

ACTION PLAN: LANGUAGE

While it certainly helps to speak

Chinese, it is not a prerequisite. Remember: you are marketing Canadian legal expertise. You will not be practicing local law in China. Neither Shore, Josephson, nor Stephen Wortley of Lang Michener speak Chinese beyond some polite phrases. Do not take yourself out of this market because you do not speak Mandarin.

However, most firms have some key website pages in Chinese, and have brochures and practice descriptions in Chinese. This can be inexpensively outsourced.

If you are also targeting Hong Kong, you need a second type of Chinese. Brochures and web pages for Hong Kong or the mainland are not interchangeable.

Nevertheless, Mandarin can pay dividends. Tom Tong has a small law firm in Houston, and went to law school in Virginia. He represents all major PRC oil companies.

He says that using Mandarin makes a difference in two ways—it turns the occasional PRC client into a regular client who refers others. Sec-

Continued on page 13 →

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only, if you refer your client to another firm for specialized advice and that firm does not speak Chinese, the client will generally bring you in or keep double-checking with you because that makes them most comfortable.

ACTION PLAN: CORRESPONDENT RELATIONS

Tong says that correspondent relations are needed for several reasons. However, the big Chinese firms are not well integrated. He finds that he needs to focus on up to three key partners in each office of the firm.

Luke at Fasken's says that relationships with some large PRC firms are very important in building credibility. Even if you directly contact clients, they will often want to speak to a PRC firm to get a reference. He also says that knowing key lawyers is more important than just knowing a correspondent firm.

Lang Michener is experimenting with legal briefings that run jointly with the Allbright law firm who invite their contacts to meet Lang Michener.

ACTION PLAN: IDENTITY OR MARKET NICHE

Lang Michener's view is that the approach to China must begin with a clear market identity. It focused on presenting Canadian lawyers for clients seeking to go public and raise capital in Canada. It developed a strategy of joint venturing with TSX. This enhanced its credibility and allowed it to split costs. They offer seminars to prospective listing companies.

Shore's firm accessed the large corporations by getting the regulating ministries to invite these companies to Shore's seminars on specific IP licensing topics.

The suggestion for BC lawyers, therefore, is: be specific.

For example, do not go to China as a forestry lawyer. Instead, attempt to position yourself in forestry-control regulation. Do not go as a natural-resource lawyer, but as an expert on water law. (Incidentally both are areas of huge crisis in China.)

ACTION PLAN: USING GO-BETWEENS OR AGENTS

Everyone I interviewed spoke nega-

tively of this approach. One firm was defrauded. Another damaged relations with two young start-up law firms who felt they would sell their connections.

ACTION PLAN: SELL CANADA

Travel and networking must include selling Canada as a place to invest or do business. You will have to be seen as adding value by sourcing information and networking.

You can imagine that most business people in Guangzhou or Dalian will not be knowledgeable about Canadian distribution, insurance, or various industry sectors.

Canada's commercial attaché and government departments are good at providing you with statistics and data. Sometimes this contact also leads to clients, invitations to join trade delegations, or opportunities to meet trade groups visiting Canada. Fasken's experienced each.

ACTION PLAN: FEES

Chinese clients are emerging and learning. Currently, they do not value legal services highly. They may be unsophisticated and unfamiliar with how to assess different quality services. For the time being, they are fee-sensitive.

One needs to distinguish inward investment from work in China for Chinese clients. Rates in Canada charged by Canadian lawyers are competitive but generally not suicidal.

Rates charged in China by over 100 foreign firms, and all their alumni who have set up local firms, are often cheap if not insane. So BC-based lawyers do not face as tough a fight to keep their profit margins as do lawyers in PRC offices.

Tong was blunt. Even his major oil clients are distrustful of hourly rates. He notes that, in China, professionals lack credibility and it will be years before suspicions are reduced. He calls this "emerging economy syndrome," where the value of professional services is not clear.

Shore found he can move clients over to hourly rates, but initially he starts by asking them to define their goal. For example: Defend a case, pay or collect a fixed sum, or pay or collect a percentage. He then uses knowledge of the client's goal to drive a fee budget with contingencies.

