

CHARACTER LEADERSHIP COMMITMENT

ANNUAL REPORT | 2012

IAN O. IHNATOWYCZ INSTITUTE FOR LEADERSHIP



Building on our proud past.

Since 1922, Ivey has been at the forefront of shaping the way leaders develop. Today, our commitment to developing the type of leaders who will help their organizations to succeed has not changed. What has changed is the knowledge we have about the components of good leadership. We have put leadership under the microscope and determined that competencies alone are not enough. We believe character – that set of virtues, values and traits that determine how leaders see and react in different circumstances – and commitment – the dedication from leaders to constantly learn about their careers, their relationships and the kind of leaders they want to become – must come together to provide the foundation of good leadership.

Thanks to a generous \$3.5-million donation from Ian Ihnatowycz, MBA '82, and his wife, Marta Witer, the Ian O. Ihnatowycz Institute for Leadership was founded at Ivey in 2010. Through research, teaching and outreach, the Institute's goal is to emphasize the importance of character, competencies and commitment to the leadership role and use them to help make the next generation of business leaders the best they can be.

That is and has always been the Ivey Difference.



Message from the Executive Director

Gerard Seijts

Executive Director, Ian O. Ihnatowycz Institute for Leadership, Ian O. Ihnatowycz Chair in Leadership

“There is an important message in Leadership on Trial: Competencies determine what people CAN do – leadership character determines what they WILL do. Leadership character needs to be nurtured and developed. The Institute will help students with strong leadership aspirations to be better prepared for the challenges ahead and to exhibit professionalism and character.” – Ian O. Ihnatowycz, MBA '82

Our commitment to good leadership.

You would think after years of studying leadership and interviewing leaders around the globe that it would be difficult to surprise me when it comes to what they can do.

But that is exactly what happened during my trip to India in 2012 to interview leaders for my new book, *Good Leaders Learn: Lessons from Lifetimes of Leadership*. N.R. Narayana Murthy, the billionaire co-founder of software giant Infosys, revealed to me that he frequently cleans the family lavatory. He does this to remind himself that all contributions to society – even tasks one might consider beneath his station – should be valued because they make a family, community or corporation better. I was indeed surprised and thrilled by this revelation. It is an example of a leader living his values at the most essential level. I believe the humility Murthy displayed is an important trait for good leadership because it opens the mind to new perspectives.

Clearly, leadership takes commitment. Many of the leaders I interviewed shared with me the high price that leadership demands – in time, in overcoming challenges or even enduring heartaches. My work on this book confirmed to me that commitment is an essential pillar of good leadership.

One of Ivey's most important contributions to the development of future leaders was the establishment of the Ian O. Ihnatowycz Institute for Leadership in 2010, made possible through a generous donation by Ian Ihnatowycz, MBA '82, and Marta Witer. The Institute was established to bring together research, teaching and outreach on the three essential pillars of good leadership: competencies, character and commitment.

To quote Ian Ihnatowycz, “Competencies determine what people CAN do – leadership character determines what they WILL do. Leadership character needs to be nurtured and developed. The Institute will help students with strong leadership aspirations to be better prepared for the challenges ahead and to exhibit professionalism and character.”

Those pillars were explained in detail in the School's groundbreaking report, *Leadership on Trial: A Manifesto for Leadership Development*. Since its release in 2010, more than 8,500 copies have been sold or distributed. Additionally, the report has paved the way for new courses at Ivey focused on developing leadership character.

Recently, that report prompted interest from the Institute of Corporate Directors, who now are partnering with Ivey on a follow-up study on the critical components of leadership character. Funded by a \$277,070 grant from the Social Sciences and Humanities Research Council of Canada, the study will involve in-depth discussions with corporate directors and other executives to:

- Define good leadership character,
- Understand how it can be developed, and
- How it adds value to organizations.

Good leadership matters – it matters a lot.

Why else would Ian Ihnatowycz and Marta Witer give back so much to the cause of leadership through the development of a leadership institute at Ivey?

Why else would Bill Troost, MBA '75, and his wife, Kathleen, donate \$1 million to Ivey in 2010 and commit to another \$1-million donation in 2012 to help the Ihnatowycz Institute expand its leadership development activities and leadership research agenda?

Why else would 30-plus leaders from multiple countries and disciplines take time out of their busy schedules to share with me what they have learned about good leadership, how they learned, and why that learning is important?

These remarkable initiatives are possible because good leaders know that the best way they can help the next generation of leaders is to lead by example.

