

IAN O. IHNATOWYCZ INSTITUTE FOR LEADERSHIP



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Message from the Executive Director

Gerard Seijts

Ian O. Ihnatowycz Chair in Leadership

The financial crisis of 2008-2009 was a catalyst in bringing the conversation about leadership to the forefront. And since that time, there have been a litany of leadership failures – in the worlds of business, sports and entertainment – that have reinforced the need for a better understanding of what leadership truly means.

Since its beginning in 2010, the Ian O. Ihnatowycz Institute for Leadership has been at the leading edge of this important conversation. We have been actively conducting relevant research, creating the leader character framework, building practical tools and designing teaching methods to help develop the next generation of leaders. Extraordinary progress has been made throughout the years in these areas – and once again we continued to make excellent headway during the last year.

I would like to share with you some of the highlights of our progress.

STUDENT PROGRAMMING

Ivey alumni, members of the Ivey Advisory Board, as well as the Leadership Council, met with HBA students to share their leadership experiences as part of Ivey Leadership Day. Our MBA students

enjoyed a similar experience with some of Canada's most respected business leaders during the inaugural MBA Leadership Day. These opportunities are unmatched in giving students the chance to examine leadership directly, with those who practice it on a daily basis. My thanks to all of the Ivey staff and faculty who helped make these events such extraordinary successes.

Our new HBA course, *Giving Voice to Values*, fills a gap in the understanding of how to enable emerging leaders to act on their values and engage in difficult conversations. Taught by lecturer Jana Seijts, and featuring many guest speakers, the course enables students to better understand their own values, and bring those values into difficult discussions in the workplace. The course was a success as measured by the high course evaluations and enrolment for the 2016 course.

We brought back the course, *Leadership under Fire: Developing Leadership Character*, and continue to think about designing and implementing a portfolio of leadership courses to set our students up for success.

Numerous cases were developed to help bring the message of leader character into the classroom. We have also signed a contract to develop a casebook on leadership and leader character. These activities help us become a leading source of teaching materials on leader character.

OUTREACH

Work has been completed on *Developing Leadership Character*. The book will be released in December 2015 and will benefit both students and practitioners. Co-authored with Professor Mary Crossan and Professor Emeritus Jeffrey Gandz, the book would not have been possible without the generosity of our supporters, including Ian Ihnatowycz, Bill Troost, and Walter Zuppinger.

Throughout the year, students have met with some of Canada's most well-respected leaders from the areas of business, sports and entertainment. From hockey legend Mark Messier, and adventure racer Yvonne Camus, to skating greats Tessa Virtue and Scott Moir. Students also had the opportunity to meet highly-regarded Canadian business leaders, such as Jeffrey Orr,

Jim Leech, Barbara Stymiest and Trudy Fahie. The value of the access to these exceptional leadership role models cannot be underestimated. These experiences will continue in the coming year.

We have also worked with several organizations in the public, private and not-for-profit sectors in bringing the message of the importance of leader character home to organizations and boards across Canada. We have done so through roundtable discussions, invited presentations, and research projects.

RESEARCH

The importance of leader character was clearly recognized when a paper, entitled "Developing Leadership Character in Business Programs," was awarded the prestigious Outstanding Article of the Year by the Academy of Management Learning and Education journal for 2013. The award was received during the 2014 conference on August 1-5 in Philadelphia. The paper made the case for increased attention to leader character development alongside traditional business competencies in business schools. Several papers on leader character are now under review at prestigious peer-reviewed journals. We continue to present our research at leading scholarly and practitioner conferences as an important way to disseminate our work and thought leadership. We recruited additional post-doctoral fellows to assist Ivey faculty with their leadership research, thus helping to deliver on the Institute's objective to become a hub for research on leader character.

As you will see in the pages of our annual report, the Institute has continued to gain momentum in the development of our future leaders. The reason is simple. We have been the beneficiaries of the extraordinary generosity of our supporters, generosity that has made this exceptional year possible.

We are also grateful for the support of our Leader Council in helping to guide and direct the strategy of the Institute. We look forward to working with all of our partners in the year ahead, and to building a reputation as a globally-recognized institute for research and teaching on leader character.

RESEARCH

Sean Hannah on “What drives leaders who get results?”

Having served 26 years with the U.S. military in several different leadership roles, Sean Hannah brings a unique perspective on leadership.



Sean Hannah, Professor of Management and Executive Director of the Center for Leadership and Character at the Wake Forest University School of Business, North Carolina

The retired U.S. Army colonel is now a Professor of Management and Executive Director of the Center for Leadership and Character at the Wake Forest University School of Business in North Carolina.

As a special guest of the Institute, Hannah shared

insights from his research with Ivey faculty, PhD students, and researchers on March 20, 2015, for the Ivey Research Series. Some of Hannah’s research was completed in partnership with Ivey Assistant Professor Ann Peng, holder of the Troost Professor in Leadership.