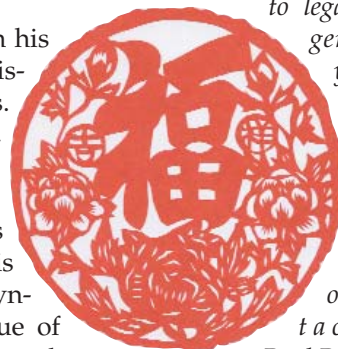
Fasken's often starts with a "budget." If there is competition then they will sometimes offer fixed fees with contingencies.

Another firm relays the reality that Chinese corporate clients are not loyal. They will talk long-term relationships but shop the market. Although the relationship method is philosophically entrenched, the reality is that communism has undermined this philosophy and made people pragmatic. Some feel that there is a huge legacy of mistrust. In order to survive, people had to be self-protective and self-interested.

We have a dichotomy. Business is supposedly based on long-term relationships and trust. Sometimes that works. My own company's experience was like this. For Shore's firm, years of largely free work and technical assistance has paid off.

The simple truth for BC lawyers is that the doors are open. Opportunities abound. Chinese clients are already here. New business is available for those lawyers with clear goals, a well defined niche or specialization and committed partners.

Paul Reynolds of 2nvision practiced for 25 years in China and Hong Kong and wrote several books on Chinese law. He consults to law firms on improving their marketing to corporate clients. He also consults to legal departments. Paul was general counsel for seven years to a \$5 billion international energy company in Asia. Prior to that he was general counsel to China Light and Power, Hong Kong's equivalent of Hydro. For questions on marketing to China, contact him by e-mail: <Paul.Reynolds@2nvision.com>. ■■



A law firm is a business, so treat it like one

Take care of your law business, and your law business will take care of you

**PETER HAAPANIEMI
LEVERAGE MEDIA**

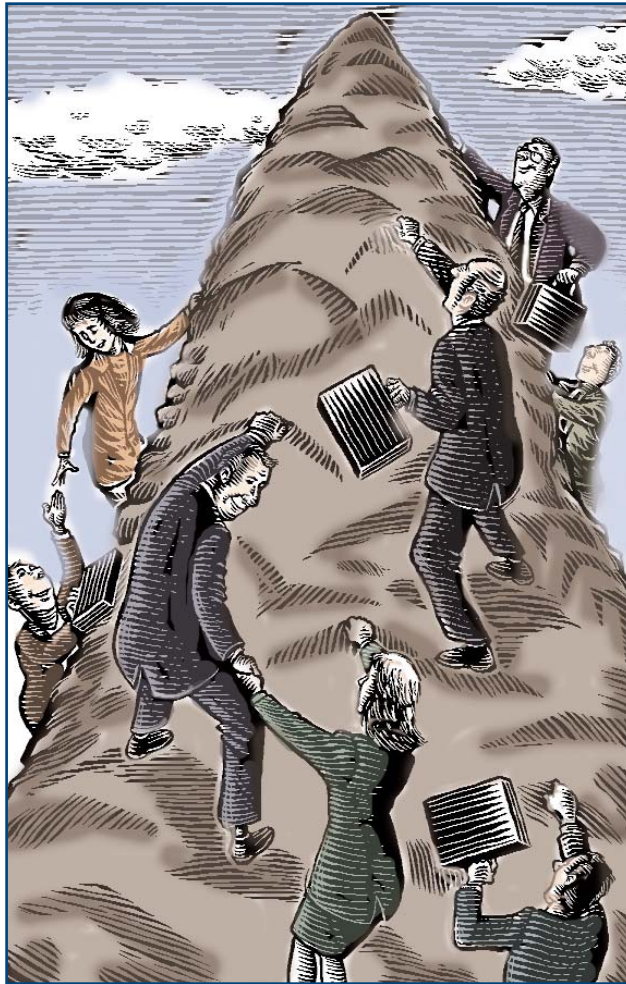
In the later 1990s, the partners at Howrey Simon decided that the firm needed to grow. But they didn't want to just expand blindly. They wanted to grow in a way that would take into account the realities of doing business in an increasingly competitive landscape. So they brought in a business expert — the dean of The George Washington University School of Business—who helped the firm create a strategic plan for growth.

