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Ian O. Ihnatowycz
Institute for Leadership

Annual Report | 2011

IVEY

DISCOVER THE WORLD

The Ian O. Ihnatowycz
Institute for Leadership

At the forefront of leadership.

Message from: Gerard Seijts
*Executive Director, Ian O. Ihnatowycz
Institute for Leadership and Associate
Professor of Organizational Behavior*

It has been a great honour to provide leadership and direction to the Ian O. Ihnatowycz Institute for Leadership. Since its founding in 2010, and the launch of the report, Leadership on Trial: A Manifesto for Leadership Development, the Institute has been at the forefront in the research, outreach and teaching of leadership.



Researchers at the Institute explore the essential competencies and character traits that add up to great leadership – that secret formula that inspires, energizes and creates value in organizations. Through research, teaching and outreach – including case writing, conferences and collaboration – the Institute is continually breaking new ground as we explore the elements that make great leaders great.

Our goal is to create new knowledge that will improve the practice of business leadership and help develop the next generation of business leaders – both in Canada and around the world. As you'll see in this report, 2011 has been another extraordinary year of discovery.

The Institute is the research home of more than 20 faculty members and 10 graduate students who contributed significantly to academic journals throughout 2010-2011.

Areas of research strength include leadership skills and values, responsible leadership, leadership processes, motivating people, building high performance teams, change management, talent management and leadership succession and leading in times of crisis. For a listing of our research publications, see page 9.

Our annual report is built around the theme of a virtuous circle – discovering the characteristics of great leadership in order to build them into the next generation of leaders.

We hope you'll join us on this exciting journey.

“The Richard Ivey School of Business has itself demonstrated vision and leadership in recognizing that change was needed to better prepare students for their future leadership responsibilities. In this case, we are discovering the world of leaders and leadership.”

Ian O. Ihnatowycz, MBA '82

CHALLENGE THE STATUS QUO

Leadership on Trial.

New paths for investigation.



The financial and economic crisis of 2008-2009 revealed a serious detriment in leadership in corporations all over the globe. A team of researchers from various functional disciplines at Ivey examined the role that leadership played before, during and after the crisis.

From their work, the team developed a set of guiding principles for business leaders anchored on three pillars:

- **Character**
- **Competencies**
- A renewed **Commitment** to do the hard work of leadership

Now the Institute is developing new materials and new paths for investigation as a result of this work.

“The Leadership on Trial research project was a seminal moment for the Institute – one that will shape its direction for many years to come,” said Gerard Seijts, Executive Director, Ian O. Ihnatowycz Institute for Leadership.

For more on the Leadership on Trial research project go to go.ivey.ca/LOT



Arkadi Kuhlmann speaks at the introduction of Leadership on Trial.

Research that is transforming the classroom.

The impact of the collaborative research effort has been felt throughout the business world and changed the Ivey classroom.

The work resulted in a report called Leadership on Trial: A Manifesto for Leadership Development, which garnered interest from television and print media, including TV Ontario's The Agenda, The Globe and Mail and the National Post. The research team also presented their findings to a wide range of audiences, including Conference Board of Canada, Scotiabank and Manulife Hong Kong.

But it's in the classroom, that the work will have its most significant impact with several new courses developed as a result of the project.

- **Transformational Leadership (MBA):** Focuses on the development of leadership character.
- **Leaders Under Fire (HBA):** Explores the physical and mental stresses encountered by leaders and how to build resilience.
- **Leadership on Trial (Executive Development Hong Kong and Manulife Financial):** Challenges the beliefs and behaviours of those currently in leadership positions.

A Foundations of Leadership speaker series has also been an outcome of the work, featuring such leaders as Arkadi Kuhlmann, HBA '71, MBA '72, former Chairman & CEO of ING DIRECT USA, General Rick Hillier (Ret.), Michael McCain, HBA '79, President and CEO of Maple Leaf Foods and Gregg Saretsky, President & CEO of WestJet Airlines.

Watch the short video interviews with these and other leaders at www.ivey.uwo.ca/research/leadership/videos

TRANSFORM THINKING

Building on the momentum.

Bringing the message to the next generation of leaders.

“The landmark work, Leadership on Trial, has extraordinary momentum with more than 8,000 copies distributed,” said Gerard Seijts, Executive Director, Ian O. Ihnatowycz Institute for Leadership.

For example, the Institute was front and centre at the Top 10 Corporate Cultures Summit, an annual event organized by Waterstone Human Capital that recognizes best-in-class Canadian organizations for having an organizational culture that has helped them enhance performance and sustain a competitive advantage. The Institute ran a series of case discussions at the Summit.

Carol Stephenson, Jeffrey Gandz, Mary Crossan, MBA '85, PhD '91, and Gerard Seijts have been invited to speak about the report at numerous other corporate events and gatherings.

With three new courses, and new case development with an emphasis on leadership character, there are multiple ways in which the leadership development is formally integrated into all Ivey degree programs.

