

The Business Transition Coach Forum™

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About the Program Creator

Wayne A. Vanwyck

For over 25 years, Wayne has worked with many local, national and international firms as a sales and leadership trainer, consultant and speaker. His facilitation skills have generated a reputation for achieving measurable, specific results. His clients include diverse industries: insurance, real estate, manufacturing, engineering firms, media, distribution and many others.

Following a successful career as a Sales Professional and Sales Manager, he established the Achievement Centre International in 1984, a centre dedicated to sales and leadership development. He is also the founder of Callright Marketing Services, an inbound and outbound call centre with over 75 employees and The Achievement Centre Franchise Inc., an organization that guides successful business professionals as they set up their own Achievement Centre, results-focused consulting firm.

Wayne is also the author of:

- The bestselling book *Pure Selling™*.
- A regular column for a variety of business magazines and over 300 articles on sales, leadership, entrepreneurship and succession planning.
- An internationally-distributed sales training program, the *ACCISS™ Sales Course*, available in English and French.
- *The Business Transition Crisis: Plan Your Succession Now and Beat the Biggest Business Sell-Off in History*, published in 2010.

In 2008 Wayne and his wife Dawna took a 6-month sabbatical and travelled around North America. During that time he interviewed business owners who had sold their companies. The stories of those owners are shared throughout this program.

Wayne has been active in his community. He is the past president of the Kiwanis Club of Elmira, a founding director of the Waterloo Region Dragon Boat Festival and a former director on the board of Junior Achievement.

Wayne has 2 wonderful adult children and is married to Dawna, his partner for over 35 years.

Right now, more than 70 percent of business owners are thinking about selling their business but most have very little or absolutely no idea how to do it.

Franklin's Story

About eight years ago a friend's brother, whom I'll call Franklin, decided to sell his business. He had a very successful industrial supply, distribution company. He was doing about \$10 million in profitable sales, was a pillar in the business community, liked by his employees and, to all appearances, a very successful proprietor. With some fanfare he announced to his family that he and his wife were going to sell the business and retire in five years. Many who knew his workaholic ways raised their eyebrows in disbelief. He didn't have any outside hobbies, he thought about the business 24/7 and no one could see him walking away from his passion without a struggle. Sure enough: Although his wife retired right on time, the date for Franklin's planned departure came and went.

Unfortunately, his plan wasn't really a plan. It was barely a good intention. Perhaps it was just a ruse to placate his spouse. Because, as the deadline approached, he threw a monkey wrench into the mix, creating a huge challenge that, of course, only he could solve.

After selling the same product line for over 20 years, Franklin suddenly changed his major supplier. To this day, no one knows for sure why he did it, but the consequences were catastrophic. Clients left. His sales force quit. His business went into a tailspin. Inevitably, he nobly renounced his intention to retire. Now he could swoop in like a Super Hero to save the day.

Regrettably, the crisis he created was bigger than anticipated and things continued to deteriorate. He was under more stress than at any other point in his business career. Within a couple of years, he was on the brink of losing everything – something that even Franklin the Super Hero couldn't reverse.

His sister, a business consultant, offered to relocate several hundred miles to help him out. She ended up in charge because he was so emotionally drained, physically stressed and psychologically depressed that he was institutionalized and put on medication to prevent him from committing suicide. At this point, he literally banged his head against the wall.

Eventually, he sold his beloved business for cents on the dollar, but the experience was devastating. Franklin's opportunity to retire wealthy, with a stellar reputation, turned into a nightmare that reduced him to a shadow of his former self. He had lost his dignity and the respect of his employees, his customers, and his family. Millions of dollars had been wasted and the memory of his company was now a source of regret, not pride. The role his sister played was warped in his mind and now he no longer speaks to his sister and what had been a very close relationship turned bitter.

At the time I thought, if only when he had announced his intention to retire in five years, someone had said to him, "Let's get started! Here's a step-by-step process that will assure that you're ready in five years," he could have saved himself incalculable grief. But as I looked around, it became obvious that no such program or process existed. Sure there were books that told you how to value your business or how to negotiate the best price. But I could find nothing on how to get mentally, emotionally and practically prepared for the day when you would sell your business.

