

IVEY

IAN O. IHNATOWYCZ INSTITUTE FOR LEADERSHIP



THANK YOU TO OUR FRIENDS AND COLLEAGUES FOR THEIR CONTINUED SUPPORT OF THE LEADERSHIP INSTITUTE.

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- Barbara Stymiest, HBA '78
- Kathleen & William Troost, MBA '75

Ian O. Ihnatowycz Institute for Leadership | **CONTENTS**

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MESSAGE FROM THE EXECUTIVE DIRECTOR



GERARD SEIJTS | IAN O. IHNATOWYCZ CHAIR IN LEADERSHIP

Failing to access leader character can clearly be expensive. For example, fraud resulting from mismanagement at Wells Fargo has already cost the bank about US\$300 million in fines and pre-settlement investigative costs while wiping out more than US\$6 billion in shareholder value. Ex-employees, meanwhile, are seeking US\$2.6 billion in a class-action lawsuit related to the bank's culture that rewarded employees who created multiple accounts for customers without permission. And let's not forget the millions lost from the hit to Wells Fargo's brand value, which was listed at US\$30 billion before suffering from criminal behaviour that enriched the stock holdings of executives while decimating public trust and generating minimal revenue for the company. These numbers are shocking, but not as shocking as the leadership that set the stage for misbehaviour and then failed to do anything about it for years.

It has been less than 10 years since banking-sector leadership and governance failures almost toppled the global financial system, but the expensive lessons embedded in the 2008 financial crisis appear forgotten as high-profile cases of appalling corporate behaviour continue to undermine capitalism.

It is no secret that good leadership requires commitment to the hard work it takes to look out for an organization's stakeholders, along with the intellect and competencies required to compete in today's disruptive and uncertain times. But research conducted at the Institute for Leadership has made it clear that good

leadership further requires a balance of identifiable character dimensions. The importance of assessing and developing leader character is now widely accepted.

As educators at the Ivey Business School, we have the opportunity and obligation to thoroughly examine, understand, and commit to the development of good leadership. Ivey's mission is "To develop business leaders who think globally, act strategically, and contribute to the societies within which they operate." The Institute for Leadership reinforces the mission through the creation of new knowledge in the leader character area. We expose students in degree and executive education programs to our work to enhance their effectiveness as leaders, and communicate the results of our activities in research and student programming with leaders in the public, private and not-for-profit sectors through various outreach initiatives.

We aspire to be recognized by researchers and practitioners as a globally-leading institute for research, teaching and outreach regarding the awareness, assessment and development of leader character. As you will see in the pages of our annual report, much has been achieved since the founding of the Institute in 2010. Our initiatives in the areas of research, teaching and outreach are gaining substantial traction and put us in a strong position to support the mission and vision of Ivey. We thank our benefactors, sponsors, volunteers and colleagues for their ongoing support and we look forward to the year ahead.

RESEARCH

NEW BOOK ON LEADER CHARACTER PROVIDES POWERFUL INSIGHTS FOR IVEY IDEA FORUM



Gerard Seijts, Dean Connor, Rob Brouwer and Cynthia Devine

COMPETENCIES COUNT, CHARACTER MATTERS, AND COMMITMENT TO THE ROLE OF LEADERSHIP IS CRITICAL TO SUCCESS.

These are the three Cs of good leadership. If any of these three pillars are deficient, the shortfall will undermine the other pillars and, ultimately, lead to performance problems for leaders, organizations and related stakeholders. That was the message at an Ivey Idea Forum in Toronto on February 25, where Professor Gerard Seijts presented material from the new book, *Developing Leadership Character*. Research for the book involved conversations with, and data collection from, senior leaders from different industries, sectors, and countries.

“Character has traditionally received the least attention of the three Cs – both in academia and the world of practice – even though it has long been thought to be a foundational element of leadership effectiveness,” said Seijts. “There is a real disconnect in what we say is important and what we actually see happening in organizations.”

Seijts and co-authors Professor Mary Crossan and Professor Emeritus Jeffrey Gandz conceptualized leader character as an amalgam of virtues, values, and personality traits that can be broken down into 11 dimensions: Courage, Accountability, Justice, Temperance, Integrity, Humility, Humanity, Collaboration, Drive, Transcendence, and Judgment. Seijts stressed that each of the dimensions is important because they are interrelated and work together in decision-making and subsequent action.

“As leaders, we should strive to develop all 11 character dimensions, but for most of us, that might prove to be a very challenging exercise, but not one to shy away from,” he said.

The event also included a panel discussion with high-profile leaders who shared their insights on character in the workplace. Panelists included Rob Brouwer, Canadian Managing Partner, Clients and Markets for KPMG; Dean Connor, HBA '78, President and Chief Executive Officer of Sun Life Financial; and Cynthia Devine, HBA '87, Chief Financial Officer of RioCan Real Estate Investment Trust.

READ MORE: go.ivey.ca/LeaderCharacter

RESEARCH DEMONSTRATES LEADERS INFLUENCE FOLLOWERS THROUGH BUILDING AN ETHICAL CULTURE

LEADERS SET THE TONE FOR HOW OTHERS BEHAVE, BUT HOW AND TO WHAT EXTENT?

