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WHO ARE THE LEADERS?

“As you look forward in your career, whether you are currently in a leadership position or not, you need to make leadership a priority in your development.”

BY TIM EMPRINGHAM

More and more often we are seeing organizations distance themselves from traditional title-based (VP, Director, etc.) positions within their organizational structure and instead moving to a role-based structure. Companies are looking carefully at each layer of the organization in order to create consistency in the activities performed at each level and drive efficiency and productivity from the management layers. This change has a couple of distinct impacts:

Titles Don't Matter

If you're a person who is attached to the traditional view of career growth and put a lot of weight in your title or the "rung" of the organization you fit into it's time to rethink your priorities. It is now very common to see a single organizational layer that has VP, Director, and Manager titles all working together as peers. If you're hung up on your title in that mix then you'll be a less effective team member and likely will severely limit your future career growth.

Leadership Can Come From Anyone

There is a significant difference between managing and leading and a successful organization needs both. When we assign...

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NIAGARA TRAIL BLAZER

St. Catharines entrepreneur Archie Katzman looks back on a life well lived.

BY SCOTT LESLIE
The Business Link

Archie Katzman isn't afraid to admit that he's 82. The long-time businessman and community leader also isn't afraid to admit another thing. He's retiring from his position as general manager of the St. Catharines Club.

"It was time," Archie explains. "I decided to step down—but I'm not stepping away. I'll be working with the Board of Directors on a succession plan, and look forward to helping out the Club as a member and a goodwill ambassador."

It's been a great ride for the St. Catharines' native in more ways than one. He was born and raised in the Garden City, where his family operated Central Taxi for many years. When Archie reached his late teens, he and his brothers would spend many a hot summer driving fares down St. Catharines' winding streets.

But the young Archie had no aspirations of becoming a cabbie. Hockey was where his real passions lay. In the 1940s and early 1950s, Archie had a successful career as a minor league winger, playing Junior "A" hockey for the Wethy's Midgets in St. Catharines and the Stratford Kroehlers before testing the waters in Europe. In his first year, he played for the Perth Panthers and the Falkirk Lions in the Scottish National League, scoring 29 goals and 32 assists in 42 games. He was named the league's top rookie and won the National League championship with the Lions two years running.

By the age of 25, Archie knew it was time to retire and settle down. He would marry his girlfriend, Lorene, lay down roots in his hometown, and get down to the business of building a life.

Archie never gave up his love for the sport, even helping bring the Toronto Maple Leaf's farm team to the Garden City in 1982. But nothing would compare to those heady days of rushing end to end, and burying the puck in the net.

"I played with guys like George Armstrong and Danny Lewicki," he says of his career. "The crowds were unbelievable back then. You couldn't wait to lace them up and get out there."

Back In Business

For many years, the cornerstone of Archie's career was Parkway Lanes—a bowling alley he founded with his brother-in-law, Leonard Herzog, in 1958. Their business grew astronomically and encom-

passed several properties including the Parkway Hotel & Conference Centre, the Big Wheel Restaurant, and the K-Mart Plaza. It wasn't to last. In 1994, after a long recession and some aggressive expansions, the Parkway was forced to close its doors.

With the help of several investors, however, Archie launched a brand new business venture in St. Catharines in the fall of 1995—Kat's Fourth Avenue Steak and Seafood House. Like the Parkway before it, Archie was firmly ensconced in the front office, always greeting patrons with a smile and a friendly handshake. Despite the best of intentions, and a menu unlike any other in the city, the steakhouse struggled to stay open.

Fortunately, a new opportunity came calling that would put new wind in Archie's sails. That same year he was offered the position of general manager at the St. Catharines Club, one that was a natural fit for the lifelong restaurateur.

In the 1990s, private members clubs—once a common fixture in the Niagara Peninsula—had begun to close their doors—and the St. Catharines Club was in danger of doing the same. When Archie took over the general manager's reins, Club membership sat at a modest 220 members. But the wily Katzman was able to work a little magic, ushering in a new era of popularity for the venerable establishment. Over time, the Club has upgraded its facility and seen its membership swell to over 600 members.

"It was in bad shape at first," Archie admits. "Now it's become the fastest growing club in Ontario...It's been one of the most rewarding times of my career, no question."

A Professional Volunteer

Volunteerism has always come naturally to a guy like Archie. Much of that public-minded spirit started back in 1971 when he joined the Niagara Parks Commission. Despite being a Conservative party member back in the 1970s, Archie would remain on the commission through four decades and three different provincial parties, eventually retiring from the Parks in 2011 when it went through a period of restructuring.