To quote Bill Troost, “It's not just about helping the Ivey brand or the Business School, it's about making a difference in the world in general. Leadership training is important. It's a universal message, not just an Ivey message.”

The Ihnatowycz Institute was established to make a difference in the world and I would like to thank all of the individuals who helped bring it to fruition. The news and highlights showcased in this annual report demonstrate the impact that we are making in the business community and beyond as well as our potential for the future.

Learning about leadership is a lifelong process – a tremendous commitment. And by devoting ourselves to this cause, the future of leadership development at Ivey promises to be enduring, inspiring and above all, bright.



Message from the Leadership Council Chair

Barbara Stymiest, HBA '78
*Chair, Leadership Council,
Ian O. Ihnatowycz Institute
for Leadership
Chair, Board of Directors,
BlackBerry Ltd.*

The power of commitment.

My father was an entrepreneur and firmly believed he should work hard, be present and show people he cared in order to set the right tone at his organization. In essence, he taught me that good leaders are committed and demonstrations of that commitment are powerful motivators for others.

I have seen that same spirit at the heart of the Ian O. Ihnatowycz Institute for Leadership where teaching about the importance of commitment to the hard work of leadership is a prime focus.

That's why I am proud to be Chair of the newly established Leadership Council, and the public face representing the Institute. The Council's goal is to provide advice to the Institute on issues pertinent to leadership; endorse and advocate the Institute's interests to external constituencies; and raise the profile of leadership at Ivey.

On one hand this may seem like a challenging task.

On the other hand, Ivey already has 90 years of experience in developing outstanding business leaders. For instance, when the global economic crisis highlighted the new reality of the leader in a globalized environment was changing, the School quickly responded to it with a seminal report on leadership.

The report, *Leadership on Trial: A Manifesto for Leadership Development*, is a groundbreaking piece of work in the study of leadership. It has provided a roadmap for the School to follow in terms of expanding its focus on understanding good leadership and the application of that knowledge. Already, we are seeing two important research studies coming out of the Institute that have the potential to have profound and lasting impact on our approach to leadership. The two studies, the book *Good Leaders Learn: Lessons from Lifetimes of Leadership*, and the study on leadership character that is being done in partnership with the Institute of Corporate Directors, are direct outcomes of *Leadership on Trial*.

The School's focus on real-life experiential learning is also fundamental in developing leaders. The Case-Method of Learning that I personally experienced at Ivey

puts students in the role of the decision-maker. New courses, such as the Ubuntu Management Education Initiative in Africa, are innovative approaches to learning theory where students learn by doing.

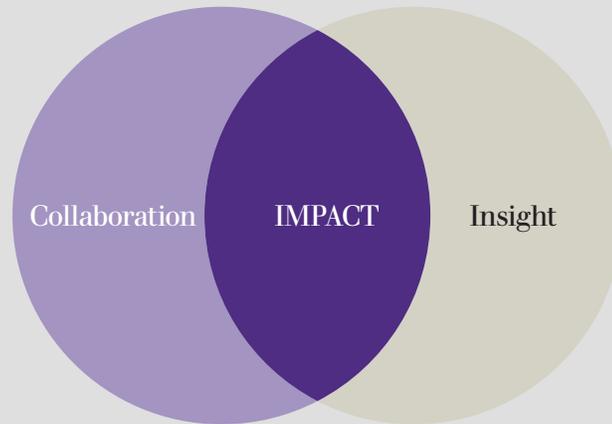
It is an honour to have the opportunity, in an advisory way, to shape the School's thinking about leadership. It is also exciting to think about the extraordinary ideas that will come from the diverse group of Council members and the value those ideas will add to the School and the next generation of business leaders.

I would like to thank all of the Leadership Council members (see page 15) for the time and effort they are willing to put forth on this initiative. It speaks volumes of their commitment to leadership.

I believe this commitment will have a positive influence on others. I am eager to see where the journey will take us.

Ian O. Ihnatowycz Institute for Leadership Highlights in 2012

- *The inaugural Leadership Council was formed to serve as the public face in representing the Ian O. Ihnatowycz Institute for Leadership to students and external constituencies. See page 15*
- *Gerard Seijts' new book, Good Leaders Learn: Lessons from Lifetimes of Leadership, was completed and is scheduled to appear in bookstores in the fall of 2013. See page 6*
- *The Ihnatowycz Institute received a \$277,070 grant from the Social Sciences and Humanities Research Council for a three-year study on leadership character. See page 6*
- *The inaugural conference, Collaboration: Living Together, Working Together, Achieving Together, was a tremendous success in bringing academics and practitioners together. See page 12*



research

Whether it is the leadership processes, skills and values, or the action required during times of crisis, researchers at the Institute are uncovering the elements of design for good leadership – the essential competencies, character traits and level of commitment that create value in organizations. Through rigorous research projects, our goal is to become a locus for leadership inquiry and a source of knowledge that will improve the practice of business leadership and create the leaders who will make an impact tomorrow. Today.