Professor John Schaubroeck from Michigan State University's Eli Broad College of Business came to Ivey to present his research. His article "Embedding Ethical Leadership Within and Across Organization Levels," coauthored with seven others, including Ivey Assistant Professor Ann Peng, was this year's winner of the Best Paper Award from Ivey's Ian O. Ichnatowycz Institute for Leadership.

The article examines how leadership and culture at higher levels relate to the ethical behaviours and transgressions of lower-level followers. The authors found that ethical behaviour didn't simply trickle down from top-level leaders to lower-level followers. Higher-level leaders also influence followers indirectly through building an ethical culture among the units at various levels of the organization.



John Schaubroeck

This research suggests the pervasive impact of top leadership on front-line employees' behaviour that is carried through both direct imitation process and indirect processes in which leaders shape unit culture down and across organizations.

FIRST ANNUAL LEADER CHARACTER CONFERENCE

IVEY HOSTS AN INTERACTIVE OPPORTUNITY TO FURTHER THE CONVERSATIONS AND DEVELOPMENT OF WORK ON LEADER CHARACTER.

In October, academics and practitioners from across the United States and Canada came together to participate in the inaugural 2015 Leader Character Conference in Toronto.

The conference created a platform for academics and practitioners to discuss and share important updates on research, teaching and outreach in leadership and character development.

Facilitators throughout the conference included Mary Crossan, Bill Furlong, Rick Hackett, Peter Jennings, Michael King and Gerard Seijts. The keynote speaker was Lawrence Stevenson, Chairman of the Board of SNC-Lavalin.



A conference attendee from Canadian Business wrote about how we teach leader character in Ivey's MBA program following the conference. READ MORE: go.ivey.ca/CharacterConference

WHITE PAPER DISCUSSES HOW THE FINANCIAL SERVICES SECTOR CAN EMBRACE LEADER CHARACTER

“We believe that it would be more insightful and more precise to interpret misconduct and misbehavior in the business sphere as being a failure of judgment, caused by weakness in some dimension(s) of character.”

The implementation of leader character into financial services organizations is discussed in Mary Crossan, Bill Furlong and Jeffrey Gandz’s white paper, “Character’s Critical Role in Strengthening Judgment in Financial Institutions.” This compelling white paper targeted at the financial services sector, argues that the essential source of misconduct that has persisted is not, as commonly believed, a failure of subjective morality due to “bad” character but rather a failure of business judgment due to objective character weaknesses. It was introduced by the authors at Northwind’s 2016 Financial Services Invitational Forum in May and subsequently featured in an Ivey Business Journal article and the National Post.

READ THE FULL PAPER: go.ivey.ca/WhitePaper



Bill Furlong

RECENT FUNDED LEADERSHIP-RELATED CASES

AltaGas Ltd: Forrest Kerr Hydroelectric Project (Karen MacMillan, Gerard Seijts)

After reaching agreement with federal and provincial governments, Tahltan Council and community (a First Nations Group that had rights to the land) and completing the complex construction phase (with an investment of over a billion dollars), the case now considers how to sustain the positive AltaGas-Tahltan collaboration for the 60 year lifespan of the agreement. This case has been submitted to the 2016 EFMD case competition.

Product Number: 9B16C014 **Date:** 2016-05-17

CivicAction: Launching a Multi-stakeholder Initiative (Jean-Louis Schaan, Gerard Seijts)

The case series examines the complexities of bringing a group of stakeholders with different interests together in a neutral sandbox to gain buy-in for a program to reduce energy consumption in commercial office buildings in the GTA. This case has been submitted to the 2016 EFMD case competition.

Product Number: 9B16C018 **Date:** 2016-06-10

MARY WEIL WINS INTERNATIONAL CASE WRITING COMPETITION

Mary Weil, Ivey communications lecturer and Faculty Director of the HBA Program, was among the winners of the 2015 EFMD Case Writing Competition. Sponsored by the Leadership Institute, the case, *Boldly Go: Character Drives Leadership at Providence Healthcare*, written by Weil and Chitra P. Reddin was awarded first place in the “Responsible Leadership” category.

Mary Weil >



SELECT CONFERENCE PRESENTATIONS



Mary Crossan

COLLEAGUES OF THE INSTITUTE HAVE PRESENTED LEADER CHARACTER PAPERS AT MAJOR CONFERENCES. EXAMPLES INCLUDE:

Seijts, G., Byrne, A., Crossan, M., & Gandz, J. (2016)

Leader character in board governance. Paper presented at the annual meeting of the Academy of Management, August 5-9, Anaheim, California.

Monzani, L., Seijts, G., Crossan, M., Wright, T.A., & DeGroat, A. (2016)

Leader character development: The key to organizational success. Paper presented at the annual meeting of the Western Academy of Management, March 9-12, Portland, Oregon.

Monzani, L., Crossan, M., Cameron, K.S., & Wright, T.A. (2015)

Leader character: Reimagining governance. Paper presented at the annual meeting of the Academy of Management, August 7-11, Vancouver, Canada.

Crossan, M., Byrne, A., Reno, M., & Seijts, G. (2015)

Leader character: Theory to practice. Paper presented at the annual meeting of the Academy of Management, August 7-11, Vancouver, Canada.

Scycheva, A., Olivera, F., & Raz, M. (2015)

Error detection: The interactive effects of individual subjectivity and organizational context. Proceedings of the International Conference on Organizational Knowledge, Learning and Capabilities, April, Milan, Italy.