In speaking with hundreds of business owners about his, one thing has become clear – it's a very difficult step to sell a business. It seems to be an amazingly complex and foreign process. It's a lot of work. Business owners don't have a lot of time to do this. And the business is their baby – something they have created, nurtured, and loved for many years. Giving it up threatens to leave an enormous hole in their lives.

Here's a story about letting go:

"Good afternoon, folks, I'm Ralph Thornton speaking to you from sunny Atlanta and I'm here with sportscaster and former Olympic track athlete Bill Nichols reporting on the 1,000-meter relay. The four teams are already running and right now John King from ACME Group is in the lead. He has run an amazing first leg of the race and is at least two strides ahead of the next runner from XYZ Corp.

"King is closing the gap on his team member Les Prince who you can see is champing at the bit to go. Closer, closer and there's the handoff!! Prince has it now, but wait, wait, King is still hanging on! Sweat is dripping from him and his hands must be slippery

because he's now holding on with both hands! I've never seen anything like it before! Prince is looking confused and uncertain but he's trying to pull the baton away. They're arguing and – wait, you can see the other three runners are pulling ahead, looking back with big grins on their faces.

“Oh no! What is this? Bill, have you ever seen anything like this before? King has now taken back the baton and he's beating Prince with it! Whacking him about the head! Prince is down with blood pouring from his wounds and King is running again! He's at least a half a lap behind the others, he's obviously exhausted, yet he's trying to catch up!”

“Yes Ralph, I have seen this before and tragically, it's not as rare as you might think. We see a lot of this in the minors. King is displaying an insidious disease called *incompaceté hangerongus* – the inability to let go. Unfortunately he's failed the team and himself. He's just cost ACME the race and at the same time he's lost his reputation, his pride and millions in future sponsorships. It's a terrible shame. He worked so hard to get to this point. If he'd only spoken up, his coaches could have cured him before this race!”

Why This Program is Important

I created this program because I was bothered by some statistics:

- 71 percent of entrepreneurs intend to retire by 2015.
- Only 7 percent of those entrepreneurs have a written plan for succession.¹

That's a tsunami of change—a wave of literally millions of businesses owned by wannabe retirees who don't have a transition plan. This doesn't even include those who may die or become disabled in the same time frame. This fact of business today is a massive liability, hanging like a thundercloud over the economy and the business owners who don't know where to turn. It is causing deep insecurity for employees who may have a lifetime of service invested in these companies. Conversely, it's a huge opportunity for those with the ability to purchase businesses.

¹ Canadian Federation of Independent Business (CFIB) survey completed in 2005.

Here's another interesting set of statistics:

U.S. Businesses for Sale and How Many Actually Sell *

# of employees	Percent of all Businesses	Number that sell
< 10	80%	1 in 5.5
10-20	9%	1 in 4
21-100	8%	1 in 3.5
> 100	3%	1 in 3

* From the book *Successfully Sell Your Business* by Andrew Rogerson

These facts have raised some disturbing questions in my mind:

- What happens to a business, its employees and its suppliers when the owner decides to sell but hasn't planned for it?
- What happens to the owners when they are unable to sell their businesses for what they think they're worth, or maybe unable to sell them at all?
- What resources are out there that could help owners maximize business value and prepare themselves to sell their companies so that they get the dollars they want in return for their years of toil and risk?
- What will happen to the economy when millions of businesses come up for sale?
- If only a small percentage of businesses that go up for sale actually get sold, what happens to all the others? What happens to the owners, the clients, the employees, the suppliers?
- If there are millions of businesses for sale, how does an individual owner make his or her business stand out and attract prospective buyers so they are more likely to be the one that gets chosen?