That plan prompted several changes, from enhanced associate training to targeted international expansion. The firm recruited several professionals with broad, non-legal business experience, including a chief operating officer, a chief marketing officer, and a chief information officer. "We wanted to get away from the flawed notion that great practicing lawyers will automatically be good business managers," says Robert Ruyak, Howrey's chairman and CEO. Drawing on their expertise, the firm was able to consolidate IT systems to save some \$2 million a year, and reorganize office space and leases to cut another \$3 million in yearly overhead.

Most revolutionary of all, the firm decided to focus on its core competencies, and closed up all but three practices: antitrust, intellectual property, and global complex business litigation.

"We wanted to be the master of three trades, rather than be 'pretty good' at a lot of things," says Ruyak. "The idea was to be on everybody's short list in those areas."

That strategy seems to have worked. The firm has grown from 270 attorneys to nearly 600. It counts numerous Fortune 500 corporations among its clients. And it regularly tops the Global Competition Law Review list of leading antitrust firms.



Taking a more business-like approach to your business operations may be a matter of survival in the face of growing competition

Recruiting and retention have also benefited, because attorneys in the firm's three key practice areas know that they are in a group that is

on the leading edge — and that the firm will continue to invest in them for the future.

Because of the firm's strategic focus, says Ruyak, "our financial health is strong; attorney satisfaction is improved; and our clients have confidence that we have the deep expertise to provide them with quality legal services."

Howrey's success is based on a simple fact: Running a law firm is a business, and firms can profit from taking a more business-like approach to their operations. Indeed, doing so may be a matter of survival in the face of growing competition and a consolidating marketplace.

"Corporations are shifting from using multiple law firms—in some cases, perhaps 500 or 600—to using just a handful," says Silvia Coulter, whose Coulter Consulting Group provides firms with client-aligned business development strategies. "That means that firms are now targeting each others' clients more and more, and somebody is going to lose."

Certainly, most firms are aware of this competitive reality—and many understand the need to adopt more rigorous business practices to make themselves more efficient and effective. But, says Coulter, "at many law firms, there is still a gap between that knowledge and the behaviour."

To bridge that gap, firms should understand some of the business basics—both new and old—that their corporate clients put to work every day, and determine how to apply those principles to themselves in order to become more competitive, profitable, and successful.

For all their *Continued on page 15* →

→ Taking care of business — From page 14

attention to facts in handling legal work, lawyers often make business decisions for their firms that are based on “anecdote and history and gut feeling,” says John Callahan, director of segment marketing at Thomson Elite.

To get a good view of their operations, law firms can use sophisticated data-warehousing and -analytic software that provides solid information about business performance and trends—which means that they can use facts, rather than guesswork, to guide decision-making. For example, says Callahan, law firms typically have a clear understanding of the revenue generated from a given client, but they are usually more or less in the dark in terms of knowing what it costs to serve that client.

“They tend to hope for the best when it comes to whether the business is actually profitable,” Callahan says. When law firm partners are asked who their most profitable client is, “99 times out of 100, the answer will come back that it’s the client that has produced the greatest amount of revenue,” he says. But his experience shows that “99 times out of 100, that’s not the case.”

With today’s technology, firms can get a precise picture of costs and profitability. “You can look at things like what you are billing clients, what it’s costing you to bill them, the ratio of [partners to associates] that’s used on that particular piece of work, how quickly that client pays you, and what percentage of the work that you’re doing is billed and collected,” Callahan says.

Armed with that knowledge, firm management can assess the profitability of the client. If the results are unsatisfactory, they can make adjustments in costs—perhaps by shifting more work to associates—in billing procedures, or in rates. Some systems even let decision-makers perform “what if” exercises to try out various changes and gauge their impact on

profitability. Overall, says Callahan, “you can look for ways to turn those high-revenue clients into your most profitable clients.”

Having a better handle on profitability also sets the stage for another common corporate practice—portfolio management. Instead of essentially relying on chance when pursuing business, firms can look at their client base holistically—and decide what col-



The key is to define and standardize processes, so that your firm can get the same outcome over and over

lective mix is best for the firm as a whole. For example, firms can decide what clients to keep based on profitability, what clients to move away from or treat as “legacy” business, what kinds of new business best fit their strategic strengths, and in what potential high-growth practice areas to invest for the future. Ultimately, the portfolio approach provides a way to systematically optimize the use of firm resources and balance the overall book of business to meet the needs of today while preparing for tomorrow.