He looks back fondly on his tenure with the Parks and the nearly 35 years he spent as vice-chairman.

"I was involved with all kinds of projects," says Archie. "I helped organize the People Mover, the Butterfly Conservatory, and it was my idea to build Legends [Golf Course]. I was the longest serving

commissioner of any public agency in Ontario. It's something I'm quite proud of."

Archie has no plans to "hang-it-up" any time soon, however, and is committed to keeping busy with his philanthropic pursuits.

A few years ago, Archie agreed to get involved with the Niagara Health System's "It's Our Time" Campaign, raising funds for the upcoming NHS Health-Care Complex and Walker Family Cancer Centre.

"One of my great joys was co-chairing the campaign with John Walker [of Walker Industries]," Archie says. "We surpassed our goal of raising \$40-million this past year. It was a real dream come true for me."

Archie has been involved in several fundraising campaigns before. But his interest in improving health care in Niagara didn't come about by accident. In 1982, his daughter Ronna suffered an aneurism at the age of 25. Fortunately, in the days that followed, his daughter was rushed to Toronto for treatment and successful surgery.

Archie clearly remembers Ronna's St. Catharines physician decrying the fact they had to send her off to Toronto because the city didn't have its own CAT scan machine.

"That's the big reason I helped to spearhead the local CAT scan campaign," Archie says of the resulting \$1.6-million initiative, "and the MRI campaign a few years later."

Cancer is a cause particularly close to Archie's heart. His wife, Lorene, had a serious bout with cancer in 1992. Archie would drive her to Hamilton for several weeks for radiation treatments before she was able to put the cancer behind her. His business partner, Leonard, wasn't as fortunate. He died of cancer in 1987. Archie subsequently helped launch the Community Leader's Annual Golf Tournament and has raised over \$6-million for various cancer and charitable initiatives.

"I know a lot of people," Archie says of the secret behind his fundraising successes. "I have a bit of a following. It's all about networking and people you meet."

"I've Been Very Fortunate."

As Archie prepares to leave his Club position, he knows there's always another challenge to dive into. Another community project on the horizon that needs his help.

Archie has received countless recognitions for his work in the community. In 2005, he received the Niagara Entrepreneur Community Contribution Award, and was named the first Niagara recipient of the Canadian Red Cross Power of Humanity Award the following year.

The many accolades that line his office are all well and good. But these days, Archie takes even more pride in his children who have all become successful in their own right. Ronna works as a youth counselor and regional councillor, son Barry is president of Mike Weir Wine, and son Steve most recently worked as senior vice-president of marketing with the Edmonton Oilers.

Archie is looking forward to spending more time with his family, and particularly Lorene who has been a real source of strength for him.

"Lorene's supported me from the very beginning," he says. "She's been behind me 100% in everything I do...I'm still going to be very active but it'll be nice to take things a bit easier."

He also can't say enough about the friends that have supported him all these years.

"I've been very fortunate to have great friends over the years," Archie says with a smile. "You need good health and good friends in life. And I've been blessed to have both." **BL**

Who are the leaders?

"Your professional future will be determined by your willingness to make leadership a priority."



Continued from page 1

...role-based titles we make it clear at a cultural level that leadership is not about a title, it is about action and

approach, and we open the door to hearing the leadership voices that may not have previously carried enough political weight to be heard. If your role is to lead, then regardless of the underlying title you need to step up and lead. Even if your role doesn't say "leader" a role based approach suggests that building your leadership skills and demonstrating a willingness to be a leader is what will ultimately be rewarded.

The world has changed and organizations are changing to meet the challenge. As you look forward in your career, whether you are currently in a leadership position or not, you need to make leadership a priority in your development. Gone are the days where time and seniority will build a successful career. Leadership skills are the one key that differentiates those that move up and those that don't.

The great news is that leaders are not born, they are developed. While many people continue to believe that the great leaders were somehow born with a unique talent or charisma that those of us Average-Joes can't possibly hope to develop, the reality is that the true leaders have two key traits that anyone can develop—a learning orientation, and an action orientation.

"There are many wonderful things that will never be done if you do not do them."
— Charles D. Gill

Your professional future will be determined by your willingness to make leadership a priority. Find a mentor, sign up for courses, and make reading a part of your everyday routine, then get out there and take action and practice what you learn. You won't always be successful in everything you try, but if you've oriented yourself toward learning you will find that failures caused by taking action through leadership provide the ultimate learning opportunities. **BL**

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