Defining why character counts.

When Ivey's 2010 report Leadership on Trial identified questionable leadership character as a factor in the firms that failed during the 2008 financial crisis, it prompted an additional question: What is good leadership character?



Now a follow-up study will illuminate the elements of good leadership character. Thanks to a \$277,070 grant from the Social Sciences and Humanities Research Council of Canada, Ivey researchers have launched a three-year Leader Character study. This study will define the critical components of "good character" and the experiences and education that shape leader character.

"The Leadership on Trial project revealed that leaders believed character to be critical, yet there was no clear understanding about what it meant or agreement on whether it could be developed," said Mary Crossan, MBA '85, PhD '91. Crossan is a Professor

"By the end of this study we will have a good handle on what are the elements of character that impact most favorably on business leadership. We are hoping they will become the gospel."

– **Mark Reno**, MBA '82, Ivey Post-Doctoral Fellow

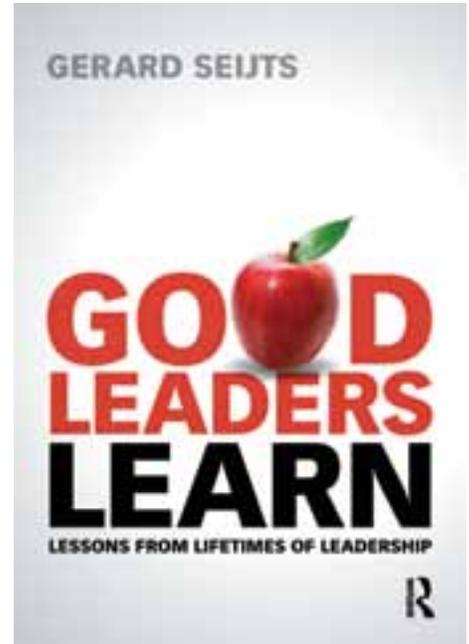
of Strategic Management and the Taylor Mingay Chair in Business Administration at Ivey (at that time) as well as the lead researcher on the study.

"Simply put, research on character is short on application in the context of management practice," she said.

The study will be important to business leaders, practicing managers and consultants in fields such as human resources and leadership talent development. It will also be critical to those responsible for designing business and corporate education programs because it will provide tools for character assessment, development and practice.

When the study begins in August 2013, it will include discussions on character with executives and corporate directors via online surveys, focus groups and in-depth interviews.

The research team, which includes Ivey Professors Gerard Seijts and Jeffrey Gandz and Ivey Post-Doctoral Fellow Mark Reno, MBA '82, will also develop case studies as part of the project.



Uncovering how good leaders learn.

Many books offer advice on what it takes to lead and who leads best, but a critical question remains: How do leaders learn to lead?

In *Good Leaders Learn: Lessons from Lifetimes of Leadership* (Routledge Publishing), a forthcoming book by Gerard Seijts, 30 contemporary leaders from different industries, sectors, and countries reveal what whet their appetite for leadership and the places, experiences and people that continue to nourish them in their leadership roles.

Leaders interviewed throughout 2012 include Lululemon Athletica Founder Dennis "Chip" Wilson, former Prime Minister of Canada Paul Martin, and former captain of the Canadian women's national ice hockey team Cassie Campbell. Seijts described the insights as "inspiring."

The book is scheduled to be launched in fall 2013.

"Good leaders are made through a life dedicated to learning about their careers, relationships and the kind of leader they want to become."

– **Gerard Seijts**, Executive Director, Ian O. Ihnatowycz Institute for Leadership, and author of *Good Leaders Learn: Lessons from Lifetimes of Leadership*

Exploring character in corporate governance.



When it comes to selecting CEOs, other C-suite level executives or board members, competencies, character and commitment are all important criteria.

“Character is the tough one, yet it is particularly important in our system of corporate governance,” said Ivey Professor Jeffrey Gandz (now Emeritus). “Most of the information that boards get comes from the CEOs.”

Gandz points out that boards don’t have independent data sources, but are still expected to make independent judgments.