Hannah’s research looks at the locus of everyday leadership: where does leadership come from, how do leaders communicate, and what are the results? Following are three learnings he shared about leaders and leadership:

- 1. DUTY CALLS** – What drives firefighters to risk their lives by entering burning buildings? A sense of duty. Hannah says people tend to honour and be dutiful to what they respect, whether that be members of a group, a mission, or the principles or codes of a group.
- 2. CHARACTER COUNTS** – Character in leaders is a critical source of influence and involves the leaders demonstrating enduring positive qualities such as moral or psychological strength or wisdom.
- 3. LEADERS HAVE COMPLEX BRAINS** – Hannah has used neuroscience to study the brains of successful leaders and found they have complex brains. This makes leaders better able to adapt to new roles and display different attributes in each role. A person who is less complex may demonstrate the same attributes across all roles. “The more complex you are as an individual, the more flexible you are, so you adapt and perform better in your environment,” he says.

Susan Mohammed receives annual Best Leadership Paper award

Susan Mohammed, Director of Graduate Training and Associate Professor of Psychology at Penn State University, received the Best Leadership Paper award for her paper “Temporal Diversity and Team Performance: The Moderating Role of Temporal Leadership.”



Mohammed’s paper examines how team members’ differing perspectives on time can be effectively managed to maximize team performance. Now in its second year, the annual award was made possible by the Ian O. Ichnatowycz Institute for Leadership.

< Susan Mohammed, Director of Graduate Training and Associate Professor of Psychology at Penn State University

A LOOK AT LEADERSHIP CHARACTER IN J.P. MORGAN PRIVATE BANK’S ASIA FAMILY ENTERPRISE STUDY

J.P. Morgan Private Bank conducted the Asia Family Enterprise Study in 2014 that looked at how Asian family enterprises evolve across generations.

The study provides insights for more systematic succession solutions, offers guidance for selecting a family business successor and identifies what leadership values make a strong fit.

Institute Executive Director Gerard Seijts wrote a section for J.P. Morgan’s study, sharing his insights on the importance of character in family enterprise leadership succession.

“The key to any succession planning process, of course, is understanding that selecting someone to take over the helm of any organization isn’t just about knowledge, talent and experience,” said Seijts.

Read the full report at go.ivey.ca/jpmorgan

Recent funded leadership-related cases

Ferio Pugliese: Leading WestJet’s new regional carrier Encore,

Gerard Seijts, Jean-Louis Schaan, Robert Way. Product Number: 9B15C008, Publication Date: 02/12/2015

Boldly go: Character drives leadership at Providence Healthcare,

Mary Weil, Chitra P. Reddin. Product Number: 9B15C002, Publication Date: 02/03/2015

Donglegate: Candour through social media,

Charlice Hurst, Karen MacMillan, Thomas Watson. Product Number: 9B14C017, Publication Date: 06/11/2014

Michael Boulos: A career derailed.

Gerard Seijts, Kanina Blanchard. Product Number: 9B14C053, Publication Date: 11/04/2014

Triage at Rouge Valley Health System.

Gerard Seijts, Robert Way. Product Number: 9B14C014, Publication Date: 03/14/2014

Postdoctoral fellows make strides in leadership development

Meet the Leadership Institute's postdoctoral fellows who are bringing interesting perspectives on research into leadership.

ERICA CARLETON: UNDERSTANDING LEADERSHIP BEHAVIOURS

Erica Carleton joined the Leadership Institute in October 2015 as a postdoctoral fellow. She has a Master's degree in Industrial/Organizational Psychology from Saint Mary's University and is in the final stages of completing her PhD in Organizational Behaviour at Queen's University.

She has two separate but often overlapping research passions: 1) leadership and 2) employee health and well-being. She is interested in leadership behaviours and which factors predict high- and low-quality leadership and the outcomes of leadership on health and well-being.

As a postdoctoral fellow at Ivey, Carleton plans to continue her examination of the predictors of leadership by examining how leader character affects leadership behaviours and employee outcomes, including health and well-being. Carleton's research promotes the understanding of effective leadership for both researchers and organizational leaders alike.

BRENDA NGUYEN: REFINING LEADERSHIP CHARACTER

Brenda Nguyen also joined the Institute this year as a postdoctoral fellow. She has a Bachelor's degree from the University of Toronto, a Master's degree in Industrial/Organizational Psychology and a PhD in Organizational Behaviour/Human Resources from the University of Calgary.

Nguyen's research interest lies in leadership, specifically within the ethical leadership realm. Her dissertation examined the impact of ethical leadership within the context of newcomer socialization and eventual turnover. More specifically, Nguyen looked at the role that leaders play in the development of their employees and whether this has an effect on turnover.

