

**Neil Russell, TAB Mississauga East  
Business Performance Consultants, Inc.**



Neil Russell is President of Business Performance Consultants, Inc. and has held senior executive positions with blue chip organizations in the financial services sector including The Institute of Canadian Bankers, Royal Bank and Foresters Securities. In a career spanning 30 years he has advised individuals and companies on financial structuring, risk management and performance improvement. He served as national media spokesman for financial planning issues and has been quoted frequently in the press.

He has championed training programs that have had ‘turn-around impact’ on North American sales forces and has designed service excellence programs that have transformed the client experience.

On a volunteer level Neil has been past president of Advocis, the Association of Canadian Financial advisors; chaired the ethics working group on the ISO standard for Financial Planning and currently serves as treasurer for the Rotary chapter in his territory.

For the past 2 ½ years, Neil has owned and operated The Alternative Board in Mississauga East which offers peer advice boards at three levels – Emerging Entrepreneur, Presidents and Strategic. He is accredited in DISC and PIAV and incorporates these tools into his TAB practice. A graduate of the University of Calgary, Neil holds the PFP designation and is a certified trainer, facilitator and SBL business coach.

Statement: My decision to accept nomination to FAB was based upon my desire to contribute to the broader growth and development of the TAB Franchise. As I was evaluating business opportunities three years ago I was impressed by the unique potential represented by a TAB franchise. Moreover, I found the existing TAB community to be one of mutual support and encouragement which are invaluable in starting any new business.

Since launching my boards I have seen the challenges and frustrations that I’m sure all TAB facilitators have known. I have received consistent support from TAB corporate and amazing levels of assistance from the other facilitators in my area. However, I do feel that more can and must be done to attract new franchisees; support existing facilitators, particularly those in the critical first 18 months of business; and finally be more responsive to the economic climate that affects us all.

From a marketing perspective TAB has made some progress but I look forward to the day when the TAB brand is recognized by most business and paves the way for us to expand within our local territories. The TAB brand still has low recognition and much of our local marketing efforts are spent in educating and building name recognition before we can ‘get through the front door.’ Marketing is key to the success of all existing facilitators and to attracting new franchisees.

Also, as a nominee from Canada I would see it as part of my mandate to articulate the unique interests of the Canadian TAB community. We have many things in common with our US counterparts but the differences that do exist are real and have a significant impact on our business success. TAB must

cultivate an international mindset and conduct business with its audience in other countries always in mind.

The decision to create FAB was forward looking step for the organization and I am personally committed to its ongoing effectiveness.

**Larry Rowland, TAB Denver East Northeast  
Transition Technologies Team LLC**



Larry Rowland is a partner of Transition Technologies Team LLC, assisting organizations and individuals in navigating changing situations.

He is a certified facilitator for The Alternative Board (TAB) programs including Strategic Business Leadership© and Formula for Success©. He has also been certified by Empowerment Technology Corporation (ETC) programs including On Course®, Staying On Course®, the Resolution Process® and Coaching Performance®

Larry's professional career began with the international accounting and consulting firm of Deloitte & Touche. He has held vice-presidential positions with public and private corporations, serving as CFO and Vice President of Administration. As an executive, he was responsible for guiding organizations through significant change in diverse circumstances, ranging from mergers and combinations, to rapid growth or drastic downsizing. Larry founded his own successful consulting practice in 1985. His consulting has been based on his experience as an executive with an emphasis on leadership which involves the people who are affected by the change.

Larry's credentials have included certification as a Certified Public Accountant (CPA), NLP Practitioner. His Bachelors Degree in business is from the University of Colorado.

As co-owner of a TAB franchise since 2002, we have 38 members on 5 boards with 2 contract facilitators. I have served on the advisory and governing boards of several not-for-profit organizations. I have also consulted with volunteer organizations concerning governance and board leadership, using a model described by John Carver in "Boards That Make a Difference". My direct volunteer involvement has always been based on my commitment to the mission of the organization and a belief that my involvement would make a positive difference. The FAB Council has evolved into a positive influence on both the franchisees and the franchisor. I am impressed by the new initiatives that will strengthen the business model and enhance the skills and value of the franchises. I believe my experience as a franchisee in combination with my experience with volunteer board leadership will contribute to the FAB Council. I will work toward continued effective communication between TAB, the FAB Council and all the franchisees.

