

**Balance Sheet**

# Choose the right consultant for small business

By JOHN KANE  
Hiring a management consultant is often one of the most difficult aspects of owning a business — partly because it means recognizing your own shortcomings. Nevertheless, the wise independent busi-

ness person should put pride aside, and realize that no matter how great his or her entrepreneurial flair, everyone's expertise has a limit. When the needs of the business are beyond that limit, outside help should be seriously considered.

There are some general guidelines regarding when to call in an expert. A consultant is most effective when employed in a plan to ward off future problems or to aid growth, rather than to remedy current difficulties.

You'll also be wasting your money if you hire an advisor to confirm decisions you've already made, or if you aren't prepared to implement the recommendations or spend the money suggested to solve a problem.

In general, the typical situations for which you would need a consultant's assistance would be:

- When you need a detached, objective viewpoint, such as in arbitrating internal differences.
- Conducting a short-term study or setting up a new system which can be managed by

existing staff when completed.

- Planning for succession
- Evaluating and hiring staff for management positions
- Computerization of your business including purchase of hardware and software and staff training
- Expansion through new products, new markets, franchising, purchasing of other companies
- Major management problems in any area of the business

For the most part, locating a management consultant is much the same as finding any other professional advisor. Your lawyer, accountant or banker can probably give you some referrals, especially when they are aware of the specific problem you wish to solve.

Trade associations, universities and even the yellow pages also provide listings which you can follow up. However, word-of-mouth recommendations do not provide an absolute guarantee that a consultant will be able to meet your firm's particular needs.

Before making a final decision, you should interview the candidate and check with some of the other companies for whom he or she has performed similar work.

Some of the criteria by which you might measure a prospective consultant are:

**Qualifications:** Unlike your lawyer or chartered accountant, a management consultant does not have to belong to a governing society to engage in his or her profession.

**Industry Knowledge:** The degree of industry-specific knowledge your consultant should have will depend on the situation for which you are engaging him. Some will require technical experience precisely geared to your particular line of business, while many other situations — financial, labor or marketing concerns for example — are common to most types of business.

In this case, the consultant's expertise should be geared to the issue rather than the industry. You should, however, look for a consultant whose client base is made up primarily of small to medium-sized firms, so that he or she fully understands the financial and time limitations under which most owner-managed businesses operate. **Compatibility:** Because the styles and personalities of independent business people are so much a part of their companies, it is crucial that consultants be able to understand and work with them.

**EDITOR'S NOTE:** John Kane, C.A., is a resident of Markham and a Partner in the Toronto office of Thorne Riddell, Chartered Accountants.

## PUBLIC MEETING

MARKHAM STOUFFVILLE HOSPITAL

TUESDAY, SEPTEMBER 17, 1985, 7:30 P.M.

COUNCIL CHAMBERS, MUNICIPAL OFFICES, BUTTONVILLE, ONTARIO

8911 Woodbine Avenue, Markham, Ontario

A Public Meeting will be held by the Planning Committee of the Council of the Corporation of the Town of Markham to consider a proposed Official Plan Amendment under Sections 17 and 21 of The Planning Act, 1983.

The subject property is located on the west side of Highway 48, approximately 910 metres north of 16th Avenue and is described as part of Lot 18, Concession 7. The property is approximately 20 ha. in area. The property is designated Special Study Area 1B on Schedule A.1 — Land Use of the Official Plan.