Sidani, Y. & Rowe, W. G. (2015)

Moral legitimacy and authentic impact: Reassessment of the moral dimension in authentic leadership. Society for Business Ethics Annual Meeting, August 6-9, Vancouver, Canada.

Crossan, M., Maurer, D., & Vera, D. (2016)

Leader character and organizational learning. Paper presented at the Organizational Learning Knowledge and Capabilities Conference, April 2016, St. Andrews, Scotland.

Crossan, M., Nguyen, B., Pardo, A., Sturm, R., & Vera, D. (2016)

Character infused organizational learning: A case study. Paper presented at the Organizational Learning Knowledge and Capabilities Conference, April 2016, St. Andrews, Scotland.



RESEARCH AWARDS

A **SSHRC Grant** was awarded to Ann Peng and Gerard Seijts: *Leader Disciplinary Behavior and Individual and Group Performance: The Mediating Role of Learning from Mistakes* (\$55,755)

A **Brescia Research Grant** was awarded to Post-Doctoral Research Fellow Lucas Monzani. Monzani is partnering with a faculty member at Brescia on a research study, *Leader character and gender: Does a women's university make a difference?*

< Ann Peng

TEACHING

THREE SEASONED LEADERS. A LIFETIME OF LESSONS IN JUST OVER AN HOUR FOR MBA STUDENTS.



Barbara Stymiest,
Jon Hantho,
Thomas d'Aquino

THREE OF CANADA'S MOST SUCCESSFUL CORPORATE LEADERS BROUGHT A LIFETIME OF EXPERIENCES TO IVEY'S MBA STUDENTS AS PART OF THE MBA LEADERSHIP DAY ON AUGUST 2.

Barbara Stymiest, HBA '78, Corporate Director; Thomas d'Aquino, Chairman and Chief Executive, Intercounsel Ltd.; and, Jon Hantho, MBA '89, Principal, Janus Advisory Services brought their lessons from the C-Suite to a panel session. Through a Q&A session led by Professor Gerard Seijts, each panellist highlighted the learning that good leaders experience throughout their careers – the good, the bad, and the embarrassing.

Students participated in leadership case studies, and the day was brought to a close with keynote speaker and accomplished leader, Elyse Allan, President and Chief Executive Officer of GE Canada and Vice President GE.

Best leadership advice:

STYMIEST: I'll never forget the speech that a senior partner gave about the importance of partnership. It was about the fact that our strength was in numbers, and in bringing the entire firm to our clients. The fact that we were stronger as a team. That whole speech on the importance of partnership has stuck with me to this day.

D'AQUINO: I was told, whatever you aspire to do in life, try to become a triathlete. Try to succeed in business, and in the non-profit sector, and make time for developing yourself outside of your specific areas of focus. That was really one of the most important pieces of advice I've received.

The role of mistakes:

HANTHO: A wise man once said you're allowed to make big mistakes, just don't make them twice. I've accepted that as a good premise. If you're not making mistakes, you're probably not putting yourself out there.

CHARACTER AND CANDOUR CONFERENCE:

A DAY DEDICATED TO LEADERSHIP SKILLS IN IVEY'S UP-AND-COMING LEADERS

Monica Lewinsky encouraged the next generation to become “upstanders” in the fight against cyberbullying. Jeanne Beker talked about the importance of fearlessness, resilience, and authenticity.



Monica Lewinsky

The Third Annual HBA1 Leadership Character and Candour Conference provided students with countless insights and valuable advice about their leadership development and the importance of leader character.

It took Monica Lewinsky more than a decade to heal from the public humiliation suffered after news of her affair with former president Bill Clinton travelled the globe via the Internet in 1998. She doesn't want others to face the same fate. Lewinsky is encouraging the next generation to become “upstanders” in the fight against cyberbullying and to show support for the victims.

“Being an upstander is a form of leadership – leader character. Leadership is about being brave, having courage, and sometimes taking the risk to be vulnerable,” said Lewinsky. “We need a cultural revolution. Online we have a compassion deficit – an empathy crisis. Something tells me that matters a lot more to most of us. So please exhibit leader character, be an upstander, and click with compassion.”

READ THE Q&A IN IVEY BUSINESS JOURNAL WITH MONICA LEWINSKY: go.ivey.ca/MonicaLewinsky



Sarah Ferguson,
Gerard Seijts,
Jeanne Beker,
Karen Conway

As part of the conference, students participated in workshops to understand their own personalized self-assessment of leader character and identify how character played out in the leadership of Nelson Mandela. Faculty who led the HBAs through the workshop discussion included Ann Frost, Bob Kennedy, David Loree, Fernando Olivera, Lyn Purdy, Glenn Rowe, Gerard Seijts and Mark Vandenbosch.

The day-long event concluded with a presentation from television personality, fashion designer, author, and newspaper columnist Jeanne Beker. Beker credits her parents with demonstrating the importance of fearlessness, tenacity and honesty as they rebuilt their lives in Canada, beginning with nothing.

WATCH THE FULL INTERVIEW WITH JEANNE BEKER:
go.ivey.ca/JeanneBeker

The Character and Candour Conference is made possible by generous alumni, a husband and wife team, who so firmly believe in the importance of candour, that they donated \$1 million to support research and teaching in this critical area.