Carol Crawford, TAB Michigan  
The Crawford Group, LLC



I am asking for your support in seeking a second term as a member of the Franchise Advisory Board (FAB). As chair of FAB I have worked to maintain and strengthen the excellent professional, respectful relationship that has developed between FAB and TAB.

During the last two years, with the FAB Council working as advisors to Corporate, we have seen the following defined, developed, and implemented:

- Commitment to membership growth
  - MAPP I & II development and implementation
  - Implementation of marketing programs such as the IMD area
  - Implementation of a CRM system
  - Launch of both the SAC and PDC committees
- Training programs/processes initiated that provide support in many practical areas of our businesses

I am seeking a second term on FAB because I believe that there are several initiatives that are underway and I would like to see them through to completion. I believe that the franchisees must continue to be recognized as TAB's only customers. As we move in the direction of ongoing training and potential certification I believe that the best training programs and processes must be offered. Proprietary Tools that we utilize must be the best of the best. As a Certified TMD assisting with the launch of new Franchises, I am in the unique position to be able to provide input on the training and support we provide for new colleagues.

In 2003, I became a Certified Facilitator/Coach for The Alternative Board TAB®. I have had the opportunity to contribute to Allen Fishman's books "7 Secrets" and also "9 Elements of Family Business Success."

Professionally, I am the founder of The Crawford Group, LLC a consulting firm specializing in organizational development and design. I have more than 25 years of senior level leadership experience in both the private and public sector for small and large organizations. Before starting my company, I was a member of the Executive Staff of the Grand Rapids Public Schools where I served as the Chief Financial Officer. Prior to working with the school system, I was Vice President – Corporate Services for United Bank of Michigan. My areas of expertise include: leadership development, strategic thinking, improving profitability, system's redesign, sales process development and implementation, and human resource management.

I am a member of the faculty of a local University teaching courses in the areas of management, human resources, and organizational behavior. I earned my MBA through Grand Valley State University. In addition, I am certified as a Senior Professional in Human Resources (SPHR) through The Society for Human Resource Management, and have a certificate in medical practice management. In 2005 I was recognized by Business Review Magazine as *One of the Most Influential Women of West Michigan*.

**Martin Brownhill, TAB New Jersey  
MJBiz Coaching, LLC**



Martin is currently the President of *MJBiz Coaching LLC* which is dedicated to assisting small and medium sized companies in the development of their strategic business plans through the use of peer advisory boards and private coaching sessions.

His specific areas of expertise have traditionally been in acquisition, integration, turnaround and growth projects – often a combination of all. Concentrating on optimizing cost, upgrading product offerings, producing teams dedicated to producing supportable world class levels of customer service and spearheading revenue growth. Often he has been retained to implement the resulting plan either as a consultant or contract CEO. His experience ranges from working with small privately held companies through to multi-billion dollar global companies.

Martin's initial experience was with Fortune 2000+ companies in a variety of Marketing, Finance, IT and General Management positions. These include, Country GM Canada (TNT), Division President, North East (Loomis Fargo), COO (Zedak Corp) and CEO (Citipost Corp).

Martin has lived and worked in Europe, Australia, Africa and North and South America.

He has a BA in Business Studies with a major in Marketing from Middlesex University, is a Fellow of the Chartered Institute of Management Accountants in the UK and an International Associate member of the AICPA. He has been based in Northern New Jersey since 1983.

Statement: I have served on the TAB IT committee for the past 2 years and am currently the chair of the committee. During this time I have enjoyed the opportunity to help the franchisee community and TAB corporate by being a significant part of both the planning for IT development and the design and implementation of the projects. I believe that we have helped make tremendous improvements in TAB's IT offerings during this period.

