



The Association for  
Accountants and  
Financial Professionals  
in Business

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# Qualified Opinion

Volume LVIV

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Number 9

**At a Glance:**

**Next Meeting:**

**March. 18, 2010**

**Carlyle's Grill**

3660 Jackson Rd  
Ann Arbor, MI

(West of Wagner Rd, at Quality Cinemas)

**Pre-Dinner Meeting: 5:45pm, \$12**

**Speaker: David Haffey**

**Topic: "Tax Form 990"**

**After-Dinner Meeting: 7:00pm, \$25**

*(includes both meetings and Dinner)*

**Speaker: Jerry Scrivo**

**Topic: "Stop Waiting - Banish Waste From Your Business"**

**Carlyle's \*NEW\* Menu**

- Rotisserie Herb Chicken*
- Jumbo Lump Crab Cakes*
- Pecan Crusted Chicken*
- Pasta Carlyle with Shrimp*
- House Smoked Baby Back Ribs*
- Salmon*
- Steak Frites*
- Eggplant Parmesan*
- Blackened Chicken Alfredo*

**RSVP TODAY!** Make your reservation today with Mary Cortese at [mfcgram@yahoo.com](mailto:mfcgram@yahoo.com) or call her at (734)-434-6218

## RSVP for the March 18th Meeting!

**David Haffey, CPA**

David Haffey has over thirty years of public accounting experience, working with regional and local accounting firms. This experience has included a heavy, continuous involvement in accounting, auditing, financial planning and tax and information return preparation for a variety of entities including individuals, partnerships, corporations, trusts, government agencies and nonprofit organizations.



**Jerry Scrivo, Mastermind Consulting Network**



Jerry's expertise is in helping clients set and achieve their goals. He has 47 years experience at some of America's largest companies including, General Motors, Teledyne, Textron, Firestone, and Shell Oil along with top management and board experience at several smaller companies.

Presently, he is Senior Vice President of MasterMind Consulting Network Inc. where he has worked for the past eleven years serving clients in the areas of Marketing, Human Resources, Operations, Communications, and Finance. He is a specialist in planning and successful implementation.

## **“Top Five Reasons Why Strategic Initiatives Fail” Feature by Dr. Sandra Richtermeyer Appears in IndustryWeek.com**

Business leaders often recommend studying the best practices and hallmark strategic initiatives of successful companies, such as Lean or Six Sigma. Yet, they often forget to learn why significant strategic initiatives fail or yield less than optimal results. In a recent feature article appearing in IndustryWeek.com, IMA® Chair-Elect Sandra B. Richtermeyer, Ph.D., CMA, CPA, offers five common reasons for failed or sub-optimal initiatives. The full article is available at [http://www.industryweek.com/articles/top\\_five\\_reasons\\_why\\_strategic\\_initiatives\\_fail\\_21026.aspx](http://www.industryweek.com/articles/top_five_reasons_why_strategic_initiatives_fail_21026.aspx)

The checklist includes:

1. ***Strategy is not clearly communicated to the stakeholders***  
Often when a small group embarks on a strategic initiative, the goals are not communicated throughout the organization. While goals may be set at the board level, managers must understand how to implement a program at the operational level. The converse is true for initiatives that are set by management and not understood by the board.
2. ***Lack of support by key leaders in the organization***  
Senior leadership involvement and a supportive tone at the top are imperative for the success of any strategic initiative. Key leaders need to understand and support an initiative's importance so that the rest of the organization can follow suit.
3. ***Progress is not measured***  
Decision makers need to receive metrics that demonstrate the progress and milestones. Concrete measures should be linked to the overall goals and the leaders responsible for the initiative should receive regular updates.
4. ***Lack of impact on employee compensation***  
Compensation and incentives are a key component in motivating employees. The link between pay and performance should not be overlooked. Those responsible for implementing the initiatives should benefit (or not) depending on the outcomes.
5. ***Inadequate technology support***  
To optimally execute a new initiative, companies may not have the right technology infrastructure in place. All too often, disparate or decentralized systems may be utilized for new initiatives and if they are not integrated with core enterprise or legacy systems, the results are hindered.