SUPPORTING SERVICE LEARNING IN AFRICA

“The best decision I made in high school was to attend Ivey and learn through the case method; the best decision I made in HBA1 was to go to Jomo Kenyatta University and share my experience with them.” ~Armin Khayatian, HBA '17

The Leadership Institute supported two HBA students with a travel bursary, enabling them to share their knowledge of case-based learning with counterparts in Africa, while also learning how to do business in this rapidly growing area of the world.

As Khayatian described, “This summer, I led the implementation of the Ubuntu Management Education Initiative across Kenya. This initiative spans 39 countries and aims to support case-based education in African universities. For over two months I worked directly with the dean and faculty of Jomo Kenyatta University to market and teach *Business Decision-Making with Cases* – a multi-disciplinary elective exploring the East African business landscape. By the end of the course, we certified over 100 students and helped foster entrepreneurship throughout the community. This experience changed my perspective and taught me more than I could have ever wished to impart. Nicole Haggerty runs a phenomenal program and I cannot recommend it enough; I’m thankful for the Ian O. Ihnatowycz Institute for Leadership for providing me with this incredible opportunity.”



Victoria Stopar, HBA '17 with students at Saint Augustine University of Tanzania

Victoria Stopar, HBA '17 was sent to Saint Augustine University of Tanzania (SAUT) in Mwanza, Tanzania, with her team. They began teaching with 60 students registered. By the end of their first week, that number jumped to over 350 students!

READ MORE: go.ivey.ca/Africa

EVA MOZES KOR – A MODEL OF RESILIENT CHARACTER AND THE CAPACITY TO FORGIVE

Rarely, do we hear about forgiveness as a strength, and often times it is viewed as a weakness. Eva Kor’s experiences as a survivor of the Holocaust and as a forgiveness advocate help us understand why it is so critical.

Kor spoke to the MBA students in the Transformational Leadership course, taught by Professor Mary Crossan, that focuses on developing the 11 dimensions of leader character and their associated elements.

Fahad Tariq, MBA '16 described Kor’s presentation as one of the highlights of the course for him:

“Ms. Kor, now 81 and an American, lost most of her family in the Holocaust and was subjected to human experimentation at Auschwitz. Despite her harrowing experience, she found the capacity to forgive and to move on with her life. This to me was a clear example of resilient character. She could have been vengeful, and justifiably so, but she recognized she could have a greater positive impact by demonstrating magnanimity.”

READ THE FULL ARTICLE ABOUT KOR IN IVEY BUSINESS JOURNAL:
go.ivey.ca/EvaKorIBJ



FORMER ENRON CFO, ANDY FASTOW: “IT’S NOT ONLY THE RULES, IT’S THE PRINCIPLES, TOO.”

Speaking at the Troost Annual Leadership Event, with a trophy in one hand and a prison ID card in the other, Fastow told Ivey students the world isn’t black and white.

Fastow spoke to HBA1 students as part of their week-long cross-enterprise leadership learning exercise. His talk was delivered via webcast because, at the time, he was not allowed to travel to Canada due to his criminal record.

According to Fastow, there are grey areas where the rules aren’t clear, and it isn’t always easy to tell what’s right and what’s wrong.

That’s what the former CFO of Enron learned in 2001 when the Enron scandal broke, what some refer to as the greatest fraud in corporate American history. For his involvement, Fastow was indicted on 78 counts, including fraud, money laundering, and conspiracy – all shortly after being named CFO of the Year.



Andy Fastow speaking via webcast

“I never thought I was committing fraud,” he said. “I knew what I was doing was misleading – but I never thought it was illegal.” Fastow told students, “It’s not only the rules, it’s the principles, too. That’s the simple essence of what I hope you take away from this lecture.”

READ THE Q&A IN IVEY BUSINESS JOURNAL WITH FASTOW:
go.ivey.ca/Enron

GOOD LEADERS LEARN: HBA1S GET A FIRST-HAND LOOK AT LESSONS IN LEADERSHIP

Leadership is less about having all the answers and more about developing, encouraging and listening to others – the softer elements of leadership.

When Tim Hockey, EMBA '97, was just starting his career, he thought leadership was about being smarter and working harder than everybody else. “It’s not about that at all,” he said. “It’s *all* about everybody else.”



Gerard Seijts (moderating), Jon Hantho, Trudy Fahie, and Tim Hockey

As one of the kickoff events of the year for HBA1 students, Ivey held its annual HBA Leadership Day where students had the opportunity to hear from Hockey and other alumni. The day-long event included an expert panel and case discussions on the topic of developing as a leader.

The Q&A session, moderated by Professor Gerard Seijts, included **Trudy Fahie**, HBA '81, President and CEO, Walmart Canada Bank, EVP Financial Services, Walmart Canada; **Jon Hantho**, MBA '89, at the time President & CEO, Maxxam Analytics; and **Tim Hockey**, EMBA '97, at the time Group Head, Canadian Banking, Auto Finance, and Wealth Management, TD Bank Group and President and CEO TD Canada Trust.

In a special mini-case session designed for Leadership Day, Ivey faculty led classes through a fictional character’s crucible leadership moment. Students were asked to put themselves in the position of various executives facing tough career decisions. Faculty who led the HBAs through the case discussion included Kersi Antia, Tima Bansal, Ann Frost, Mary Gillett, Bob Kennedy, David Loree, Eric Morse and Lyn Purdy.