- Is there a step-by-step formula for success in selling a business that could help an entrepreneur avoid many of the pitfalls and losses while leveraging his or her company to increase its value?
- Why do so few business owners have a plan and how can we help them to prepare so they sell their businesses on purpose instead of by default or foreclosure?
- What options do business owners have if they don't want to sell their businesses but do want to slow down?

This program is for the entrepreneur or business owner who developed his or her own company and is considering a transition. That transition can take many forms, from simply slowing down or developing an Employee Share Ownership Plan (ESOP) to engaging a partner or selling the business.

Terms of Reference:

Let me start by defining some terms:

Succession Planning often applies to the process of creating and executing a strategy for your business in such a way that no one individual can jeopardize your business by quitting, becoming disabled or even dying. Structured Succession Planning ensures that there are people in the wings ready to take over should any such tragedy occur. This applies to the owner of the company as well as to key players whose absence would endanger the smooth running of the organization. So we'll use the term Succession Planning for the process of putting the right people in the right roles and developing a system of training, mentoring and preparing others to take over at some time in the future.

While Succession Planning will be part of our discussion, our primary focus is on **Transition Planning**. I'm going to use the term Transition Planning to describe the process of changing your role as the owner-manager of the business to something else. The end result of *Transition Planning* could be:

- You could sell your business to family members.
- You could sell to an employee, a group of employees or a competitor.
- You could sell to a foreign investor or a public corporation.
- You could merge with another company.

- You could continue to run your business for many more years. Then you might choose to evolve your role so that you have fewer responsibilities, less stress, and shorter hours. Or you might choose to work just as hard, but in a more strategic rather than hands-on role. Either way, you could make sure your business is in prime shape to sell if you ever had to.
- Or you could choose to wind down your business and close it.

Transition Planning and **Succession Planning** are crucial and urgent activities for the world's aging population of business owners. The situation is bordering on a crisis for many North American businesses unless it is dealt with effectively in the very near future.

This program will alert you to the issues that stand between you and a successful transition. It will guide you through the visualization of your ideal lifestyle, help you strategize and set goals for the successful execution of your plan and teach you how to avoid many of the mistakes suffered by others. Most important: You will be able to take action on the plan starting immediately.

The purpose of this program is to get you to the point at which you can:

- 1. make time to think ahead;**
- 2. recognize and deal with the inevitable;**
- 3. plan for your personal transition;**
- 4. prepare for the transition of your company; and,**
- 5. begin to execute that plan now, even if you think you're years from making the change.**

Here are a few peers you'll meet along the way:²

Brian sold his construction business and made enough money so his children and grandchildren will never have to work. Recently, he and a few friends got together and decided to start a bank. However, the sale of his business made him emotionally and physically ill for almost a year.

² Names have been changed to ensure the privacy of those who have shared their stories.

Lori was a sole proprietor. She was approached with the idea of a buy-out by a complementary business and completed the transaction in five months. She continues to work for the new owner and is happier being an employee.

Don sold his service business, but continued to work for the firm that bought him out. It was hell. He couldn't wait for his contract to be finished so he could retire and spend time with his wife exploring North America in a new RV.

Greig sold his medical devices business and is now working overseas for Habitat for Humanity. He has never been happier.

Rob sold part of his business to a partner and continues to invest in it because he sees tremendous growth potential and a social mission that he can advance. But he now spends most of his time travelling.

Bill sold his business then continued to work as a consultant for the new owner, evaluating and buying other businesses that would complement their product line.

Scott sold his business, but arranged to maintain control until all the money was paid. The first buyer didn't pay in full, so Scott took it back and sold it again for considerably more money. Sadly, in the process he lost his wife and his kids.

James thought his son might take over the business and waited until he was 70 to learn that his son wasn't really interested. He wound it down, gave the furniture away and turned out the lights.

Arun always said he would retire at 60. Five years before he hit that milestone, he confirmed the decision with his management team. Working with his advisors and senior management, he developed a systematic, time-bound Action Plan for building the capabilities of his team and maximizing the competitiveness of his business. Arun sold his business at a price that was a pleasant surprise even to his own team. Now he leads a quiet but active life with his wife on their horse farm.