Nguyen's current research with the Institute will focus on leader character. She will examine the role character plays in leader and follower development, as well as the positive effects character brings to organizations. Her research will help to refine leader character in scholarly research and positively contribute to assisting organizations in how they select for and develop character.

LUCAS MONZANI: A CLOSER LOOK AT AUTHENTIC LEADERSHIP

Lucas Monzani is in his second year as a postdoctoral fellow and is currently working on several projects for the Institute. He has a PhD in Psychology of Human Resources from the University of Valencia.

Monzani is developing a theoretical model of what has been termed "commitment to lead" – a framework that explains what elements, besides leader character and competence, are required to sustain exemplary leadership.

In addition, Monzani is working on methodologies that will support the theory of leader character.

KAREN MACMILLAN: EXPLORING THE IMPACT OF CANDOUR

After 15 years of industry experience, Karen MacMillan joined the Ivey PhD program as a doctoral student in 2008, and successfully defended her dissertation in 2013. As a post-doctoral fellow for the Institute, MacMillan has focused on the topic of candour, specifically exploring how information is shared openly in organizations.

MacMillan is currently working with a faculty member to better define how candour gets enacted (or not) in an organization. This important work will help leaders understand how to better manage organizational knowledge.

This year, MacMillan initiated two new teaching cases that include a closer look at communicating openly. One focuses on ways for employees to better communicate with their leaders in order to effectively 'manage up,' and the other is about the Jian Ghomeshi scandal and how the CBC handled that very public situation.

Importance of leader character recognized with award

The importance of developing character in today's leaders has taken a huge step forward.



The paper entitled “Developing Leadership Character in Business Programs” written by Mary Crossan, Daina Mazutis (an Ivey PhD student now at the University of Ottawa), Gerard Seijts and Jeffrey Gandz, was awarded the prestigious Outstanding Article of the Year by the Academy of Management Learning and Education Journal for 2013. The award was received during the 2014 conference on August 1-5 in Philadelphia.

The paper argues for an increased attention to leader character development in business education and provides concrete suggestions on how to integrate it into business programs. It positions leader character as central to great judgment and decision making in organizations.

“The award acknowledges the importance of developing leader character alongside traditional business competencies in business schools,” said Crossan. “It is important recognition for the ground-breaking work being done at Ivey and by the Ian O. Ilnatowycz Institute for Leadership.”

Ivey Business Journal: Learning from Boardroom Perspectives on Leader Character

In May 2013, the Ivey Business Journal published an article entitled “Leadership Character and Corporate Governance,” which proposed that being an effective board member requires competencies, character and commitment. Expanding on this publication, Gerard Seijts, Jeffrey Gandz, Alyson Byrne and Mary Crossan joined forces with the Institute of Corporate Directors to further develop their research and gain some personal insights straight from the boardroom.

The objective was to facilitate a thorough discussion on leader character with people experienced in the practice of corporate governance as well as with individuals interested in becoming directors. While the initial paper was based on thorough scholarship, Seijts and his team wanted to put their ideas on trial by those with experience and interest in corporate governance. Through the process they gained feedback to help sharpen their thinking and influence their teaching in business degree programs, executive education and board development courses.

The resulting article “Learning from Boardroom Perspectives on Leader Character” presents key learnings and offers six recommendations to improve governance in both the private and public sectors.



Read the full paper at go.ivey.ca/boardroom

TEACHING

Face-to-face with the challenges of leadership

Ivey Leadership Day brought alumni and members of Ivey's Advisory Board to the School to meet with HBA students and share their experiences.



Ivey Alumnus Frank Mastrandrea gets into character in his mini-case class discussion

In a special mini-case session designed for HBAs, Ivey faculty led classes through a fictional person's crucible leadership moment. Students were asked to put themselves in the position of various executives facing tough career decisions involving topics such as ethics, job relocation, gender and cultural barriers, and weak senior management.

To the surprise of the students after the brief discussion, the case protagonist was revealed to have been based on an Ivey alumnus who was sitting in the room. The alumni then explained how they resolved the problem described in the cases and the affect this had on their leadership abilities and careers.

HBA students also heard from three senior leaders who shared their lessons in leadership in a panel discussion.

Jeffrey Orr, HBA '81, President and Chief Executive Officer, Power Financial Corporation; Tim Hockey, EMBA '97, Group Head, Canadian Banking, Auto Finance, and Wealth Management – TD Bank Group, and President and CEO - TD Canada Trust; and, Sara Allan, MBA '95, Deputy Director, U.S. Program, Education – Bill & Melinda Gates Foundation shared their thoughts an insightful discussion on how good leaders learn throughout their lives.

Faculty who led the HBAs through the case discussions included Kersi Antia, Bob Kennedy, Glenn Rowe, Debbie Compeau, Lyn Purdy, Ann Frost, Mark Vandenbosch and Mary Gillett.