“Let these factors serve as warning signs if you identified any of them with current practices at your company. If just one issue is highlighted, the others may not be far behind,” said Dr. Richtermeyer.

IndustryWeek.com is a publication read by decision-makers working in manufacturing enterprises.

# LinkUp IMA Member Update

If you haven't checked out IMA's new LinkUp web feature, you're not alone. I just haven't made time to figure out what it is and how to use it. Rest assured, it's quite easy to use. - Editor

Since IMA introduced [LinkUp IMA](#) last spring, with your support, the community has grown to more than 8,000 members who are networking, sharing ideas, and answering each other's questions. This community, exclusively created for IMA Members, allows you to connect with your fellow accountants and financial professionals without annoying games, ads or dating advice... just business.

[LinkUp IMA](#) features [discussions](#), a blog, event calendars, a searchable library, member interest groups, and an international job board.

You'll notice that we've updated the visual imagery of the community to align with IMA's refreshed visual identity. This isn't the only change that has recently occurred in LinkUp IMA.

Community members will notice a more customized experience. The Community Home page now features content exclusively for you. This includes: "My" Groups, Unread / Updated Posts in "My" Groups and "My" events. This content is dynamically pulled from the groups to which you belong. Be sure to join groups that interest you. The Community Members page features Unread/Updated Posts by "My" Network, be sure to add community members to your network. Even if you have just a few free minutes, log on to LinkUp IMA periodically and quickly catch up on what is new in your area of interest.

You can also subscribe to receive e-mail alerts when a new post is created in a particular resource. To do this, first join the group you are interested in, then click the icon to the far right of the resource name under "Group Content," as shown to the right.

## You're not alone out there...

Whether you are in an office of one or one thousand and need support or need to ask a question to colleagues, the IMA Answer Exchange can connect you with fellow accountants and financial professionals who can help. Have knowledge to share? Take an active role by subscribing to receive group alerts when there are new questions to be answered. Members can interact in more than 120 groups, including Subject Matter Groups, CMA Certification Study Groups, Chapter and Community Groups, and Regional Groups.

Some popular LinkUp IMA groups include:

<a href="#">IMA Answer Exchange</a>	<a href="#">Financial Management Group</a>
<a href="#">IMA's Annual Conference Group</a>	<a href="#">CMA Certification Exchange</a>
<a href="#">IMA's Student Leadership Conference Group</a>	<a href="#">IFRS &amp; Business Reporting Group</a>
<a href="#">Chapter &amp; Council Groups</a>	<a href="#">Lean Accounting Group</a>
<a href="#">Young Professionals</a>	<a href="#">Ethics Exchange</a>
<a href="#">Student Member Group</a>	<a href="#">Software Support Group</a>
<a href="#">Career Advancement Group</a>	<a href="#">Green Accounting &amp; Resource Consumption</a>

Log in now: <http://www.imanet.org/linkupima/linkupima.asp> to check out all of the groups and benefits LinkUp IMA offers.

As always, if you have any community support questions, visit the Help & Feedback forum or send an e-mail to [LinkUp@imanet.org](mailto:LinkUp@imanet.org).

Diana Kern, of Non Profit Enterprise at Work (N.E.W.) at the February Chapter Meeting, along with President Bill Ebright. Diana presented information about non-profit organizational structure, mission, role of the Board of Directors, common pitfalls, and many other aspects of non profits. Diana works in the N.E.W. Center on N. Main St. Ann Arbor. Their web site is:  
<http://www.new.org>



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#### **Change of Address Instructions**

Please update your address, phone, and email at the IMA national web site [www.imanet.org](http://www.imanet.org).  
ALSO email Jim Casper at [jcasper@provide.net](mailto:jcasper@provide.net) so that our Chapter has your updates.  
If you have questions, call our local chapter board member Mary Cortese at 734-434-6218.