Over the last decade, corporations have developed an intense focus on processes, and the way work actually gets done. The key is to define and standardize processes, so that the organization can get the same outcome over and over.

Increasingly, it is clear that a more rigorous approach to processes can

benefit not only production workers, but also knowledge workers—and this includes lawyers.

“If you look at Whirlpool, they don’t allow everybody to create a washing machine any way they feel like making it. There’s standardization,” says Coulter. “So law firms can do things like make sure they are drafting from the same core documents across the firm. An M & A agreement coming from a firm’s Dallas office should look and feel like one coming from its Boston office. Then, clients are getting a consistent legal product from across the firm.”

That consistency is especially important as firms expand and open new offices in new markets. Many law firms have a ways to go when it comes to tackling processes, Coulter adds. “Something as basic as billing is often haphazard,” she says. For example, one firm she worked with recently found that billing processes varied not only from department to department, but also, in many cases, from attorney to attorney. “Of course, that meant errors and delays, and their overall realization rate was terrible,” she says. “They were just leaving money on the table.”

With standardization, on the other hand, everybody knows the right way to do things, and work can be measured and improved. That in turn helps the firm identify—and thereby reduce—redundant effort, eliminate mistakes and bottlenecks, keep costs down and quality up. Corporations spend vast amounts of time and money trying to capture the voice of the customer, for the simple reason that really knowing what customers want is a competitive asset.

By nature, lawyers have plenty of opportunities to interact with clients, but firms often don’t gain genuine insights from those interactions. For one thing, the attorney in charge of a relationship may not be an especially good judge of what that client is actually thinking.

“Clients are not always likely to give negative

Continued on page 16 →

→ *Taking care of business* — From page 15

face-to-face feedback to a lawyer they work with—that’s just human nature,” says Bruce Heintz, principal of Aronson/Heintz Associates, a research firm. In addition, those attorneys may find it hard to be objective listeners, because their compensation and perhaps even their prestige are tied to that client, making them want to avoid broadcasting client problems throughout the firm. Corporations get around those kinds of problems by taking a more systematic approach that involves setting up separate channels for feedback, and using independent third-party researchers to assess what customers are thinking. Law firms that do the same will be in a better position to spot problems early on, before they grow into major issues, experts say.

existing clients, but assess potential markets, as well. “What is often missing for them is the competitive con-

text to complement the internal data you aren’t do- that they have,” says Alison Guidette, senior director, Business of Law, Thomson West.



**In business, why do some companies stay in business when others fail?
It’s because they adapt**

Traditionally, firms have had to rely on what clients tell them, or annual surveys to get a sense of the competitive landscape. But increasingly, they can use external data from third-party providers—in some cases, provided monthly—to benchmark themselves against other firms in areas such as pricing, profit and expenses. At the same time, they can factor in external data about potential client companies—their strategies, legal activities, finances, and so forth. They can then analyze all this data to find new business opportunities that fit with their strategic direction.

“Once you understand your strengths against the competition, you map that to the opportunities in the market,” Guidette continues. “What are the companies in your city that

Law firms can also tap into a wealth of data to not only understand

text to complement the internal data

you aren’t do-

Continued on page 17 →

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ing business with that would be a good fit for you?" Firms can then extend the search to other geographic regions to assess the potential for expanding into those markets.

On an aggregated level, she says, "you can determine what other firms are in that market, what rates they are commanding, and what they are paying for occupancy and expenses. And you can get a sense of what potential clients there are that you might want to court, and what the barriers to entry are—who are they working with already?"

The ability to assess the market and the competition will be increasingly critical for law firms, adds Guidette, and they should view it as more than an annual exercise. "In a changing world, you need to do this on an ongoing basis," she says. "The firms that will thrive are those that are able to evolve as the market changes. In business, why do some companies stay in business when others fail? It's because they adapt."

A solid understanding of the market can help firms determine which practice areas to develop and where to open offices. In some cases, it can also open up entirely new avenues. For example, seeing a need in the market, Atlanta-based Ford & Harrison, a 160-lawyer firm that specializes in labour and employment, recently launched a subsidiary, F&H Solutions Group, which is designed to help businesses and other organizations solve complex human-resource issues, such as recruiting, organizational planning, as well as strategic and transition planning.