NHL legend and adventure racing competitor provide lessons in leadership



Yvonne Camus and Mark Messier

Six-time Stanley Cup winner Mark Messier, who is widely considered one of the greatest NHL players of all time, spoke about the importance of passion and authenticity in leadership as one of the keynote speakers for Ivey's annual HBA1 Leadership Character and Candour Conference on January 21, 2015.

Messier gave the students advice on building a winning team, noting that developing a strong culture, and helping individuals to fit into that culture, is critical.

"Once you've built a strong culture, it's easy to identify people who are fitting into it, but you also have to give others who aren't fitting in time to grow," he says. "The art of leadership is finding out what is holding people back and then helping them to be the best that they can be and the triggers that will help them to get there."

Students also had the opportunity to hear from Yvonne Camus, a participant on the first rookie team to complete a grueling adventure race through the jungles of Borneo called the Eco-Challenge. Camus endured extraordinary physical hardships and, out of her experiences in the jungle, developed a series of lessons for high-performing teams that she shared with Ivey students. For Camus's team, it was the ability to know and understand where they could help each other the most. They had a great understanding of when to lead and when to follow, and that understanding was what contributed to their success.

"One of the things our team had that was so valuable was the concept of giving what you have and asking for what you need."

That ability to be honest with each other, to see yourself in the right perspective, to know and understand what it is you're contributing. That was critical."

The day-long event also included two hands-on workshops where students gained practical experience. Ivey faculty Ann Frost, Bob Kennedy, David Loree, Lyn Purdy, Glenn Rowe, Gerard Seijts, Mark Vandenbosch and Rod White led a workshop where students were able to observe the 11 dimensions of character in action using clips from the movie *Invictus* featuring the leadership story of Nelson Mandela. A second workshop featuring professional actors enabled students to practice candour in the workplace through role-playing.

Watch the full interview with Mark Messier at go.ivey.ca/messier

Jeffrey Orr, HBA '81, named Ivey Business Leader of the Year

Jeffrey Orr, President and CEO of Power Financial Corporation and member of the Institute's Leader Council, received the Ivey Business Leader Award and addressed Canada's most prominent business leaders at an annual gala dinner in Toronto on October 20, 2015.

Orr was appointed President and Chief Executive Officer of Power Financial in 2005. He is the chairman of a number of Power Financial subsidiaries, including Great-West Lifeco, London Life, Canada Life, Putnam Investments, IGM Financial, Investors Group and Mackenzie Financial.

As an Ivey HBA '81 alumnus, Orr is deeply involved in his community. He has been active with a number of organizations for many years, including Centraide (United Way), the Museum of Fine Arts in Montreal and the United Way in Toronto. He is also

a past board member of the Hospital for Sick Children Foundation and the Art Gallery of Ontario in Toronto.

Orr maintains strong ties to his alma mater, having served on the Ivey Advisory Board since 2006, hosting alumni events and speaking at student functions.

"Jeff Orr was a natural choice to be named Ivey's Business Leader of the Year," says Kevin O'Brien, HBA '93, chairman of the Ivey Business Leader Award Dinner. "He has not only built an incredible reputation as a talented business person, but also understands the importance of giving back to the community."



Jeffrey Orr, HBA '81

Course helps students voice their values

Giving Voice to Leadership (GVL), a new course for HBA students, fills a long-standing and critical gap in our understanding of how to enable emerging leaders to effectively enact their values.

Taught by Jana Seijts, the course focuses on ethical action and asks the questions: What if I were going to act on my values? What would I say and do? How could I be most effective?

GVL addresses the need for students to have opportunities to work with leaders to develop and practice scripts for future conversations where values play a central role.

With its inaugural semester complete, GVL was a great success.

"Students evaluated the course very highly," said Seijts. "We had a number of guests from industry and government who spoke of



Executive-in-Residence Kanina Blanchard speaking with HBA students

the challenges to giving voice to values and the steps they took to communicate their beliefs within the organizations they worked."

Guest speakers included Joanna Gualtieri, Director, Federal Accountability Initiative for Reform; Thomas Watson, Editor, Ivey Business Journal; HBA '87 and MBA '90 Pamela Griffith-Jones, CEO, Nieuport Aviation Infrastructure Partners; Kanina Blanchard, President, Opportunity Creation and Executive-in-Residence at Ivey; and MBA '87 Bill Furlong, Commissioner, Ontario Securities Commission and Executive-in-Residence at Ivey.

Learning to become a better leader

From business and politics to sports and the military, the world craves better leaders.



Steve Snyder (left), Barbara Stymiest and Jim Leech

"As educators at Ivey, we have the opportunity and obligation to thoroughly examine, understand and commit to the development of good leadership," said Gerard Seijts at the opening of the inaugural MBA Leadership Day hosted by the Leadership Institute.