I conducted interviews with these and other individuals from Texas to Newfoundland. Some of the stories are sad. Some of the people I spoke to did not prepare properly. They didn't get the right advice. They didn't take the time

necessary to think it through. As a result, they left money on the table, got sucked back into the business, or committed to a painful process that could have been avoided.

Many others did prepare properly. Some owners got a lot of money in return for their long years of sweat equity and willingness to risk what they had for the future. They travel. They volunteer. They spend time with their families. They mentor others. They start up new enterprises.

You may be thinking that it's easier to start a business than to sell one. You're probably right. But when you started out, you had a vision of what you wanted, where you were going and how you were going to get there. We now have to chart some new waters, but getting there involves many of these same processes. Throughout this program we will outline a map of the territory that lies ahead. You will:

- develop a vision of where you want to be personally;
- visualize where you want the business to be and how your personal and professional visions align or conflict;
- take stock of where you are now;
- set personal goals for the course your life will take during and after the transition;
- set strategic goals for the business;
- assess the financial reality and what you will require to achieve your goals;
- get buy-in from those who will contribute to or participate in the end results;
- enlist advisors who can guide you through uncharted territory and give you critical information that will maximize your business value, minimize your taxes, and help you develop plans to get you where you want to go;
- build a list of tasks and activities that need to be undertaken; and,
- follow through and execute on those tasks.

As you can imagine, this is not something you can do in a two-day workshop or on a whim -- not if you want to leverage and receive the greatest value for the

years of blood, sweat and tears you have invested in your business. It's a shame to see people work hard all their lives and then give up hundreds of thousands – maybe even millions -- of dollars, simply because they didn't invest the time and energy in this ultimate stage of their businesses.

That's not to say that what you need to learn is rocket science or even new to you. But it will take on a different focus. While you already know about goal-setting, leadership and delegation, we'll re-examine these topics from the perspective of preparing your business for transition or sale. This means that you're going to think about them differently. You're going to ask yourself and others different questions. You're going to seek new insights within topics that you may not have considered before. And, you're going to set a date, which will increase your sense of urgency and purpose.

How This Program Works

As we step through this process together, there are some common elements:

Learning Modules

Each month you will receive a new learning module that will contain the subject matter for the next meeting. Please read this module, highlight areas of particular importance to you and come prepared to discuss some of the key points that were meaningful to you.

Audio CDs

You will also receive a fresh audio CD each month. The CD contains an audio version of the written module, providing a convenient and effective method of learning. It's convenient because you can listen to it while driving or exercising. It's effective because some people learn better by listening and because you can listen to it several times between meetings. In fact, we'll encourage you to listen to the CD at least seven times before we see you again. This is a proven learning technique called 'spaced repetition.' Each time you listen you will get different ideas, hear things you didn't hear earlier and retain that information at a deeper level. As a result, you are more likely to recall and take advantage of those ideas when you need to solve a particular problem, perhaps several months later.

On-line Forms and Checklists

You will have two ways of articulating and writing your thoughts as you proceed. Each module will contain forms and checklists to reflect upon, act upon and complete. You can complete them with pen and paper or on your computer. It's all up to you.

Goal-setting

Goal-setting is an integral component of this program. Don't worry, we'll make it fun. The whole point is for you to know what you want and go after it in a progressive, disciplined way. We'll support you as you develop some long-term, mid-term and short-term goals. And because we're all in this together, we'll encourage you to share them with your peers so that everyone encourages and supports each other in the achievement of those goals.

Speakers

Occasionally we'll invite speakers to address our group in order to share their expertise in specific areas such as: taxation, investments, trusts, valuations and negotiating the best deal. We've chosen them for their experience, credibility and their ability to provide practical advice and answers to your questions.