"Built on the firm's human capital platform, this independent consultancy provides the firm with both legal and business leverage: strengthens our position in the market, and allows us to deliver ever-increasing value to new, as well as existing, clients," says John Kinsman, partner, business development at F&H Solutions.

To stay close to the customer, corporations often organize themselves



Clients today want increased efficiencies and successful outcomes, and they want to control costs.

relationship more cost-effective, and improved Goodwin Procter's ability to pull together resources from across the firm to benefit clients.

On another level, Aronson/Heintz's Heintz recommends that law firms organize the work done for their largest clients under key account managers. In an era of consolidation and evolving client relationships, he explains, a firm may have started doing litigation for a corporation 10 years ago, and then expanded its relationship to include, say, tax-and-merger and acquisition work with several client business-units around the world. As a result, the firm and the client corporation are left with numerous and largely disconnected communication channels.

"Clients are coming to firms and saying, 'We want one person to be in charge,'" says Heintz. An account manager provides that single point of contact and gives the firm a focused way to coordinate work and ensure that the overall relationship is handled in a cost-effective and profitable manner.

Some firms are also reorganizing to better serve internal customers. Howrey, for example, handles a great deal of litigation, with some 60 trials scheduled for the coming year, notes Ruyak. The firm has established a centralized shared-services centre to provide litigation support to its 14 offices in the US, Europe and Asia. Located a few miles outside of Washington, D.C., this 75,000-square-foot facility is designed to handle massive document requests, offer comprehensive imaging services, and provide support for electronic data discovery. It features a range of tools and resources, including wireless connectivity, on-site IT support, a complete training facility, a moot-court room and video conferencing capabilities—as well as restaurant and catering facilities. With so much litigation-support work being handled by

into divisions that reflect the markets they serve. Some law firms have been taking similar steps by exploring organizational approaches that go beyond the traditional practice-centered model. Goodwin Procter, for example, was reorganized to move from siloed individuals and practices to what it calls a hybrid model, which blends corporate- and law-firm structures. In this approach, industry-focused teams and practice areas are shared across departments, and functional areas, such as finance, IT and operations, are formally managed to support the entire organization.

The change reportedly helped the firm streamline decision-making, enabled attorneys to spend less time on operations and more time on client service, made the client-attorney rela-

Continued on page 18 →

Howrey, the centre gives the firm the economies of scale to cost-effectively provide extensive support while acting as a focal point for litigation-support expertise.

"This might not make financial sense for a firm handling an average amount of litigation, but it makes sense for us," says Ruyak. "Clients today want increased efficiencies and successful outcomes, and they want to control costs. This centre helps us meet all those needs."

A law firm needs a leadership structure, of course. But leadership needs to be more than an executive committee filled with senior partners. "Every partner may have equity or shares in the organization," says Coulter. "But that doesn't mean that everyone should have a say all the time, or that the 800-pound business-development gorilla should decide everything. That kind of thing just creates inefficiencies in business."

Instead, leaders should be clearly identified, and they should be given the formal authority they need to make things happen. Solid leadership is key, because all the process changes and new organizational models in the world won't have much effect if there isn't someone at the top who can drive those changes, ensure follow-through on initiatives and hold people accountable for performance. A good leader can make sure things are getting done properly—whether it's strategic planning, en-



Clients today want increased efficiencies and successful outcomes, and they want to control costs.

sureing that lawyers bill the minimum number of hours, or simply prompting partners to actually conduct associate performance reviews on a regular basis.

Like their corporate counterparts, law firms should also understand that leadership is not the sole reserve of lawyers at the top of the firm. Areas such as finance, marketing and IT also need leadership—and the heads of

those departments should have input into overall decision-making, so that strategy is based on a broad view of the firm's capabilities and the marketplace.

Finally, Coulter also points out that leadership needs to be more than a title. "If your job is to lead a team, lead a business unit, lead a branch office, or lead the firm, then go take some leadership training, and learn how to be good at the job. Training as a lawyer does not make you an effective CEO or business executive. You can do a lot to learn how to be a good leader and a good manager of people."