MBA students had a first-hand look at the development of good leadership from some of Canada's most respected practitioners at the event which included an expert panel and case discussions on the topic. Class discussions were led by Seijts and Assistant Professor David Loree.

The Q&A session included Jim Leech, Chancellor, Queen's University, and Senior Advisor, McKinsey & Company; Steve Snyder, MBA '74, Past President & CEO, TransAlta Corporation; and Barbara Stymiest, HBA '78, Corporate Director, BlackBerry.

- *Jim Leech – Learn leadership through osmosis*

Leech discussed the power of immersing oneself in challenging situations, the need to observe one's surroundings, and the impact of absorbing knowledge from skilled leaders.

"You learn leadership through osmosis by just being in a situation and watching how someone with more experience handles it."

- *Steve Snyder – Earn your job every day*

Snyder urged leaders to be modest and show humility. It's crucial to remain humble and not get complacent in a position of leadership.

"I realized that there are other people out there who could do the job as well as I could, so coming to work every day and earning my job was my way of making sure I always put in the effort to be on top of my game."

- *Barbara Stymiest – Know when to lead and when to follow*

Stymiest encouraged leaders to practice good followership. Good leaders are always both a leader and a follower, and wearing both of those hats is critical in finding a balance.

"If you respect the individual capabilities that people bring, and you can pull out the best in everyone, and you're all in the same boat paddling in the same direction to accomplish the visions that you've all agreed on, that's where you get the power of the team."

OUTREACH

Virtue and Moir dazzle Ivey students with off-the-ice performance

On the ice, Tessa Virtue and Scott Moir may be an award-winning figure skating team, but off the ice they have different personalities and processes.

Overcoming those differences and cultivating a culture of mutual respect was one of the key factors in their success during their 17-year partnership.

Virtue and Moir shared advice with enthusiastic Ivey HBA students on team work, and dealing with conflict, obstacles, and disappointment at the Troost Annual Leadership Event on October 27, 2014. The event was made possible by a generous donation from Kathleen and Bill Troost, MBA '75.

"We are very different people, but we worked hard at communicating and understanding one another's process. We've never blamed one another. We've never name-called," said Moir. "We learned to make effective and productive use of every minute on the ice by working through our differences and cultivating a code of respect."

Watch the full interview with Tessa and Scott at go.ivey.ca/tessascott



Tessa Virtue and Scott Moir

Urgency. Accountability. Transparency: Lessons from Maple Leaf Foods SVP Randy Huffman

In the face of a major crisis, how an organization reacts under pressure can make or break its reputation and its bottom line.

In 2008, Canadian food processing giant, Maple Leaf Foods, experienced a crisis that changed the organization: Maple Leaf's products had been contaminated by listeria.

The results were tragic: 23 people died; 57 others became very ill. Production at their Toronto-area plant came to a stop. Nearly 5,000 unique media stories were written, and surveys showed a near-100-per-cent-recognition rate among Canadians of the story.

It's in situations like this that great leaders are often defined, making Maple Leaf Foods a powerful case study for HBA1 students.

Dr. Randy Huffman, Senior Vice President Operations and Chief Food Safety Officer for Maple Leaf Foods, spoke to HBA students in November 2014, on the company's approach to the crisis.



Dr. Randy Huffman, Maple Leaf Foods SVP and Chief Food Safety Officer

Maple Leaf Foods has been applauded time and time again for how it handled this tragic event. There was no complex communications strategy or a huge PR crisis team enlisted, instead they kept close to home and close to their values. And it worked. While the team did a number of things well to manage the crisis, Huffman emphasized three vital moves the company made: act with urgency, take accountability, and dare to be transparent.

Is there a better way to run a company? Mary Ann Beyster says yes

What better way to learn about the benefits of companies offering shared ownership and social impact as part of their strategies than to watch how they've progressed.



Ivey Associate Professor Ann Frost (left) and Mary Ann Beyster

That's why Mary Ann Beyster, executive producer of the documentary film *We the Owners: Employees Expanding the American Dream* screened the film to Ivey faculty, staff, and students on September 24, 2014. She also participated in a panel discussion about employee-owned companies after the showing. The event was hosted by Ivey's Ian O. Ihnatowycz Institute for Leadership, Pierre L. Morrissette Institute for Entrepreneurship, and Business Families Centre.

The film highlights the journeys of three employee-owned companies: New Belgium Brewing, Namasté Solar, and DPR Construction. It shares their stories of founding companies, expanding locations, preparing for succession, hiring during rapid growth, and addressing layoffs. It also showcases their lessons learned about ownership and leadership.

"Being a leader is incredibly difficult if you hold back information and try to tell people what to do," Beyster told students during the panel session.