GOOD LEADERSHIP LEARNING CAN COME FROM ANY EXPERIENCE, EVEN MISBEHAVIOUR ON A TRADING FLOOR

Despite more audacious and larger scale incidents of rogue trading since the collapse of Barings in 1995, Nick Leeson remains the most infamous rogue trader. How could one trader bring down the banking empire that had funded the Napoleonic Wars?



Leeson spoke frankly with the MBA students about what happened at Barings and some of the tough lessons learned. He encouraged students to not be afraid to admit failures. He also reinforced the idea that leader character matters.

Kathryn Tang MBA '18 reflected, "To my surprise, Leeson's actions portray him not as a master manipulator with a grand scheme to bring down Barings, but a young man in need of guidance."

One of the leadership lessons Tang drew from Leeson's talk was that, "We're often motivated through incentive structures that focus on short-term returns. Thinking about how we want to be remembered and about the legacy we want to leave behind can help us redefine our values."

READ MORE ABOUT LEESON'S PRESENTATION:
go.ivey.ca/RogueTrader

READ KATHRYN TANG'S REFLECTION OF LEESON'S PRESENTATION: go.ivey.ca/KathrynTang

READ THE Q&A IN IVEY BUSINESS JOURNAL WITH LEESON:
go.ivey.ca/RogueLessons

LEADERSHIP UNDER FIRE – DEVELOPING LEADERSHIP CHARACTER COURSE REINTRODUCED



Ivey students experienced a four-day intensive course designed to deliver the insights of good

leadership under stressful conditions that have been developed through the experiences of former and current members of the Canadian military.

There is a persistent belief in the business world that while business schools do a good job of developing students' management skills, they have come up short in terms of developing leadership skills. Leadership Under Fire has a goal to change that.

"You learn about yourself in challenging situations," said Gerard Seijts, who co-developed the course and is one of its instructors with Lyn Purdy. "The course is intended to take students out

of their comfort zone and put them into stressful situations mentally, physically and emotionally. Students will be both leaders and followers in team tasks. We observe their behaviour, coach them toward better performance and discuss how the 11 character dimensions either facilitated or hampered their performance as a leader or a follower."

David Quick, EMBA '16, and Paul Carroll, EMBA '16, were instrumental in developing this course. Both served in the Canadian Armed Forces.



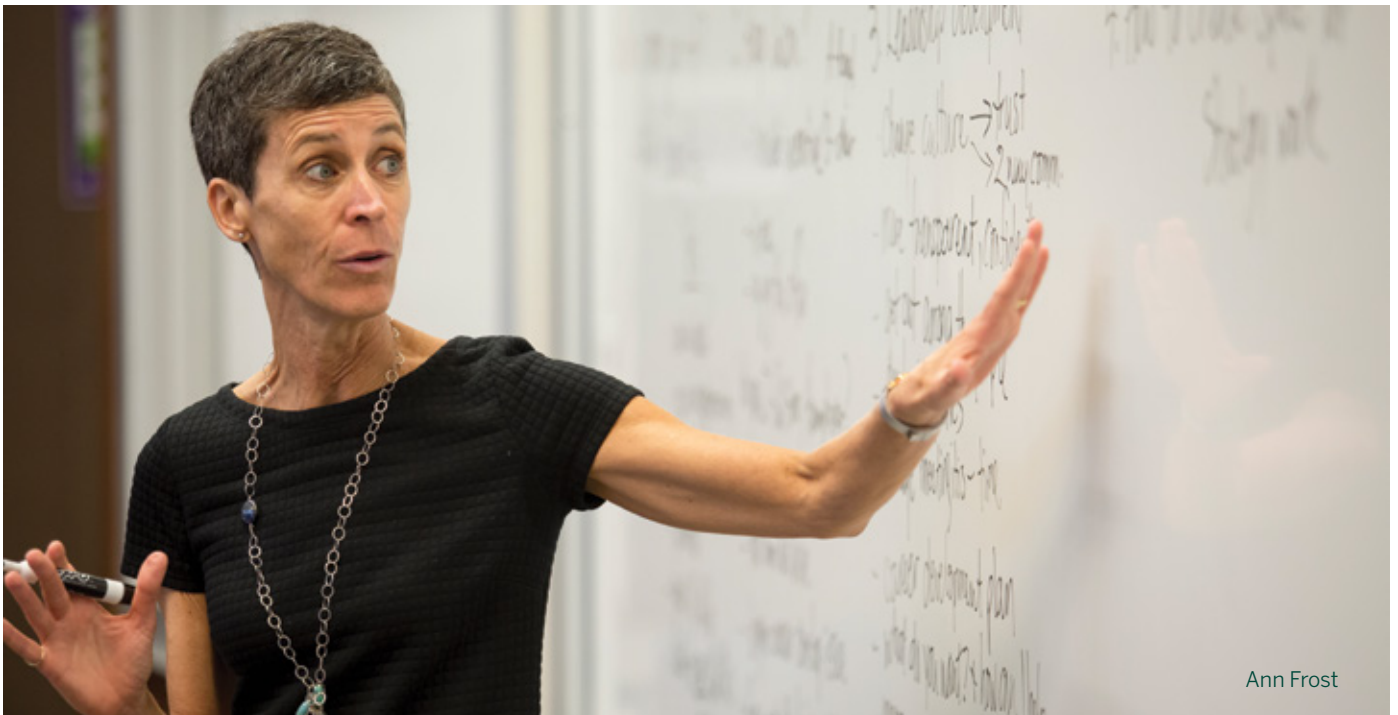
WATCH THE VIDEO WITH FOOTAGE OF THE COURSE IN ACTION: go.ivey.ca/UnderFire

Leadership Under Fire is made possible by a generous donation from General Dynamics Land Systems - Canada and has been shortlisted for the ReImagine Education Ethical Leadership Award.