“If there is one sentence that stands out for me in the report it’s this: ‘Competencies count; character matters; and commitment to the leadership role is critical,’ said Seijts. “I think that, generally speaking, we’ve done a good job of focusing on



MBA students discuss the characteristics of leadership.

the competencies at business schools. What has been underexposed has been the role of character, and the commitment to do the hard work of leadership. There is a lot of excitement at the Institute about the importance of character and commitment in leadership. That’s where we need to have new and innovative teaching materials.”

The new courses enable Ivey’s future leaders to consider the importance of character and commitment in their roles.

“I have seen students transformed. They arrive on Day 1 and may be somewhat uncertain about their leadership capabilities. And then they turn out to be the valedictorian, and you think, ‘what happened during those 12 months?’ It’s an amazing journey for the students,” says Seijts.

Learning on many levels.

The Institute is also breaking new ground in bringing the message of effective leadership to the classroom and the boardroom.

- New leadership experiences have been developed, such as spending time with firefighters in intensive drills to understand

the challenges of leadership under duress. We are also exploring an exciting initiative with the Canadian military.

- Top executives bring the message of leadership to all levels of students – from HBA students to management teams. Speakers included Michael McCain, HBA '79, who spoke on the Listeriosis outbreak and how the issue was managed by leaders at Maple Leaf Foods; Nestlé Canada President & CEO Tim Brown on transforming organizational culture; and Andrew Chisholm, MBA '85, Managing Director of Investment Banking, Goldman Sachs, on creating a culture of constructive dissent.
- New cases are being developed that bring the message of leadership in real life situations to students.

Visit www.ivey.uwo.ca/research/leadership/cases/index.htm for an extensive list of cases, including a six-part video case series on social activist and entrepreneur Craig Kielburger, and a new case series on Apple.

Breathing new life in the classroom.

Ivey Professor Mary Crossan and her colleagues have created an MBA elective on Transformational Leadership that places a strong emphasis on self-reflection, and enables students to explore the idea of leadership character through case studies, role plays, and workshops designed by students to address the six key leadership virtues.

One of the innovative methods used in the elective is using the movie *Invictus* as a means for students to identify character strengths and virtues in Nelson Mandela and Francois Pienaar, the captain of the predominantly white South African rugby team. Personal stories and case studies are also used to identify these attributes. The highlight of the course has proved to be student-led workshops in which groups select one of the six virtues and prepare a one-hour workshop for the class designed to help peers understand character strengths associated with that virtue.

Personal journal entries show the deep impact the course has had on students. The following entry provides insight into one student course experience:

“I found the reflection component and the ability to discover myself and my values to be the most precious part of taking this course. While many in the MBA class speculated that this would be a so-called “fluff” course, I can now confidently say that it was not. The speakers that were brought in to discuss value systems and leadership styles were phenomenal and have contributed to my learning in a way that textbooks and casebooks could not.”

Ivey's work in the field of leadership is a virtuous circle of research, learning, teaching and discovering, which is transforming the way we lead today and tomorrow.

Shaping leaders. Reshaping leadership.

Creating effective leaders is not the responsibility of a single management discipline.

Throughout the year, the Institute supported the writing of cross-enterprise leadership cases written and taught by faculty from different disciplines and supported through a wide array of media resources.

The Maple Leaf Foods case, for example, is presented by faculty from leadership, strategy, marketing and finance. The case focuses on the Listeriosis outbreak and how the crisis was managed by leaders at Maple Leaf Foods.

Take a look at the number of cross-discipline cases developed to build a more effective and values-based leader for today's world.

ING DIRECT USA: Facing the Future

Gerard Seijts, Mary Crossan, Fraser Johnson and Joe Compeau

A look at the divestment of ING DIRECT USA by ING Group of the Netherlands. Arkadi Kulmann reviews his organization and thinks about what challenges the firm will face in the future.

Merging Esso Iceland and Bilanaust (A)

Gerard Seijts, Ken Mark and Tony Frost

The merger of two quite different companies in Iceland: Bilanaust and Esso Iceland and the challenges of bringing together two very different organizations.

WestJet: Building a High-Engagement Culture

Gerard Seijts, Ken Mark

A look at how WestJet sought to achieve its very ambitious goals both in Canada and internationally.

Risk Leadership at TD Bank Group

Jeffrey Gandz

How TD Bank Group emerged from the financial meltdown and subsequent recession in 2008-2009 stronger than ever.

Building a case for leadership: New research in 2011.

Here are the highlights of the important work done on leadership by Ian O. Ichnatowycz Institute for Leadership.

SELECTED PUBLICATIONS:

Seijts, G.H., Roberts, 2011, The Impact of Employee Perceptions on Change in a Municipal Government, *Leadership and Organizational Development Journal*, 32: 190-213.