“Boards rely tremendously on CEOs: who have the courage and integrity to present unbiased, unpolished information; who have the humility to accept constructive feedback, admit when they’re wrong and continuously learn; who hold themselves accountable for results; who work

collaboratively with their boards; who are continuously focused on performance for the present while building for the future; who demonstrate excellent judgment; and possess the other critical dimensions of character deemed essential in senior leaders,” he said. “And boards look for many of these same character dimensions when recruiting others to join them in their governance responsibilities.”

That’s why Ivey is delighted with its partnership with the Institute of Corporate Directors (ICD) in its ongoing study of Character and Corporate Governance. As part of the study, Ivey researchers will visit ICD directors at 11 chapters across Canada for in-depth discussions on character.

Building on their article called Leadership Character and Corporate Governance that appeared in both ICD’s Director Journal and the Ivey Business Journal, the Ivey researchers want to engage the governance community so that they can focus on actions that will develop character in current and future business leaders.

“We were looking for a way to get in front of directors so that we could get our message out and we also wanted very much to learn more about their views on character,” said Gandz. “ICD has unparalleled reach and influence in the governance community and they were very pleased to take part in this development of our research.”

To read the article, visit go.ivey.ca/leadershipcharacter

Making an impact in the real world.

News of Ivey’s upcoming research on leader character is creating excitement in the real-world organizations that might benefit from its findings.

“This is close to a eureka moment for me. The assessment of character is critical to any organization, but, in my view, it is especially so for an organization critical to the protection of the public and the rule of law. The Criminal Law Division will become a laboratory where the thesis of this work will be put into practice.”

— **James Cornish**, Assistant Deputy Attorney General, Criminal Law Division, Ministry of the Attorney General

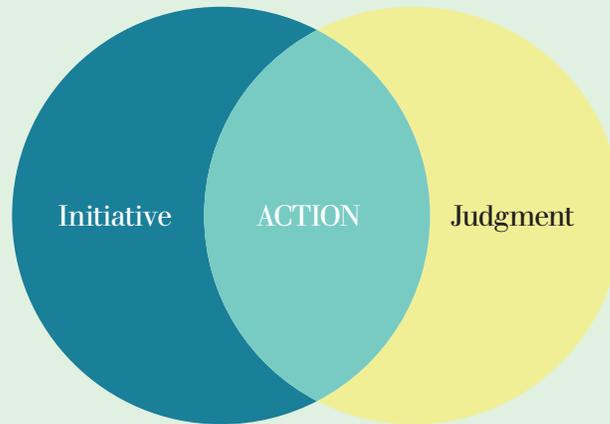
Featured faculty research publications.

Crossan, M., Mazutis, D., Seijts, G., 2013, *In Search of Virtue: The Role of Virtues, Values and Character Strengths in Ethical Decision Making*, *Journal of Business Ethics*, April, 113 (4): 567-581

Ayoko, O.B., Konrad, A.M., 2012, *Leaders’ transformational, conflict and emotional behaviors in culturally diverse workgroups, Equality, Diversity and Inclusion: An International Journal*, 31 (8): 694-724

Crossan, M.M., Mazutis, D., Seijts, G.H., Gandz, J., *Developing leadership character in business programs*, *Academy of Management Learning & Education*, June, 12(2): 285-305.

For more on Ivey leadership research, visit go.ivey.ca/leadershipresearch



teaching

If we want to develop leaders, we need to understand what good leaders do. By hosting some of the world's most respected leaders to share their insights, experiences and knowledge about leadership, we expose the next generation to the highest standards of leadership. The Ian O. Ihnatowycz Institute for Leadership is bringing innovative approaches to teaching that enhance Ivey's renowned Case-Method of Learning to develop leaders who can steer their organizations through the complex 21st century business landscape.

Focus on Ethics.



Imagine you are an investment banker being asked to finance a company. All the numbers look strong. The dilemma is that the company operates a dating website for married people, which enables people to cheat on their spouses. Do you finance it?

That's the kind of scenario that Ivey HBA students will be considering in the new elective half course, Business Ethics 4581. The course is a revamped version of Business Ethics 4438, a quarter course that had been offered at Ivey to HBA2s since 2008.

Ivey Post-Doctoral Fellow Mark Reno, MBA '82, has designed the course and will be teaching it. He also taught the old Ethics course in 2012. The new course focuses to a greater extent upon cultivating ethical awareness and understanding, and strengthening ethical reasoning and decision-making skills.

Featuring topical current issues, study of various theories of ethics, case discussions, and guest speakers, the new course will look at the ethical dimensions of management from the perspectives of various functional areas of business, such as Marketing, Human Resources, Operations and Finance.