OUTREACH

DEVELOPING LEADERS FROM THE NOT-FOR-PROFIT SECTOR

CommunityShift™ is a leadership development program designed exclusively for C-level leaders of Canadian charities and not-for-profit organizations, founded by KPMG Enterprise and the Ivey Business School.



Ann Frost

In November 2015, CommunityShift™, a rigorous five-day developmental program for 45 of Canada's leaders of publicly accountable NPOs, was completed. Highlights included presentations from Rahul Bhardwaj, at the time President and CEO Toronto Foundation; Sevaun Palvetzian, CEO CivicAction; and Dr. Catherine Zahn, President and Chief Executive Officer, Centre for Addiction and Mental Health.

Participants in QuantumShift™, the Ivey/KPMG developmental program for Canada's most promising entrepreneurs, donated over \$65,000 to bursaries for CommunityShift™ participants.

LEARN MORE ABOUT COMMUNITYSHIFT™ :
go.ivey.ca/CommunityShift

STRONG RANKING RESULTS ON DIMENSION OF LEADERSHIP

Bloomberg Businessweek ranked Ivey's MBA program as the #1 International program in 2014 & 2015. The program was also ranked #1 in 4 of 14 key "job skills" including **Leadership**.

IVEY PARTICIPATES IN GLOBAL #CHARACTERDAY2016

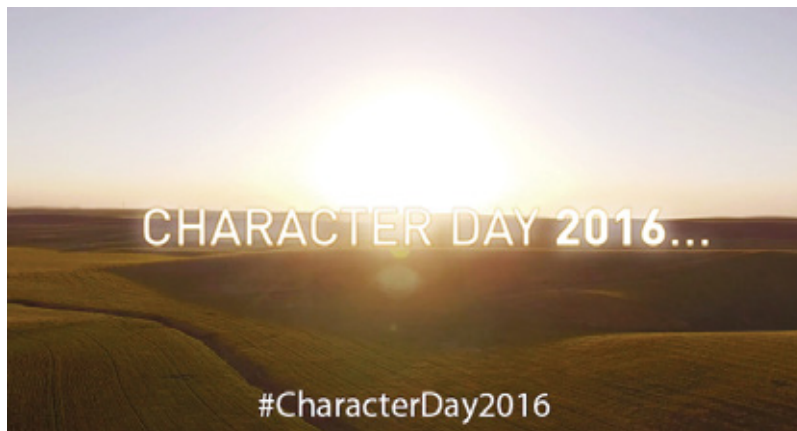
CHARACTER DAY 2016: 92,000 EVENTS IN 124 COUNTRIES

Character Day is a global movement launched in 2014 by an educational film nonprofit, Let It Ripple, to promote the science of character through film and technology. Its landmark film, *The Science of Character*, which all HBA1 students viewed on Character Day, connects the strengths of character to a greater conversation about what it means to be human in the context of school, community, business and society.

Character Day at Ivey coincided with the kick off of **Ivey Connects**, a student-led initiative that sees students volunteering to advance the social health of not-for-profit organizations in the community.

READ MORE ABOUT IVEY CONNECTS: go.ivey.ca/IveyConnects

READ MORE ABOUT CHARACTER DAY: go.ivey.ca/Ripple



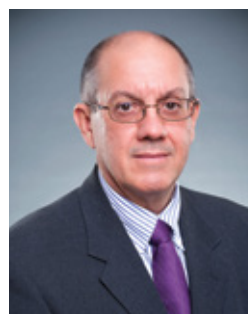
LEADER CHARACTER PRESENTATIONS IN THE COMMUNITY

Faculty colleagues of the Institute presented to several audiences including:

- Rogers Communications
- TD Bank
- Northwind's 2016 Financial Services Invitational Forum
- Starlight Investments
- Blakes Law Firm
- Canadian Association of Farm Associations
- Community Safety Village
- Lynda Shaw Memorial Distinguished Lecture Series – Western Engineering
- Senior supervisors group across the G-10

Executive audiences are exposed to our Leader Character work through Ivey's Executive Education offerings, where we reach organizations in the public, private and not-for-profit sectors with our leader character teaching.

LEADER CHARACTER WORKSHOP HOSTED AT IVEY



Leadership Institute Executive-in-Residence Mark Reno brings Good Leadership message to London, Ontario

Mark Reno facilitated a workshop exploring competencies, commitment and character in good leadership. The half-day event in May was supported by partners from the Better Business Bureau, Rotary Club of South London, Canadian Credit Union Association, and Libro Credit Union.

RICHARD BARTREM AND RICK GANDERTON SHARE LEADERSHIP LESSONS ABOUT THE IMPORTANCE OF CULTURE

MBA students learned valuable lessons from seasoned leaders during the Leading People & Organizations course

Rick Ganderton, former Rouge Valley Health System (RVHS) CEO, shared his insights on the RVHS transformation. From Ganderton's perspective, leader character, including the dimensions of courage, drive, collaboration, and humility, are crucial to ensure that leaders see their initiatives through to adoption. Ganderton emphasized the importance of cultural norms on the financial performance of an organization.