I would very much like to continue this contribution to the franchisee community, but in a much broader area and thus I decided to stand for election to the FAB council. I have the functional background to be of assistance in all aspects of the business and not just technology. I have an accounting license in the UK and additionally have extensive Marketing, Planning and General Management experience.

In the last 2 years I have had very enjoyable and productive relationships with TAB corporate staff and would expect this to continue if I were elected to the Council. However, my complete allegiance will be to work for the benefit of the franchisees who I would be representing and would not hesitate to argue relentlessly for the best solution for the franchisee community whether this coincides with the opinion and beliefs of TAB Corporate, or not. I have extensive experience in negotiations and will use this tirelessly to represent the best interest of my fellow franchisees.

If elected I my objectives would be simple: I would familiarize myself with any outstanding issues that are in the process of being handled by the members exiting from the council and obtain the input of the exiting and remaining Council members as to how I may help bring these issues to a conclusion so that we ensure the continuity of the Council and that nothing gets missed. I would then obtain input from my fellow franchisees as to what they see as the issues and opportunities in front of us and do my best to work with my fellow Council members to find solutions to these issues and help make the most of the opportunities.

These are still very tough economic times and I feel it vital that we work together as a community, speaking with one combined voice to represent the opinions of all franchisees to TAB.

I actually believe that there is a strong current of similar beliefs and desires amongst all franchisees irrespective of size of membership and geography and I would welcome the opportunity to identify these beliefs and desires and represent you all on the Council to make sure your opinions are heard and actioned by TAB Corporate.

## James Sandler, TAB Lower Hudson Valley



Development & Management of Sales & Distribution Networks in all 50 States and in 70+ Countries • Strategic Planning • Facilitator/Trainer • Customer Service • Operations Management • P & L Performance • Contract Negotiation • Offshore Manufacturing ISO 9001 and HACCP Program Implementation • Team Leadership, Development & Mentoring of Staff • Change Management

Over 25 years experience in change management, demonstrated success in leading cultural change and identifying where businesses should be positioned to create and enhance future value. From startups to commercial success, development of global and domestic distribution; combining the strategic and creative vision to lead and grow companies by delivering consistent results in: operations, financial, sales/marketing and client relationship management. Extensive experience in selecting, training and managing sales and distribution teams, devising programs to “manage the clients’ accounts”, using Behavioral Interviewing and Benchmarking. Establishment and management of domestic and offshore manufacturing. Negotiated supply agreements in the U.S. and globally.

Spearheaded programs for continued improvement of overall operating efficiencies, conducting business with the highest standards of quality and ethics, while maintaining the financial strength of the company. Navigated the ISO 9001 process and instituted the program in several companies. I hold a Masters in Business Administration (MBA) from the Lubin School of Business at Pace University in New York, as well as B.A.’s in Psychology and Sociology from Clark University, Worcester, Massachusetts.

Having been a business owner, partner and employee, with numerous companies, I have the experience to see challenges and opportunities from many positions. With experience in family business, I can coach owners and their families about dealing with the frustrations and successes of the family business model. A Master Level coach (Level V) with USA Hockey, I “coach” business owners, partners, employees and subordinates in all aspects of business (after all, as a business owner, you are a coach, mentor and director of many people in all aspects of your business).

As a TAB Facilitator and Coach, I help business owners reach identify and reach their business and (more importantly) their personal visions. I work closely with all of my members to assist them in identifying those challenges that keep them awake at night. We then implement solutions and hold them accountable to keep on track.

I provide an extensive, practical sales training program (focusing on the elements of the sales process and setting realistic expectations for sales success). I am an expert in global marketing (having developed new business in over 70 countries). I provide the direct feedback that your employees are afraid to verbalize and demand solutions from your employees (not just problems).

*Statement:* As a TAB Franchisee for 3 years, I have seen many changes in the TAB Franchise system. I have noticed many changes at TAB Corporate (both positive and negative). I have watched from the sidelines and considered myself a "newbie".

I am not the type of person that likes the sidelines and I feel that the timing is right and the opportunity is right for me to "get into the game". I believe that the FAB does and should continue to represent all of the Franchises in the system and that it is necessary for all voices to be heard. I also believe that there should be some input (guidelines) into who becomes franchisees. Quite honestly, good in = good out!

