



College of Registered Nurses  
of Nova Scotia

*Registered nurses regulating their profession to promote excellence in nursing practice.*

October 18, 2002

Jim Clemmer  
The CLEMMER Group Inc.  
Kitchener, Ontario

Dear Jim,

On behalf of the Leadership Team, I want to thank you for demystifying the elusive concept of leadership and for helping us to understand the concrete and meaningful ways we can improve organizational performance. Your preparation and approach made it all come together so well that it seemed as if you had known our organization for a few years. I think we have been tinkering at the edges of change leadership and organizational improvement in an ad hoc kind of way for a while. Although we have had a few great hits our progress has been uneven and disconnected from a unifying vision and you clearly helped us realize that gap. The transformation pathways provided incredible insight to enable us to move forward with changes that will create real improvements; indeed we have already started! As a non-profit health profession regulatory organization we have struggled with articulating our relationship relative to the public and the professional and we now have the clarity that positions us to further develop our relationship with the public, the real focus of our service contribution in society.

In summary, I am confident that we can connect the valuable insights gained from our work with you and go into the future with greater foresight to change and improve the College in a leaderful way. We have already met with the staff to paint the vision picture and next steps. Their response indicated a real support and excitement to move forward. The workshop surpassed our expectations and I hope that we will have an opportunity to work with you again in the future.

Yours sincerely,

Carolyn Moore  
Executive Director