Richard Bartrem, the Vice-President of Communications and Community Relations at WestJet, brought his leadership and strategy insights to the classroom. Through WestJet's network expansion with Encore, they demonstrated where culture can be a source of competitive advantage.

READ THE FULL ARTICLE ON GANDERTON'S PRESENTATION:
go.ivey.ca/Ganderton

READ THE FULL ARTICLE ON BARTREM'S PRESENTATION:
go.ivey.ca/Bartrem



Richard Bartrem

WEB AND SOCIAL MEDIA HIGHLIGHTS

Sept. 1, 2015-Sept. 2, 2016

24,759

page views



3:00+

minutes per page

#2

in web traffic across all Ivey Centres and Institutes

TOP FIVE SOCIAL MEDIA POSTS

- 1 Andy Fastow**
 - Facebook: 13,078 people reached, 139 likes
 - Twitter: 9,751 impressions, 4 likes, 4 retweets
- 2 Richard G. Ivey Leadership Series – Doug Murphy**
 - Facebook: 5,453 people reached, 60 likes
 - Twitter: 7,615 impressions, 8 likes, 8 retweets
- 3 HBA Leadership Day 2015**
 - Facebook: 4,569 people reached, 24 likes
 - Twitter: 1,311 impressions, 1 retweet
- 4 Leadership Under Fire**
 - Facebook: 4,112 people reached, 12 likes
 - Twitter: 1,326 impressions
- 5 Character & Candour – Jeanne Beker**
 - Facebook: 2,605 people reached, 13 likes
 - Twitter: 8,426 impressions, 7 likes, 7 retweets

EAST MEETS WEST MBA LEADERSHIP CASE COMPETITION

The second annual leadership case competition was hosted in Calgary in February 2016, with teams travelling from as far west as the University of Victoria and as far east as St. Mary's University.



CivicAction representatives, Sevaun Palvetzian (CEO CivicAction) and Leslie Domenico (Program Manager)

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

The MBA Leadership Case Competition is committed to the development of the next generation of business leaders through its unique real-life cases that challenge teams to think about leadership from a variety of perspectives. The event provides an opportunity to network with Canada's top MBA students and business leaders, the chance to learn from successful

organizations and their leaders, along with exposure to a demanding set of cases featuring leadership challenges that require good judgment and action.

Day one's competition focused on the *Race to Reduce*, a corporate challenge aimed at reducing energy use in office buildings across the Toronto region. The case was written in partnership with CivicAction, a not-for-profit organization that plays the role of neutral sandbox, bringing together senior executives and rising leaders from all sectors to tackle challenges facing the Greater Toronto and Hamilton Area. The students learned first-hand from CivicAction CEO, Sevaun Palvetzian and Program Manager, Leslie Domenico, the leadership and collaboration challenges faced when bringing together diverse stakeholders required to buy into the goal of the race and commit resources to energy use reduction targets.

On day two, MBA teams benefited from engaging with AltaGas representatives Dan Woznow, Vice President and Patrick McNaught, Commercial Analyst. AltaGas was a generous partner in writing the case entitled *AltaGas: Forrest Kerr Hydroelectric Project*. This case focuses on the organization's challenges in its quest to build a billion-dollar hydroelectric project in remote northern British Columbia. Company leaders had to negotiate and implement agreements with the federal government, the provincial government, and the Tahltan community, a First Nations group with rights to the land.

A team from the east prevailed - the MBA team from DeGroote School of Business, McMaster University, took home first prize. The next East Meets West MBA Leadership Case Competition is scheduled to take place at Ivey in February 2017.

LEADERSHIP INSTITUTE AND CIVICACTION PARTNER TO OVERCOME OBSTACLES TO YOUTH EMPLOYMENT

On July 5th, CivicAction and the Ian O. Ihnatowycz Institute for Leadership partnered to bring together 12 employers, including government and social service organizations, and companies such as RBC, 3M and McCormick Canada, to talk about obstacles, best practices and tools to hire and retain young people facing barriers to employment.

This meeting was unique because it highlighted that the private sector can, and should, be part of the puzzle to solving youth unemployment in London.

Building on ground-breaking work in the Greater Toronto and Hamilton Area (GTHA) through the Escalator: Jobs for Youth

Facing Barriers initiative, this event was the first in a series of consultations CivicAction conducted this summer with employers across the province. Through this event and other consultations, employers across Ontario learned about the value of youth facing barriers as an employment stream and helped shape a suite of tools designed to support employers to engage and retain young talent.

READ THE FULL STORY: go.ivey.ca/CivicAction

READ MORE ABOUT CIVICACTION'S WORK ON ESCALATOR: JOBS FOR YOUTH FACING BARRIERS INITIATIVE: go.ivey.ca/Barriers

FEATURES IN IVEY BUSINESS JOURNAL



THE RISING PRICE OF BAD LEADERSHIP OCT 11, 2016

Failing to assess CEO character often costs billions. Just ask stakeholders at Wells Fargo and EpiPen maker Mylan.