We the Owners has been screened at many universities in the U.S. and internationally, leading academic conferences, business conferences and private sessions, and seven film festivals.

Separating himself from the pack: David Kassie, MBA '79, on leadership

David Kassie, MBA '79, didn't become a successful financier by following a straight line in his career. Instead, the Chairman of Canaccord Genuity Corp. prepared himself for doors that might open and was able to walk through them because he differentiated himself.

"Vision is important. You really need to know where you are going. There's no point in just showing up and doing what the last person did. That's not very interesting. For me, it was either about building, or growth, or change," Kassie told HBA1 students at the annual Richard G. Ivey Speaker Series on September 19, to kick off Ivey's Homecoming 2014 festivities.

Kassie also received the Ivey Distinguished Service Award to recognize his longtime service to the School, including his involvement as an Ivey Advisory Board member.



David Kassie, MBA '79

Ivey and SIGMA develop tool to define and measure leadership character

Leader character – it's a critical aspect of leadership, but why isn't it getting the attention and respect it warrants? The Leadership Institute and SIGMA Assessment Systems, Inc. have partnered to create the Leadership Character Insight Assessment (LCIA), a tool to measure character and help recognize the importance of character for effective leadership.

The LCIA provides leaders and potential leaders with practical insight regarding:

- What leader character is and why it is essential for building strong leaders and organizations;
- Key dimensions of character, their corresponding elements, and how they interact to influence leadership effectiveness; and
- Character strengths as well as information on how leaders can grow and develop on each character dimension.



"Character fundamentally shapes what leaders notice, how they interpret and react to information

and events," says Gerard Seijts. "Nowhere were the failures of leadership more obvious than during the 2008 financial crisis, in which instant gratification triumphed over temperance."

Find out more about the new tool at go.ivey.ca/charactermatters

NEW BOOK GIVES DIMENSIONS TO DEVELOPING LEADERSHIP CHARACTER

*Professors Mary Crossan, Gerard Seijts and Professor Emeritus Jeffrey Gandz have co-authored a book called *Developing Leadership Character* that focuses on the element of leadership that has largely been neglected in literature: character.*



Based on research involving over 2,000 senior leaders from the public, private, and not-for-profit sectors, Seijts, Crossan, and Gandz developed a model for leadership character that focuses on 11

character dimensions and 60 elements of character. The book begins by setting the context for the focus on character in business, asking what character is and whether it can be developed, molded or changed. It then focuses on each dimension of leadership character in turn, exploring its elements and the ways in which it can be applied in a business setting.

Bridging theory and management practice, *Developing Leadership Character* will interest students and practitioners alike. Readers will benefit not only from a new, robust theoretical framework for leader character, but will also learn how character can be developed.

Watch the full interview with Gerard Seijts and Mary Crossan on character development at go.ivey.ca/characterdevelopment

Stress-testing future leaders



An HBA student listens to instructions at CFB Meaford

Ivey students exchanged case books for on-the-ground training as part of the Leadership Under Fire: Developing Character course. Now in its second year, the course puts these future leaders under stressful and exhausting conditions in order to develop their leadership abilities, including leader character.

Delivered by veteran officers of the Canadian Army in partnership with Ivey Professors Lyn Purdy and Gerard Seijts, the students took their training at the 4th Canadian Division Training Centre in Meaford, Ontario.

MEDIA HIGHLIGHTS



■ The NFL should value character as much as talent

September 26, 2014

Professor Gerard Seijts explained why sports teams are better off to look for athletes with good character than top talent in *The Huffington Post*.

“Everyone in charge of a sports organization needs to accept the fact that this is indeed a leadership issue. League officials, team owners and management should make it crystal clear that it is a privilege to play pro sports. And good character is the ticket to the game,” wrote Seijts.

Read the full article at go.ivey.ca/NFL



■ Leadership creates a healthy corporate culture

September 30, 2014

In a *Financial Post* piece, Seijts explained the importance of leaders embodying the corporate culture that they want for their organization. He offered advice for leaders seeking ways to make themselves more approachable:

“For some individuals there are massive egos; they think they know it all, or perhaps they’re too intimidating,” he said.

Read the full article at go.ivey.ca/corporateculture



■ Leader Character examined in the case of Jian Ghomeshi

November 7, 2014

In *The Huffington Post* blog, Seijts examined the Jian Ghomeshi scandal from a leadership and character perspective.

He begins: “Instead of focusing on the CBC’s core business as a public broadcaster, the organization’s senior management is currently spending considerable time and energy dealing with the scandal-plagued departure of Jian Ghomeshi from the hit radio show *Q* with Jian Ghomeshi.”

Read the full article at go.ivey.ca/jianghomeshi

CommunityShift™ helps non-profit executives drive performance

CommunityShift™ brings together top leaders in the not-for-profit sector for five days of development activities designed to help them move to the next level as leaders. The Leadership Institute held the annual program in November 2014.