"We want students to wrestle with challenging, real-world ethical issues within complex business contexts and, in doing so, help to build character. Unfortunately, too often the ethical dimensions of business get marginalized. When only the economic dimensions count, business conduct is potentially destructive. We want to help develop ethical business leaders who find ways to do well and do good," said Reno.

Building a case for leadership.

Here are the highlights of important work done by the Ilnatowycz Institute in 2012.

CASES:

AVID LIFE (A), Gerard Seijts, William T. Watson, Product Number: 9B12C003, Publication Date: 1/30/2012

APPLE A, Mary M. Crossan, William T. Watson, Product Number: 9B12M027, Publication Date: 3/05/2012

CRAIG KIELBURGER CASE, Mary M. Crossan, Mark Reno, Product Number: 9B12M031, Publication Date: 03/26/2012

ENBRIDGE MICHIGAN OIL SPILL: PATRICK DANIEL'S CHALLENGE (A) & (B), Gerard Seijts, Thomas Watson, Product Number: 9B12C039, Publication Date: 10/24/2012

Making an impact on leaders in the real world.

Organizations such as OMERS and Aecon Group Inc. have utilized Ivey's expertise for leadership development programs for their employees.

Both offered custom executive development programs in 2012. OMERS partnered with Ivey to develop an executive leadership program called Investing in Leaders 1, which is designed to build leadership skills and develop talent across the enterprise.

"The program has been instrumental in helping our leaders gain a better understanding of leadership and learn different attributes of becoming an effective leader. They learned that leadership takes active work and that there's a need for introspection on an ongoing basis," said Kelly Davies, Manager of Leadership Development, Human Resources, OMERS. "Our leaders thought the program provided them with some actual tools to use rather than theoretical content."

Aecon Group Inc. worked with Ivey to develop a Future Leaders Program to deliver leadership knowledge and understanding and inspire continuous development in its young high-potential employees.

"We have developed a program that equips our future leaders as they progress through a key transition to leading others. The program is an important element in our leadership development framework," said Melissa Law, Director of Learning & Development, Aecon Group Inc.

For more on Ivey's Executive Development Programs, visit go.ivey.ca/execdev

Life-changing student experiences in Africa.



Ivey HBA students who took part in a five-week service learning course in Africa were changed by the experience.

Dan Hernden, HBA '13, was impacted by the scars Rwanda still bears of the horrible genocide that took place in 1994.

"It's in the culture and history all around you. A lot of students were the oldest members of their families and had lost parents," he said. "Coming home and trying to explain what we experienced was hard. You were living side by side with murderers and victims. It really stretches you; there's something personal about that."

Hernden was one of 18 HBA students who participated in a pilot Ivey elective course, Service Learning in Africa. For the course, students travelled to Nairobi, Kenya; Mombasa, Kenya; Koforidua, Ghana; or Butare, Rwanda in May and June 2012 to teach African business students and faculty how to use Ivey cases as well as develop new African business cases.

Thanks to support from the Ihnatowycz Institute, more Ivey students will get a chance to make a difference in this area of the world while developing character traits such as courage and humanity in the process.

Through the Troost Curriculum Development Funding, provided through a donation from Bill Troost, MBA '75, and his wife, Kathleen, the course has been able to expand and make even more of an impact.

Now called the Ubuntu Management Education Initiative, the course has

expanded to include both HBA and MBA students or recent graduates and partnerships have been formed with 10 African universities. Ubuntu is a South African word meaning, "I am what I am because of who we are," and captures the spiritual and practical connection shared between Ivey and Africa and the students who are part of this life-changing experience.

Additionally, five Ian O. Ihnatowycz International Service Learning Travel Bursaries are helping Ivey students to

offset some of their costs for the trip, which amount to approximately \$3,000 per student.

"Without this support, we would not have been able to create some of the partnerships or conduct some of the workshops that we have," said Nicole Haggerty, HBA '89, PhD '04, who is faculty director of the course. "In addition, the travel bursaries are a tremendous relief to students who need to pay out of pocket for the costs. They will enable more students to take part."

Hosting leaders who are making a difference.

The Ihnatowycz Institute hosted a number of guest speakers at Ivey in 2012, each with an important insight on leadership:



WHO: Eden Full, Founder of Roseicollis Technologies Inc.

WHERE: Ivey Business School, London

MESSAGE: Passion Prevails

How does a Princeton University student become an award-winning entrepreneur at the age of 19? Through a passion for making a difference in people's lives. Having always dreamed of becoming a scientist, Full created the SunSaluter, a cost-effective solar panel rotator that delivers electricity to developing countries.

