



What's Your Type?

We all know that people are different! Each of us has our preferred or natural ways of functioning. Knowing and understanding our preferences helps us understand ourselves and our behaviours.

The **Myers-Briggs Type Indicator** is a self-report personality instrument which helps us discover the ways in which we are different and how these differences can enrich our lives. It enables us to identify our strengths and recognize our potential areas for growth. Once we discover and appreciate our own preferences, we can begin to recognize and value the differences we see in others, using those differences more constructively.

The MBTI tool also provides great benefits when applied to teams in the work environment by delivering a framework in which team members can better understand and manage communication, work styles, team culture, leadership, change, problem solving, conflict resolution and stress. The instrument enables a group of individuals to learn about themselves, each other, their leader(s), and how these components fit together to boost team effectiveness, productivity and success.

The most recognized personality inventory in the world, MBTI is used by most Fortune 100 companies and administered to more than 2 million people worldwide each year. The instrument has been translated into over 30 languages and is used in more than 70 countries with consistent and reliable results.

Bonnie Mundy is a certified MBTI practitioner who has met the specific professional requirements to administer and interpret the results of the instrument. She would welcome an opportunity to speak to you about enriching yourself and improving the performance of your people, teams and organization through the MBTI tool. For more information please contact Bonnie at 613-389-8177 or bmundy@dwca.com.

New at DWCA!

This fall DWCA is launching a **new business program** to help business owners address many of the common themes and frustrations they face and to assist them in establishing and realizing their personal and business goals.

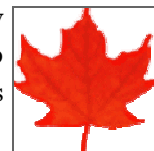


If you would like more information about this program and how it might be of help to you and your business, please contact Dan Wyngaarden, or Deanna Davies at 613-389-8177.

Who Should Be Talking to CRA?

If you receive a fax, email, letter or phone call from CRA requesting information related to HST, payroll, income tax, an audit perspective or any other business related issue, please redirect them to the team at DWCA. We have many years of experience dealing with CRA and are happy to clarify their questions and provide them with the information they require. All of our clients have completed an RC59 form authorizing us to speak to CRA on their behalf.

Also be sure your staff understand that only those who have been authorized to speak to CRA should do so—in almost all cases, this is the business owner.



Surprising stats about small business in Canada

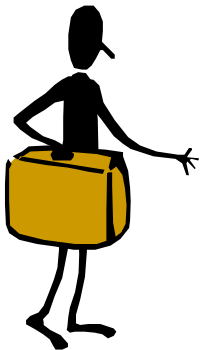
(as reported by CBC, October 17, 2011)

How important are small businesses in Canada's economy? Here are some interesting facts regarding small business in Canada according to recent data from Statistics Canada:

- A small business is defined by Industry Canada as having 5 to 100 employees.
- 98 per cent of all employer businesses in Canada are comprised of small businesses.
- In 2010, Statistics Canada reported that 2.7 million Canadians were self-employed.
- 31 per cent of those self-employed Canadians reported working more than 50 hours per week in 2010.
- In August 2011, small business confidence in the economy declined to 61.7 per cent on the CFIB Business Barometer Index —it's lowest reading since 2009.

It is expected that as baby boomers reach retirement age, many small businesses will transition to new ownership in the coming years. An October Business Succession poll of 609 small business owners conducted by TD Waterhouse indicated that:

- 24 percent of small business owners surveyed have a succession plan in place for retirement.
- 23 per cent indicated they plan to close their business at retirement.
- 18 per cent anticipate transferring the business to a family member.
- 12 per cent believed they would sell their business to a partner or employee.
- 27 per cent are unsure.



Building a succession plan doesn't mean you have to exit your business or sell it right away. In fact, proper planning should begin at least five to ten years ahead of time to provide opportunity to optimize the value of your business. Why postpone the inevitable? DWCA business advisors are available to help you begin to plan your exit strategy. For more information, please contact our office at 613-389-8177 or acctg@dwca.com

On September 23rd we bid farewell to **Michelle Pruefer** who has left her position at DWCA to spend more time at home with her two young children. Michelle has been with our firm since 1999, and she will certainly be missed by our team members and clients alike. We wish Michelle and her family the very best.

Lisa Menard returned to our office on September 26th after a brief maternity leave. Lisa is happy to help you with your bookkeeping and accounting needs. Lisa can be reached at lmnard@dwca.com.