Highlights included Antoni Cimolino, Artistic Director of the Stratford Festival and member of the Institute's Leadership Council, who served as the opening speaker to kick start the five-day program. Cimolino, who is also an Ivey Executive Education graduate, spoke to his fellow leaders about his career with the Stratford Festival, and more specifically, his journey of leadership and the lessons he learned along the way.

In addition, participants delved into a case study written by Rik Ganderton, former CEO of Rouge Valley Health System (RVHS), Robert Way and Gerard Seijts. The case looked at the turnaround

of the hospital. Unbeknownst to the participants, Ganderton was present during the case discussion. After revealing himself, Ganderton presented the actions he took to solve the problems at hand, why he made those decisions and the lessons he learned in the process.

The program was led by Ann Frost, Tony Frost, Mary Gillett and Gerard Seijts.

For further information on CommunityShift™ visit ivey.uwo.ca/executive/our-programs/communityshift

COMMUNITYSHIFT™ IN THE MEDIA – JANUARY 5, 2015 Business London profiled the CommunityShift™ leadership development program for C-level executives of charitable and non-profit organizations. Ann Frost and Ivey's KPMG London partner, John Leitch, discussed the program's focus. **Read the full article at go.ivey.ca/communityshift**



■ Character a critical part of leadership development

December 2, 2014

For decades, business schools have concentrated on the competencies – “the things that leaders should be able to do,” said Seijts. “But the conduct of individuals inside and outside of the organization also matters. That is the character piece.”

Seijts examined the importance of emphasizing character development in business education in *The Globe and Mail*.

Read the full article at go.ivey.ca/charactereducation



■ Why failure isn't always a bad thing

January 13, 2015

Thinking of failure as a bad thing is in the past.

A generation ago, managers were expected to be infallible, said Seijts. When they did make mistakes, they covered it up or shifted blame, hoping the problem would just go away. Now, in better-managed companies, failure is an accepted part of taking risks.

Seijts discussed with *BBC News* how to react and move forward when faced with failure.

Read the full article at go.ivey.ca/failure



■ How do leaders learn to lead?

January 19, 2015

Featured in the *European Business Review*, Seijts explored how leaders learn to lead in his book *Good Leaders Learn: Lessons from Lifetimes of Leadership*.

The people he interviewed are from various backgrounds and fields, but Seijts said many of them were shaped by similar experiences along their paths to leadership.

Read the full article at go.ivey.ca/learntolead



■ Why vulnerability leads to great leadership

January 23, 2015

In a blog post on *The Huffington Post*, Seijts discussed what makes a good leader. “Everybody knows it is important for leaders to show confidence and competence,” he said, “but good leadership requires more than that.”

The key characteristic that Seijts focused on is vulnerability.

Read the full article at go.ivey.ca/vulnerability

Inaugural Ivey-Haskayne Leadership

IVEY AND UNIVERSITY OF ALBERTA TEAMS CO-WIN CASE COMPETITION

The Ivey-Haskayne Leadership Case Competition is a collaboration between Ivey's Ian O. Ihnatowycz Institute for Leadership and the Canadian Centre for Advanced Leadership in Business at the Haskayne School of Business, University of Calgary.



Co-winners: From left, the Ivey team of Kevin Davis, Chris Asper, Kavya Kumar, and Leah Carson; and from the right, Lekan Oladokun, Luca Petryshyn, Dana Marsh, and Sandra Pelchat of the University of Alberta.

Ivey competed against seven teams from across Canada over two rounds of competition. In the first round, students presented their case solution for WestJet Encore to Encore President Ferio Pugliese. In the second round, the teams presented their Aecon case ideas to John Beck, Founder and Executive Chairman of Aecon Group Inc., and other senior Aecon executives.

"Our ambition is to build this case competition into a premier leadership event for students that showcases the best of Canadian leadership and assists to make it even better," said Jana Seijts, who helped organize the case competition.

The MBA team from Ivey and a team from the University of Alberta were co-winners in the competition held at Ivey in February 2015.

THE SOURCE PRESIDENT ENCOURAGES LEADERS TO ENGAGE THEIR TEAM



Charles Brown

Charles Brown, president of The Source (Canada's largest consumer electronics and mobile retailer), brought his perspectives on leadership to students and guests at the case competition.

Brown, MBA '83, came on board with The Source in 2011, bringing with him more than 25 years of experience in telecommunications, cable communications and consumer electronics retail industries.

As president, Brown points out that leadership has nothing to do with your title. "Your title doesn't make you a leader. Leadership is about your behavioural attributes. It should never be confused with management; they are two different things."

Brown focuses on the notion that leadership is about maximizing people's efforts. People will put in more effort if they feel engaged in the workplace. A good leader provides their team members with a vision they can believe in and follow.