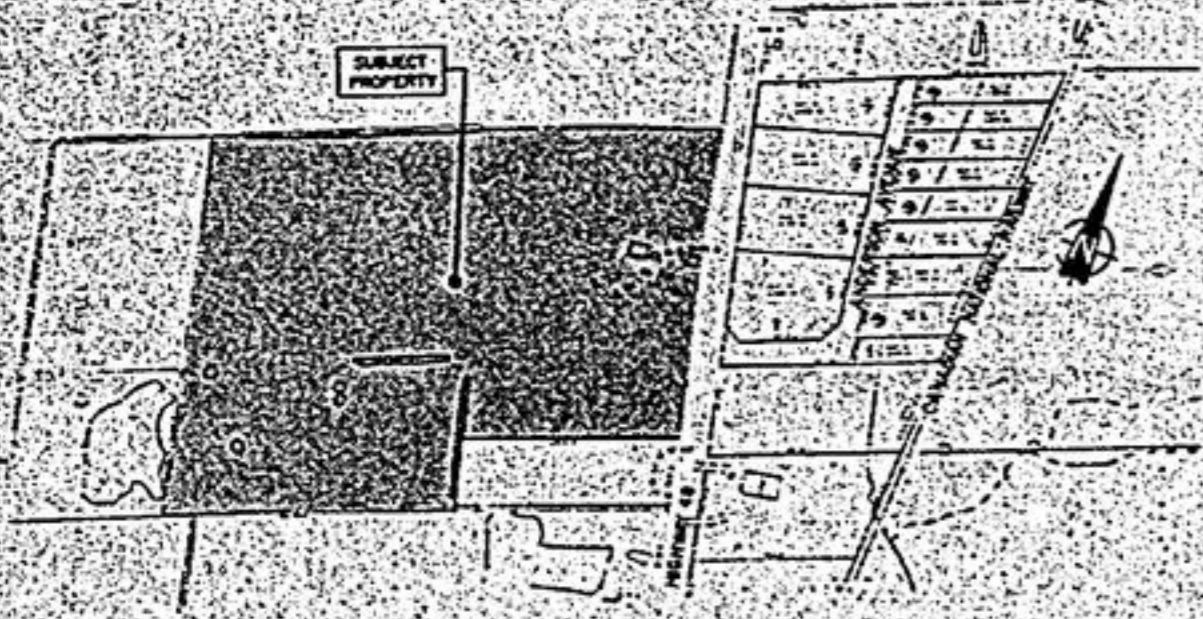
The proposed Official Plan Amendment would redesignate the property from Special Study Area 1B to Institutional to permit the development of the property for a hospital and related medical facilities.

The purpose of this meeting is to ensure that adequate information is made available to the public and to afford any person the opportunity to make representations in respect of the proposed Official Plan Amendment. If you are unable to attend the meeting, your representation can be filed in writing either by mail or personal delivery to reach the office of the Planning Director not later than September 17, 1985. The proposed Official Plan Amendment and additional information relating thereto are available for inspection in the Planning Department, second floor, 8911 Woodbine Avenue between the hours of 8:30 a.m. and 4:30 p.m., Monday to Friday, or further information may be obtained by telephoning the Planning Department at 477-7000, extension 224 during the same hours.

DATED August 13, 1985

T.M. Januszewski,  
Planning Director

Elson Miles,  
Chairman, Planning Committee.



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## NOTICE TO ALL RESIDENTS OF THE TOWN OF MARKHAM NOTICE OF THE PASSING OF A ZONING BY-LAW BY THE CORPORATION OF THE TOWN OF MARKHAM

TAKE NOTICE that the Council of the Corporation of the Town of Markham passed By-law 305-85 on the 20th day of August, 1985 under Section 34 of the Planning Act, 1983.

AND TAKE NOTICE that any person or agency may appeal to the Ontario Municipal Board in respect of the by-law by filing with the Clerk of the Corporation of the Town of Markham not later than the 24th day of September, 1985 a notice of appeal setting out the objection to the by-law and the reasons in support of the objection.

An explanation of the purpose and effect of the by-law, describing the lands to which the by-law applies, and a key map showing the location of the lands to which the by-law applies are attached. The complete by-law is available for inspection in my office during regular hours, Monday to Friday, 8:30 a.m. to 4:30 p.m.