"You don't have to be smart. You have to be passionate and you just need to be frustrated that things aren't working right," she said.

For more on Full's presentation, visit go.ivey.ca/leadershipfull



WHO: Yvonne Camus, member of Canada's four-person team in the Eco-Challenge

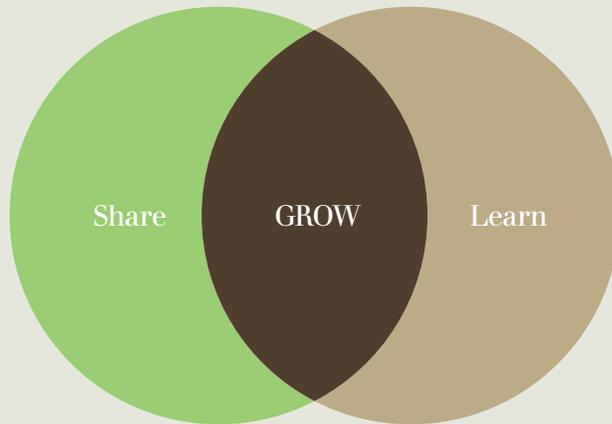
WHERE: Ivey Business School, London

MESSAGE: Commitment Counts

When Yvonne Camus took on the Eco-Challenge, she found it was more than her training had prepared her for, but her team's commitment to the cause paid off with her rookie team completing the grueling challenge and even outlasting the U.S. Navy SEALs team.

"The single biggest commitment you will ever make is to the process of hard work," she said.

For more on Camus' presentation, visit go.ivey.ca/leadershipcamus



outreach

Leaders are constantly learning and the Ian O. Ihnatowycz Institute for Leadership aims to be a link between research and practice. We are dedicated to the dissemination of our world-class body of leadership knowledge through conferences, workshops and publications. So as we grow, you grow.

Team-building advice from the U.S. Army.

When it comes to being ready for duty, the U.S. Army is a great example.



Gerard Seijts with Lieutenant General Russel L. Honoré

Leaders from academia, government, health care and business learned how to adapt the Army's best practices for collaboration, team-building and decision-making at the Ihnatowycz Institute's inaugural conference, *Collaboration: Living Together, Working Together, Achieving Together*. The two-day conference for executives was held at Ivey Business School May 10-11, 2012.

The event featured speakers from military, businesses, universities and government, including Lieutenant General Russel L. Honoré (Ret.), the former commander of the U.S. First Army, and Pat Horgan, HBA '82, Vice President of Manufacturing, Development and Operations at IBM Canada.

Honoré, who led the U.S. military's responses to numerous crisis situations ranging from sniper attacks to natural disasters, such as Hurricane Katrina, warned that many crisis teams are not

truly prepared for the worst scenario and feel overly secure because they have a disaster plan.

"Disasters can happen any time and any place," he said. "The first casualty in any emergency is the disaster plan."

The conference also included workshops and insights on the Army's Team of Leaders program, which is used to train teams to communicate, collaborate and co-operate.

The Ihnatowycz Institute, in partnership with Western's Schulich School of Medicine & Dentistry and Central Michigan University, aimed to adapt this training for the civilian world through the conference.

Gerard Seijts, Executive Director of the Institute, who was part of Ivey's *Leadership on Trial* study, which investigated causes of the 2008 financial crisis, said poor team performance was often a factor.

"We learned that teams, in many ways, were not prepared. When they needed to be a team the most, they were ill-prepared," he said. "Our goal with this conference is to open the dialogue and work on partnerships to ensure this training can be applied to corporations and other organizations."

The event was made possible through support from IBM Canada, the City of London and the Ivey Idea Forum.

For more on the conference, visit go.ivey.ca/teamsofleaders

“The first casualty in any emergency is the disaster plan.”

– **Lieutenant General Russel L. Honoré** (Ret.), former commander of the U.S. First Army



IBM's Pat Horgan (far right) speaks with (L-R) Brad Duncan, Police Chief, London Police Service and Luis Proenza, President of the University of Akron

Sharing leadership insights.



The Ihnatowycz Institute took advantage of Ivey's Idea Forum to host Daniel Diermeier, a Professor at Northwestern University and author of *Reputation Rules: Strategies for Managing Your Company's Most Valuable Asset*, at a well-attended event in Toronto.

Diermeier discussed how organizations can regain the public's trust following a crisis by getting out in the forefront and telling it like it is. Diermeier stressed transparency

doesn't mean full disclosure is in order, but telling your audience what you know, what you don't know and when you will follow up with them, is critical.