Once in, it is our responsibility (together with TAB corporate) to make sure that franchisees are successful and we (FAB) must oversee what is taking place to make sure that Franchisees can derive a profit from the TAB Business Opportunity so that the entire system is strong (thereby adding value to each of our businesses).

## Michael Wright, TAB PDX West



Mike's career that has spanned leadership in military service, large high tech corporations, non-profit organizations and business ownership. Successes in all fields have been marked by an appreciation for the potential of the people in those organizations, and the ability to align, grow and develop that potential to build proud strong organizations. He has developed a unique understanding of all areas of business that when coupled with an adaptive leadership approach enables him to train and mentor others. Engaging all members of the organization by cultivating an understanding that their success and the success of the organization are linked.

Whether it is leading the members of his military organization to become a proud command wide showcase, implementing breakthrough programs in corporate accounting to become a driving force for achieving world class manufacturing performance or developing a company of consultants who each became indispensable resources to the clients they served; he understood it was the people of the organizations in total that were the reason, and each of them took pride in their success. This is not the only way to business success, but other approaches place greater limits on growth and in the long term place much greater time demands and stress on the owners.

The foundation of Mike's continuing leadership development was rooted in The US Military Academy at West Point where he received a BS degree in Engineering. He then added an understanding of business fundamentals through studies at Portland State University where he received an MBA. He is committed to lifelong learning and improvement of business leadership practices, and has published and presented papers on performance measurements and accounting methods that help leaders build lean agile organizations.

*Statement:* If elected to the TAB FAB, my goal would be to help bring the tremendous resources of TAB and the Franchisees come together in a tighter alignment, with a stronger focus and within a more agile framework. While the diversity of the franchisee base is a major advantage to everyone, it must be better harnessed. The brand of TAB must become a stronger and more consistent universal foundation for all current and future franchisees (and business owners) in the challenging and faster moving business world of the next decade. There are many great things that individual franchisees are doing in this regard and programs being developed at the corporate level, but the coordination and capture the best of the best practices is not efficient and effective enough in getting them to all markets and creating awareness in all markets of the resources available. We must achieve the combined potential of all franchisee and corporate resources to be an organization that has anything but a minority of very successful franchises and a greater number of those just participating we must act aggressively. It must become clear to all that the greater success of TAB Corporate is achieved from greater success of each and every franchisee and that the success of each franchisee benefits from a stronger corporation and the strength of all other franchisees.

**Greg Vacek, TAB Midlands  
Business Improvement Services, Inc**



Greg Vacek is President and founder of Business Improvement Services, Inc., a business consulting and coaching firm based in Omaha, Nebraska.

He has more than twenty five years experience starting, leading and successfully growing both entrepreneurial and small – medium sized businesses. He now focuses on helping CEOs, presidents, owners and partners create, execute and exceed their personal and business success goals. This is accomplished through sales, marketing and management consulting, pre and post employment assessments, executive coaching and facilitating peer boards of business owners.

Business Improvement Services, Inc. has completed projects in strategic planning, risk analysis, contract negotiations, operations and organization optimization, profit improvement, cost control, sales territory organization, sales training, and marketing planning and analyses.

Greg, a member of the Top Tier group of The Alternative Board, has one of the fastest growing franchises in the history of TAB.

Prior to forming his consulting firm, Greg started and grew several financial services companies, the latest which grew to \$16 million in revenues and over 100 employees. Greg also started, grew and still has ownership in a Comprehensive Outpatient Rehabilitation Facility in Omaha. In addition, Greg has a real estate investment company.

Greg is an Omaha native. He graduated with a duo degree in Economics and Industrial Engineering from Iowa State University. Greg is a past Director of the Omaha Human Rights & Relations Committee. He is the Past Chairman of the Board of Directors of the Food Bank for the Heartland and was also the President –Elect of the Board of Directors of the Siena/Francis Home, the largest homeless shelter in Nebraska. In addition he served on an Omaha Chamber of Commerce Advisory Committee.