And when running a firm, she adds, leaders should adopt another key tenet from the business world: "Keep on learning, because clients and the competition will keep on changing."

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ATTENDING A SEMINAR?

If you're attending a conference, seminar or workshop and would like to share your acquired knowledge with your fellow BCLMA members, please contact Topics Editor Stephanie Cornell.

Contact info: see last page.

Summer Social toasts at top

BY TIM WURTZ AND
STEPHANIE CORNELL

A summer solstice could not have been better spent. More than 40 BCLMA members, representing all sub-sections, attended the annual summer social event on June 21 atop Grouse Mountain.

As it was a sunny day without a cloud in sight; everyone appreciated the breathtaking view of our beautiful city while riding the cable car. As encouraged by Jane Kennedy, several people made it up early to watch the bears, lumberjacks, and bird shows. The panoramic view wowed them at the peak of Grouse. The patio off the Timber Room, the Vancouver



ner was served. Rory and Jay MacPherson are from Chilliwack, and Tim Wurtz discovered they knew some close family friends of his wife.

Winners of the summer-themed prizes were:

- ✓ Eric Pedersen, of Farris, Vaughan, Wills, Murphy LLP
- ✓ Nicola Bryan, of Lawson Lundell LLP
- ✓ Johanna Sigurdson of Gowling,

TWINS: Todd Mulherin and Mark Price of RICOH

Lafleur, Henderson LLP, and

✓ Tammy Toepfner

of Borden Ladner Gervais LLP

- ✓ Reshmi Naicker of Bull Housser Tupper LLP, and
 - ✓ Brenda Johnson of Edwards, Kenny & Bray LLP
- Tim also learned from Janice MacAuley that this



FAB FOUR: Wendy Fister, Lang Michener LLP; Kelly Mann, Marketing Coordinator, Stikeman Elliott; Stephanie Cornell; and Afshin Shoa, formerly of Ogilvy Renault.

cityscape, and some cocktails made for some lively and picturesque pre-dinner mingling.

Ricoh and Securit sponsored the evening, an intimate affair where Ernie Gauvreau did not even need a microphone to emcee. Throughout the evening, Ernie thanked our sponsors and, together with Allison Milroy, made the always-anticipated prize draws.

Todd Mulherin and Mark Price of Ricoh, with Rory MacPherson of Securit mixed and mingled with BCLMA members during the cocktail hour before a fabulous sit-down din-



KEY TIME: Rory MacPherson and his wife of SECURIT.

was perfect timing and weather to watch the bears. Here are a few more gems Tim picked up throughout the evening:

- ✓ The 10 sails of Canada Place represent the 10 provinces;

→ More photos on page 20

→ Summer Party — From page 19

- ✓ When you are planning a trip to China and you book a hotel room from here, it will cost \$400. Book it when you're there and it will cost about \$40;
- ✓ While at formal dinners in

TWO WITH VIEW: Gillian Crabtree, EKB; and Maureen O'Leary, Jeffery & Calder.

China, the head of the duck is reserved for the guest of honour.



- ✓ A movie was being filmed at the top of the Peak Chair. Watch for a Danny Glover movie set in the Wyoming mountains. Movie magic spoiler: the cabin is made of styrofoam!
- The evening concluded as Gord van Horn and Janice debated over how to turn a *dim sum* dinner into a firm-sponsored BCLMA event.

We made our way to the gondola. It landed safely,

HORN DOGGIN': Terry MacInally, FMD; Janice MacAuley, Lawson Lundell; Gord van Horn, BLG

despite Janice's fear of her destiny to be the target of a catastrophic disaster, and we all made our way home.

Thank you to all who attended, posed and smiled for the camera. We thank our generous sponsors for hosting our summer social, and we send additional thanks to all of the member guests. We look forward to seeing you at the next social event. ■■



CASING THE JOINT: Colleen Chapman, Brawn, Karras & Sanderson; Sarah Best, Bernard & Partners; and Marian Verdicchio, Thorsteinssons gather around Ann Main, Camp Fiorante Matthews, and her suitcase.

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- ✓ The discussion section on our website allows our members to quickly get questions answered with advice from others who may have faced similar situations.

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