Crossan, M.M., Maurer, C.C., White, R.E., 2011, Reflections on the 1999 AMR Decade Award: Do We Have a Theory of Organizational Learning?, *Academy of Management Review*, 36: 446-460.

Casey, A.J., Olivera, F., 2011, Reflections on Organizational Memory and Forgetting, *Journal of Management Inquiry*, 20: 305-310.

Rerup, C., Feldman, M., 2011, Routines as a Source of Change in Organizational Schemata: The Role of Trial-and-Error Learning, *Academy of Management Journal*, 54: 577-610.

Tang, J., Crossan, M.M., Rowe, W.G., 2011, Dominant CEO, Deviant Strategy, and Extreme Performance: The Moderating Role of a Powerful Board, *Journal of Management Studies*, 48: 1479-1503.

Yang, Y., Konrad, A.M., 2011, Diversity and Organizational Innovation: The Role of Employee Involvement, *Journal of Organizational Behavior*, 32: 1,062-1,083.

Judge, T.A., Livingston, B.A., Hurst, C., 2012, Do nice guys – and gals – really finish last? The joint effects of sex and agreeableness on income, *Journal of Personality and Social Psychology*, 102: 390-407.

Seijts, G.H., Latham, G.P., 2012, Knowing When to Set Learning Versus Performance Goals, *Organizational Dynamics*, 41: 1-6.

BOOKS:

Leadership on Trial: A Manifesto for Leadership Development, Jeffrey Gandz, Mary Crossan, Gerard Seijts and Carol Stephenson – go.ivey.ca/7P

Cross-Enterprise Leadership: Business Leadership for the Twenty-First Century, Edited by Dr. Mary Crossan, Dr. Jeffrey Gandz, and Dr. Gerard Seijts – go.ivey.ca/7R

Five Seconds at a Time: How Leaders Can Make the Impossible Possible, Denis Shackel – go.ivey.ca/BE

PRACTITIONER PUBLICATIONS:

Developing Leadership Character, Mary Crossan, Jeffrey Gandz and Gerard Seijts, *Ivey Business Journal* – go.ivey.ca/7S

To a Better Understanding: The Leadership Odyssey Explored, Kanina Blanchard, *Ivey Business Journal* – go.ivey.ca/BH

Leadership: Reflections on Lessons Learned in the Canadian Navy, Glenn Rowe, *Ivey Business Journal* – go.ivey.ca/BI

BP and Public Issues (Mis)Management, Murray Bryant and Trevor Hunter, *Ivey Business Journal* – go.ivey.ca/BK

RESEARCH REPORTS:

Business Challenges, Requirements for Good Business Leadership, and Business Leaders' Skills Perspectives 1999 – 2011 – go.ivey.ca/7T

Leadership at the Graduate Studies and Postdoctoral Levels – go.ivey.ca/7S

NEWSPAPER OPINION PIECES:

Gerard Seijts, Lessons from Nelson Mandela, *National Post*, Sept. 13, 2011.

Gerard Seijts, Without learning, success breeds failure, *National Post*, July 26, 2011.

LEAD BY EXAMPLE

Walking the talk: Learning from effective leaders.



Craig Kielburger shares winning practices from the not-for-profit sector.

The Institute took advantage of Ivey's Idea Forum to host a number of well-recognized leaders to gain their insights into leadership. Featured speakers included:

Lesra Martin, the man who helped free Rubin "Hurricane" Carter and author of *The Power of a Promise*, discussed how to become the kind of leader you want to be.

Ted Malloch showed parts of his PBS documentary, *Doing Virtuous Business*. The documentary explores virtues such as respect, courage, patience, discipline, compassion, forgiveness, gratitude, and

humility, and how these virtues, when put into practice, can reshape priorities, elevate organizational vision and mission, and strengthen economic and social parameters.

Ron Buist, Tim Hortons' marketing director for 24 years and inventor of one of the best-known and most successful marketing campaigns in Canadian advertising history, revealed the secrets of innovative and sustainable marketing programs.

Craig Kielburger, co-founder of two of the world's most influential international non-profit organizations, Free The Children and Me to We, shared winning practices from the not-for-profit sector.

Visit ivey.uwo.ca/discover/ivey-idea-forum

Engaging alumni to promote and grow the Institute.

"Getting Ivey alumni involved in the work of the Institute is a critical part of success going forward," said Gerard Seijts, Executive Director, Ian O. Ihnatowycz Institute for Leadership.

The Institute has a very successful track record of engaging alumni in the development of research, curriculum, programs and events which support the study of leadership themes and issues.

"Thus far, Ivey alumni have been integral to the Leadership on Trial research project, the development and delivery of case studies, and experiential learning through interactive classroom visits," Seijts said. "As a result of the generous and visionary support of donors like Ian Ihnatowycz, MBA '82, and Marta Witer and Kathleen and Bill Troost, MBA '75, a significant body of research into leadership practices, issues and trends has already been amassed, and will serve as the foundation for generations of scholars and students seeking leadership insights."

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