"The key to transparency is to think of the other side's point of view and try to address it," he said.

For more on Diermeier's presentation, visit go.ivey.ca/leadershipdiermeier

Building strong corporate cultures.

Imagine that only two of 11 soccer players on a team know which position they play and what skills these positions entail. And imagine that only four of the 11 players know which goal is theirs. Do you think they have a shot at winning the game? Not likely.

Yet that's the sobering reality for many companies in Canada where few employees understand what their organization is trying to achieve and many of those who do understand don't care.

"Corporations should operate like teams, but often they don't," said Gerard Seijts. Seijts, along with Jeffrey Gandz and Mary

Crossan, shared insights on what makes a strong corporate culture at Waterstone Human Capital's 4th Annual Corporate Culture Summit on February 6, 2012 at the Four Seasons Hotel in Toronto.

Seijts and Gandz delivered the keynote address, *Culture: Does it Bind or Blind?*, at the event, which included Ivey's case-study discussions on companies including Maple Leaf Foods Inc., WestJet Airlines and ING DIRECT USA. They discussed situations in which corporate culture can blind individuals and highlighted what leaders can do to create healthy cultures of candour and constructive dissent.

Making an impact on the public.

Here are the highlights of important work done by the Ihnatowycz Institute in 2012.

PRACTITIONER PUBLICATIONS:

Jeffrey Gandz, Mary Crossan, Gerard Seijts and Mark Reno, Leadership character and corporate governance, *Ivey Business Journal*, May/June 2013

Jeffrey Gandz and Gerard Seijts, Leadership and risk culture, *Ivey Business Journal*, March/April 2013

Kanina Blanchard, To a better understanding: The leadership odyssey explored, *Ivey Business Journal*, March/April 2012

Mary Crossan, Jeffrey Gandz and Gerard Seijts, Developing Leadership Character, *Ivey Business Journal*, January/February 2012

To read the articles, visit *Ivey Business Journal*, go.ivey.ca/ibj



NEWSPAPER ARTICLES AND OPINION PIECES:

Thomas Watson, Leaders Stuck on Stupid, *Business Without Borders*, June 4, 2012, go.ivey.ca/buswborders

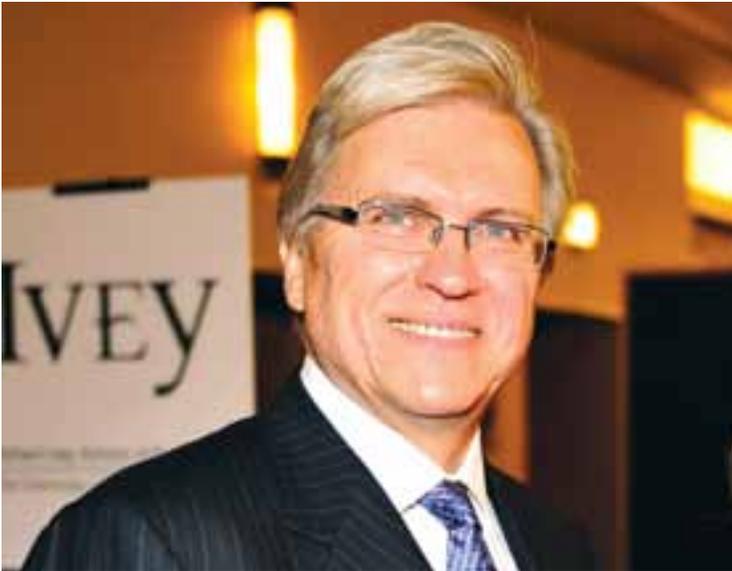
Gerard Seijts, A Legacy Of Leadership, *BusinessWorld*, November 30, 2012, go.ivey.ca/businessworld (Also reprinted in *People Matters*, go.ivey.ca/peoplematters)

Thomas Watson, What Makes Good Global Leaders, *Business Without Borders*, June 4, 2013 (two-part series), go.ivey.ca/globalleaders

Extraordinary people.

Members of Ivey's Leadership Council are as diverse as they are committed to the future of leadership development. Here are profiles of three key members who are leading the charge.

Ian O. Ihnatowycz, MBA '82, President & CEO, First Generation Capital Inc.



Sometimes it takes a crisis to produce something positive.