DATED at the Town of Markham this 28th day of August, 1985:

Explanatory Note:

By-law No. 305-85

Amending By-law 125-85, as amended

Part of Lot 15, Concession 8 - Alexandris Investments Limited (19T-85037)

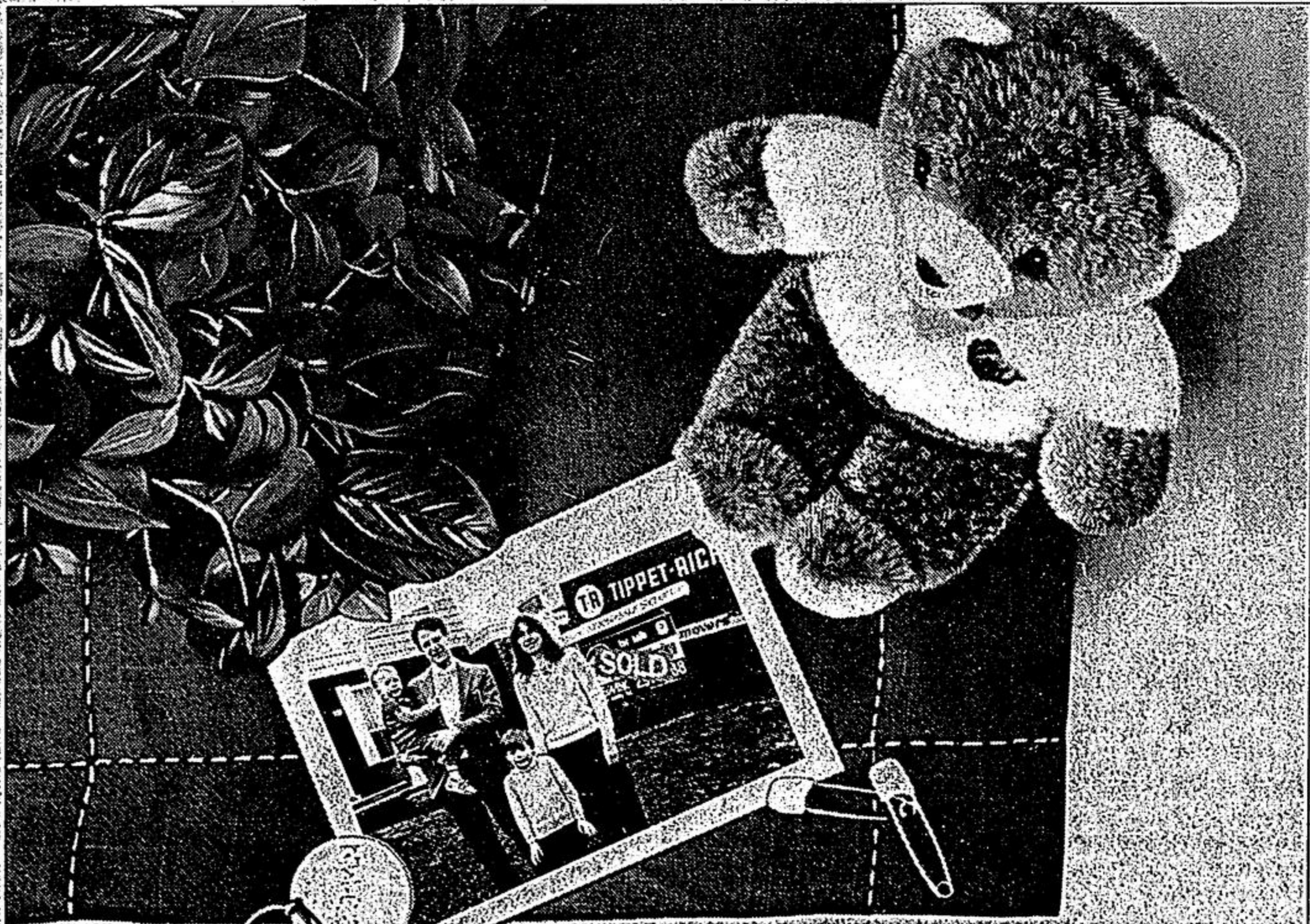
This by-law applies to a 3.56 hectare parcel of land on the south side of 16th Avenue approximately 12,214 metres east of Fincham Avenue.

A residential plan of subdivision on the subject lands comprising 46 single family lots and a local commercial block has been recommended by the Town to the Region of York for draft approval.

The purpose of this by-law is to delete the subject lands from the area covered by Interim Control By-law 125-85, as amended. The subject lands are also being deleted from the area covered by By-law 2325-68, as amended, and will subsequently be incorporated into the designated area of By-law 163-78, as amended, and zoned in accordance with the proposed plan of subdivision.



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