Case Competition: East meets West

FERIO PUGLIESE ON GETTING WESTJET ENCORE TO TAKE OFF

WestJet Encore President Ferio Pugliese spoke about the highs and lows involved in getting Encore to take off and the fundamental role that leadership played throughout that three-year process.

With respect to the inevitable challenges of setting up WestJet Encore, Pugliese described business leadership as a balancing act. "In business, we try to manage three things that are equally balanced," explained Pugliese. "Focus on our people, focus on our customers, and focus on the business."

Since effective internal communication sits at the core of any business, leaders need to know how to talk with their employees. If they expect to motivate their employees to support a vision and build a trusting relationship, leaders need to first speak the employees' language.



Ferio Pugliese, WestJet Encore President

For effective leaders, invoking passion in others is only half the battle. Pugliese stressed the fact that it's equally important to lead with passion as well. Pugliese's own passion is evident in his drive to continue the growth of WestJet Encore and in his determination to focus on the people who make it all possible.

PENTATHLETE KELLY FITZSIMMONS SHARES HER PATH TO LEADERSHIP

Canadian Pentathlete Kelly Fitzsimmons and her fellow athletes undertake fencing, swimming, riding an unknown horse over a show jumping course and a combined running and shooting race all in one day.

Fitzsimmons brought her viewpoint as an athlete into the world of leadership as one of the keynote speakers at the case competition.

Athletes and leaders are placed on the pedestal because the focus is on winning and perfection. But very often, the most meaningful experiences come from the journey.

"The full story of leadership is deeper and more complex than the end result. It is about an intimate understanding of both yourself and the environment," said Fitzsimmons.

She encouraged students to see leadership as a process, and, like an athlete, learn to embody the values and behaviours that are important to being a leader and then, like a coach, share them with others.



Kelly Fitzsimmons

Leadership Council and Executives-in-Residence

The Leadership Council is the representation of the Ian O. Ihnatowycz Institute for Leadership for students and our external stakeholders. It firmly grounds Ivey with Canadian and global business leaders by providing direction to the Institute on issues pertinent to leadership, endorsing the Institute's interests to external constituencies, and raising the Institute's profile.

LEADERSHIP COUNCIL

Bill Aziz	President, BlueTree Advisors II Inc.
Janice Charette	Clerk of the Privy Council and Associate Secretary to the Cabinet
Antoni Cimolino	Artistic Director, Stratford Festival
Peter Devlin	President, Fanshawe College
Bill Furlong	Commissioner, Ontario Securities Commission
Jeffrey Gandz	Professor Emeritus, Ivey Business School, Western University
Roland Horst	CEO and Director (retired), CBay Minerals Inc.
Ian O. Ihnatowycz	President & CEO, First Generation Capital Inc.
Robert Kennedy	Dean, Ivey Business School, Western University
Stephen P. Mader	Vice Chairman & Managing Director, Board Services Practice, Korn/Ferry International
Amos Michelson	Chairman, Kardium Inc.
R. Jeffrey Orr	President and Chief Executive Officer, Power Financial Corporation
Michael Rolland	President and Chief Executive Officer, Borealis Infrastructure
Gerard Seijts	Professor, Organizational Behaviour, Executive Director, Ian O. Ihnatowycz Institute for Leadership, Ivey Business School, Western University
Barbara Stymiest	Leadership Council Chair, Director, Blackberry Board of Directors
Bill Troost	President, Peel Plastic Products Limited
Mac Van Wielingen	Chairman, ARC Financial Corp.
Catherine Zahn	President and Chief Executive Officer, Centre for Addiction and Mental Health

EXECUTIVES-IN-RESIDENCE

The Institute is pleased to have three committed Executives-in-Residence as part of the team at the Ian O. Ihnatowycz Institute for Leadership. These practitioners and executives will help Ivey faculty in the delivery of leadership-related courses or other teaching-related events and thus help to deliver on “the Ivey experience.” EIR members are appointed for a three-year term and are involved in a minimum of five activities per year.

Kanina Blanchard	President, Opportunity Creation
Bill Furlong	Commissioner, Ontario Securities Commission
Mark Reno	Lead Facilitator, The Banff Centre

SPECIAL NOTE: CONGRATULATIONS TO THE MEMBERS OF OUR LEADERSHIP COUNCIL FOR THEIR RECENT HONOURS:

- **Catherine Zahn**, President and CEO of the Centre for Addiction and Mental Health (CAMH), received the Order of Canada for her work in the mental health sector.
- **Janice Charette** was appointed Clerk of the Privy Council and Secretary of the Cabinet by the Prime Minister on October 6, 2014.
- **Jeffrey Orr**, President and CEO of Power Financial Corporation, received the Ivey Business Leader Award for his community involvement and his tremendous impact at Ivey.

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