Group Support and Accountability

You'll derive tremendous value from the relationships, the knowledge and the support of your peers. As the head of your business, you don't have many people with whom you can talk freely and openly about your personal plans and challenges, especially as you chart this unknown territory of business transition. I've spoken with business owners who admitted they didn't tell anyone other than their accountant and their lawyer that they were selling the business until after the deal was done! It can be quite lonely and stressful to have no-one to consult as you go through this very important stage in your business and personal life. Your Business Transition Coach (BTC) Forum™ will help you explore various options and give you ideas and encouragement that will help you make better decisions. Don't be surprised if some of your fellow members become lifetime friends.

The Monthly Meeting

We come together to start with a continental breakfast served at 8:30 a.m. Our formal meeting begins at 9:05 **sharp**. Because we know that everyone's time is valuable, we practice good meeting protocols by always starting on time. We've all been in meetings where people consistently arrive late. This is discouraged. We encourage punctuality by having those who are late contribute a \$10 "fine" to a party or charitable fund -- a fund that the group has agreed upon prior to commencing the sessions.

Once we start, we will have a regular set agenda for our meetings. We go around the table and ask each person to share with the group the following:

- The Positive Report: One positive business and one positive personal experience you have had in the past 30 days.
- The Goal Report: What your business goal was for the past 30 days, how it ties into your mid- or long-term goal and how well you succeeded at achieving that goal.
- The Learning Report: What was the most important idea you got from the learning module and what you did differently as a result of learning that idea.
- Challenges and Opportunities Report: Any specific challenges or opportunities that you are facing with which other group members may be able to assist.
- Biggest Upcoming Decision Report: The biggest decision you expect to have to make in the next 30-90 days, what your options are and what help you need from them to make the best decision possible.
- Next 30-Day Goal Report: Share with the group the goal to which you are committed to complete before the next meeting and how it ties into your mid- to long-range goals.

Quarterly Coaching Sessions

You will meet one-on-one with your Business Transition Coach once per quarter to review your progress and discuss items of a more confidential nature. 60 to 90 minute meetings are generally held at your coach's office or over the phone at a time that is mutually convenient.

How to Get the Most Out of This Program

Make a commitment of time and energy to get involved. Applied properly, this program can provide you with the tools to create a brighter, more fulfilling future for yourself. This program will change your life, if you choose to make it work for you. Commit to spend extra time on this program over and above the meeting time. Make it a high priority. It's a small price to pay for the potential gains you and your family can expect in the future.

Do some extra reading. The more knowledge you have about succession planning, transitioning and selling your business, the better prepared you'll be to leverage your business. We'll give you some books along the way, recommend others and provide you with a list of useful reading material that you can work through.

Listen to the audio CDs provided with this program at least seven times. Through the power of spaced repetition, you will develop a new awareness, new confidence and a new sense of urgency to apply the key ideas that can work for you.

Keep records of your activities and accomplishments. You'll begin to use the Daily Scorecard, an electronic form intended to monitor and measure your progress. We know, from years of experience in training and development, that measurement of key areas will produce increased results. We believe that your honest, continued use of this form, *by itself*, will more than pay for this program.

Determine what you want to accomplish as a result of your participation. Do you want more income, more capital, more freedom, more personal time, less stress or do you want to get clarity for your future or have a hospital named after you? Once you have a clear vision of what you want, you can begin to move in that direction.

Come to every meeting prepared to share ideas and ask questions. Participation is critical if you want to get full value. You have a responsibility to listen respectfully to and help others in the group, just as they will respond positively to you.

Apply the key ideas. This is more than just a learning, theoretical experience, this is a plan of action that will produce tangible results.

You may need to get outside your “comfort zone.” As a business owner, you’ve been doing that all your life. But for some, preparing to transition away from their business is the toughest challenge yet. For others, it’s a wonderful adventure. We will help you make it more of an adventure than a painful experience, but be prepared for change.

Have fun! Yes, business is serious and you’ve probably taken it very seriously all your professional life, but growth and new discoveries can be fun. We want you to enjoy our time together and leave with a smile on your face.

I’d like to congratulate you on your decision to participate in the BTC Forum™. We’re about to begin a journey. You will have a unique trip to your destination, a destination that reflects what’s important to you.