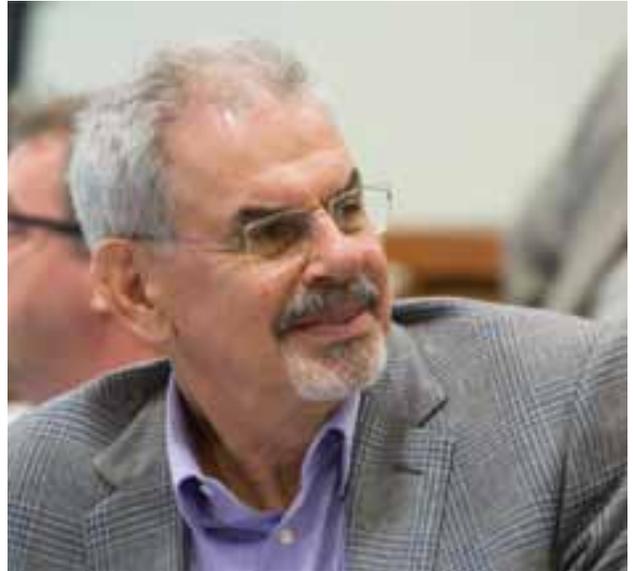
For Ian Ihnatowycz, MBA '82, the many examples of failures in leadership in numerous industries over the years prompted him to take action.

His first step was to donate, along with his wife, Marta Witer, \$3.5 million to create the Ian O. Ihnatowycz Institute for Leadership at Ivey to focus on leadership issues and develop teaching tools to help the next generation of leaders be the best they can be. His second step was to become a Leadership Council member. In this role, he hopes to provide guidance and support to the Institute and Ivey professors to help create an environment with top-level researchers who think outside the box in terms of understanding how leaders make decisions.

"In the aftermath of the near financial collapse, I knew that many business schools were evaluating their approach to leadership and how it was being taught. Ivey, in particular, was really in the vanguard among business schools in focusing in a very constructive way on this issue," he said. "I felt the Council could facilitate Ivey's work in understanding how leadership is taught and nurtured in a business school setting and ultimately, with this new knowledge, help to weave the teaching of leadership into the entire fabric of the School."

"My hope is that the Council will enhance the academic pursuit that Ivey has in educating the next generation of leaders."

Bill Troost, MBA '75, President, Peel Plastic Products Limited



You could say Bill Troost, MBA '75, is implementing the concept of "pay it forward" in a big way.

A recipient of a student scholarship for Engineering, he is now helping today's students to reach their fullest leadership potential through his generous support of the Ian O. Ihnatowycz Institute for Leadership.

Troost provides advice and guidance to the Institute as a Leadership Council member and has also enhanced its programming through financial gifts to support leadership courses and leadership-themed cases and research as well as visiting scholars and student awards. His investment supported a student leadership event in October featuring Yvonne Camus, a participant in the Eco-Challenge adventure race who spoke about leading in stressful situations. It will also support a new Troost Professorship in Leadership to add to Ivey's roster of Leadership experts in 2013.

"I think it's important to give back. My overriding message to alumni is to give back, either to a school or by doing whatever you can to make a difference," he said. "I definitely couldn't have done what I did without the support I received."

LEADERSHIP

Barbara Stymiest, HBA '78, Chairperson, BlackBerry Board of Directors



Barbara Stymiest is no stranger to the leadership role.

After all, she was the first woman in North America at the helm of the Toronto Stock Exchange, which went public under her tenure, has been ranked three times by Fortune as being among the world's 50 most powerful businesswomen and now leads the board of directors of Canada's iconic smartphone maker, BlackBerry.

That's why she seemed the perfect fit to head Ivey's new Leadership Council. Stymiest is both a trailblazer in the business world as well as a valued member of the community who is known for her volunteer contributions.

Stymiest was a member of the Ivey Advisory Board from 2001 to 2004, and said she is thrilled to be involved with the School again.

"I think all of the members of the Council are attracted to helping Ivey sustain its leadership brand and produce business leaders," she said. "It is an honour to be in on the ground floor of the establishment of the Leadership Council and to oversee where its thinking around leadership develops and how it will add value to the School, help Ivey attract great candidates into the School and produce the next generation of great leaders for Canada."

Meet our Leadership Council.

The Leadership Council, led by Barbara Stymiest, Chair of BlackBerry's Board of Directors, provides advice to the Institute on issues pertinent to leadership and endorses and advocates the Institute's interests to external constituencies.



(L-R) Ivey Dean Carol Stephenson, Jeffrey Gandz, Barbara Stymiest, Catherine Zahn, Janice Charette, Ian O. Ihnatowycz and Gerard Seijts.

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Barbara Stymiest, HBA '78 Chairperson, BlackBerry Ltd.

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Catherine Zahn President and Chief Executive Officer, Centre for Addiction and Mental Health.

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