Let’s get started!!

An Outcome You Want to Avoid

Charles was in his early 70s. He was physically fit and energetic, and could have passed for someone much younger. He owned a competitive business that did about \$10 million in sales annually. He had no successor for his business. He had no children. No one in his company had shown sufficient promise to earn his trust as a replacement leader.

As far as his management team knew, there was no succession or transition plan. Charles was comfortable with that, but they weren’t.

They had questions: “Who’s in charge if he dies or gets sick? Will his wife take over? She doesn’t know anything about running the business.” Which are really all the same question: “What happens to me and my job when he goes?”

Because of his autocratic management style, Charles made all the decisions and managers worried that they would be lost if they had to start making them at this stage. “We have our own families to consider. If this business doesn’t have a definite future, I have to look for other work. I can’t leave my family’s future security at risk. I wish he would talk with us about this and tell us what he has in mind.”

For reasons Charles could not fathom, he lost a number of his top employees. They couldn't stand the uncertainty.

In 2010 Charles was forced to close his business. Eighty people lost their jobs. He was so distraught and emotional he couldn't stand to tell them himself. He asked a friend to make the announcement at a management meeting and posted it for the employees on the bulletin board.

Our goal is to help you avoid anything like this happening to you, your business and your employees.

Your Checklist for This Month

- ✓ **Listen** to the audio CD at least seven times.
- ✓ **Read and highlight** the important ideas in this module or note in the margins the ideas that it triggered for you.
- ✓ **Complete** the questions on the following pages and begin to think about what you want to accomplish. Photocopy the pages indicated and hand them in to your coach at the next meeting.
- ✓ Come to the next meeting prepared to discuss your answers to the questions on the following pages.

Confidential Coaching Data

(Please Photocopy These Pages and Give Them to Your Coach.)

Name: _____ Company: _____

Address: _____ City: _____ PC _____

Phone: _____ Cell: _____ Email address: _____

The purpose of gathering this data is to enable The Achievement Centre and your Coach to best serve you.

Type of Business:

How do you describe your industry and what your business does?

Outcomes:

What are your ideal outcomes from participating in this forum?

Current Thoughts

Do you want to sell your business? Yes ___ No ___ I don't know yet ___

Comments:

What is your ideal time frame? Why?

What do you feel are the biggest challenges you face in preparing your business for transition?

What do you feel is the biggest payoff for you to prepare your business for transition?

Why is that important to you?

Value for You:

Based on what you know about BTC Forum™, what do you need to get from the program in order for you to feel you've received good value for your investment?

Commitment:

Are the outcomes you wish to achieve sufficiently important to you to commit to:
(Please check the appropriate box if you agree.)

- Attend every meeting with the exception of times when you are close to death?
- Listen to the audio CDs seven or more times between meetings?
- Apply the practical information that you learn that relates to you and your situation?
- Openly share issues that are important to you in the discussions?
- Listen to and help others in the forum who might benefit from your experience?
- Maintain complete confidentiality of what is said in the Forum?
- Set and apply yourself to achieving goals that are going to get you closer to your main objective?
- Make changes to your personal and business activities to implement strategies you determine are necessary to get the results you want?
- If you've not checked all boxes please indicate why.

Privacy Statement

Business Transition Coach (BTC) Forum™ Privacy Statement in association with The Achievement Centre (TAC) International

TAC Standards for Protection of Privacy

Use of Confidential, BTC Member Information:

Membership information cannot and will not be sold or shared with a third party for any reason.

Contact information for BTC members will not be given out for any reason without express permission from the individual members.

Member Communications from TAC Head Office will address issues that have an effect on the global membership including, but not limited to: organizational statistics, new or revised organizational policies and guidelines, and announcements or information about products or services that may be of interest to members.

No one may send out communication that attempts to undermine the authority of any other BTC member or group.

All members may receive TAC's on-line newsletters as long as the newsletter has an "opt-out" feature for the members.

Membership information belongs to TAC head office and is accessible to head office employees on a 'need to know' basis only.

TAC Canadian Privacy Standards

TAC is subject to privacy legislation in all of the provinces in which it does business. In accordance with the requirements of this legislation, we have developed a privacy statement, which sets out the principles by which TAC will be governed.

One of the principles general to this legislation is accountability. The principle is managed by appointing a privacy officer for TAC and having in force a privacy policy directing our behaviour with respect to the privacy rights of our staff, members, clients and other parties with whom we may regularly deal. We ask that you review the TAC privacy statement in detail so that you understand the rules by which our organization, our principals and our members will be governed.

Consent

An organization requires the consent of an individual to collect, use or disclose their personal information except where the collection, use or disclosure is permitted or required by law without consent. Consent may be implied in certain circumstances except in the province of Quebec. Individuals must be notified of the purposes for which the organization will collect, use or disclose the personal information at the time of the collection, or prior to use or disclosure of the personal information. For your reference, personal information generally refers to any information about an identifiable individual. The exception is found in Alberta and Quebec where even business contact information is considered 'personal information.'

We must ensure the rights of referred persons by obtaining their consent to pass along their personal information as a referral to another BTC Forum™ or to The Achievement Centre.

Security

As an organization, The Achievement Centre will provide all possible means of protecting the security of its members' (am assuming you mean more than one, therefore had to move the apostrophe) personal information and will not sell, distribute or transmit the personal information, including business contact information, to any party for any purpose except for use by a third party service contractor to The Achievement Centre (as in website management), or as required by law.

Retention

BTC Members' Personal Information and Business Contact Information maintained by TAC will be stored in secure computer databases. This

information will be kept current until one year after the BTC member has left. Then, this business contact information will be secured in an 'inactive' computer file of TAC.

Terms and Conditions

I understand that the confidentiality of members' names, members' companies and any and all information shared within the BTC Forum™ is to be strictly maintained without exception. No one should ever hear about the participation of any BTC member outside the circle of that member group. To allow that information to leak could be injurious to the member and could jeopardize their relationships with clients, suppliers and employees. I agree to maintain that confidentiality and understand that if I violate this rule, I may have my membership and all its privileges revoked immediately, but will still be required to meet any financial or moral obligations inherent in this agreement.

I understand that my membership fee is \$_____ per quarter, plus taxes, with a minimum commitment of 4 quarters and agree to have this automatically deducted from my credit card. I agree to provide 30 days' notice should I decide BTC is no longer meeting my needs and wish to have my payments stopped. I further agree to inform The Achievement Centre immediately of any changes to my credit card including a new number or expiry date.

I understand that advice that I receive in the BTC Forum™ is general and not specific to my business and I agree not to hold BTC Forum™, fellow members, The Achievement Centre or any Business Transition Partner responsible in any way for the decisions I make and the outcomes those decisions produce. Not all opinions shared will be the opinions of The Achievement Centre and The Achievement Centre will not accept any responsibility for any financial losses incurred as a result of any actions by the member.

Signed (Member)

Date

Sharing Your Progress:

The Positive Report: Share with the group (or your coach if you're doing this one-on-one) one positive business and one positive personal experience you have had in the past 30 days.

Positive Report

The Goal Report: Share with the group what your business goal was for the past 30 days, how it ties into your mid- or long-term goal(s) and how well you succeeded at achieving that goal.

Goal Report

The Learning Report: Share with the group what was the most important idea you got from the learning module and what you did differently as a result of absorbing and putting that idea into practice.

Learning Report

Challenges and Opportunities Report: Share with the group any specific challenges or opportunities that you are facing with which they might be able to assist you.

Challenges and Opportunities

Biggest Upcoming Decision Report: Share with the group the biggest decision you expect to have to make in the next 30-90 days, what your options are, and what help you need from them to make the best decision possible.

Biggest Upcoming Decisions

Next 30-Day Goal Report: Share with the group the goal you are committed to complete before the next meeting and how it ties into your mid- to long-range goals.

30 Day Goals