READ MORE: go.ivey.ca/Trust



ROGUE LEARNINGS AUG 25, 2016

Nick Leeson admits he didn't do particularly well when confronted with things he couldn't easily cope with. "It goes back to what you call leader character. I'd always encourage people to ask for help. But I lacked the ability to do it myself. It's that simple."

READ MORE: go.ivey.ca/RogueLearnings



ENRON EXPLAINED APR 29, 2016

It is still possible to follow rules and commit fraud, which is why more business leaders should heed lessons former all-star CFO Andrew Fastow learned the hard way.

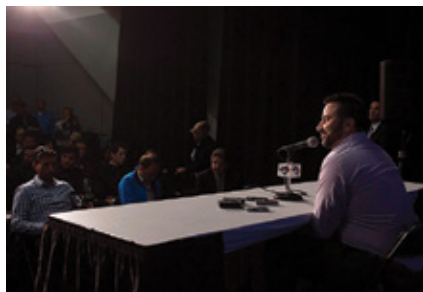
READ MORE: go.ivey.ca/Enron



BEING MONICA MAR 31, 2016

Public humiliation destroys careers along with personal lives and reputations. Nobody knows that better than Monica Lewinsky.

READ MORE: go.ivey.ca/Monica



LOSING ANTHOPOULOS IS MAJOR LEAGUE LOSS FOR BLUE JAYS OCT 16, 2015

The focus on character that Toronto's outgoing GM put in place did more than make the Jays a class act. It created an outstanding ball club.

READ MORE: go.ivey.ca/Jays



FIXING VOLKSWAGEN REQUIRES MANUFACTURING CANDID CONVERSATIONS SEP 25, 2015

Nobody should feel sorry for VW's former CEO, who lost his job because he failed as a leader.

READ MORE: go.ivey.ca/VW

MEDIA HIGHLIGHTS



HOW MBA SCHOOLS ARE TRYING TO TEACH CHARACTER, NOT JUST SKILLS



DECEMBER 9, 2015

Professor Mary Crossan is helping students hone who they are, not just what they know. Until recently, many educators and leadership coaches believed character couldn't be taught, or even truly defined. But Crossan and her colleagues are working to change that by making character an essential component of Ivey's MBA education—and by developing a personal assessment tool that students and businesses can use to evaluate individual strengths and weaknesses.

READ THE FULL CANADIAN BUSINESS ARTICLE:
go.ivey.ca/Character

TRANSFORMATIONAL LEADERSHIP. MY HARDEST MBA CLASS.



NOVEMBER 23, 2015

Transformational Leadership is not your typical leadership course, and as Fahad Tariq, MBA '16 points out, courses at business schools traditionally focus on the competencies of leadership. Transformational Leadership at Ivey "...focuses on leadership of the self and on character development – topics that most academics and practitioners have neglected, instead favouring traditional strategic leadership theories. With transformational leadership, the thinking goes like this: Leadership is more than simply leading other people and organizations. It involves looking within, recognizing one's values, beliefs, biases and, yes, even feelings. Effective leadership requires self-awareness about one's character and morality."

READ THE FULL ARTICLE : go.ivey.ca/MyMBAClass

LEADERSHIP UNDER FIRE



NOVEMBER 4 & 24, 2015

Leadership Under Fire, the HBA course offering that stress tests future leaders, was featured in the Globe and Mail and London Free Press. Larry Stevenson, the founding chief executive officer of Chapters and current chairman of SNC-Lavalin Group, has been key in establishing the course. Stevenson, who trained as a paratrooper in the Canadian Forces, also holds an MBA from Harvard University.

According to Stevenson, many business schools lack meaningful hands-on leadership opportunities. Leadership Under Fire tries to fill that gap.

"You can teach principles of leadership and ethics in the classroom, but the art of being a good leader only comes from putting someone in a leadership situation, having them do whatever it is they were meant to be the leader of, and then evaluating them, debriefing them, coaching them, and having them do it all over again," Stevenson says.

READ THE FULL GLOBE AND MAIL ARTICLE: go.ivey.ca/Fire

READ THE FULL LONDON FREE PRESS ARTICLE:
go.ivey.ca/Drill

FEATURES

Seijts, G. (2015). **Volkswagen's corporate leadership needs re-engineering.** The Huffington Post, October 6.

READ IT: go.ivey.ca/HuffVW

Bansal, T., King, M., & Seijts, G. (2015). **The Volkswagen emissions scandal: A case study in corporate misbehavior.** Globe and Mail, September 26.

READ IT: go.ivey.ca/GlobeVW

LEADERSHIP COUNCIL AND EXECUTIVES-IN-RESIDENCE

The Leadership Council ensures the Ian O. Ihnatowycz Institute for Leadership contributes to the Ivey Business School's mission "to develop business leaders who think globally, act strategically, and contribute to the societies within which they operate." Council members provide oversight to ensure that the Institute achieves its vision "to be recognized by researchers and practitioners as a globally leading Institute for research, teaching and outreach regarding the awareness, assessment and development of leader character."

Thank you to Janice Charette, Roland Horst, Stephen P. Mader, Amos Michelson, and Mac Van Wielingen whose work with the Leadership Council has concluded since our last Annual Report publication. Welcome to our newest members Rahul Bhardwaj, Robert Brouwer, Jon Hantho, and Sevaun Palvetzian.

LEADERSHIP COUNCIL MEMBERS

BILL AZIZ	President, BlueTree Advisors II Inc.
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ROBERT BROUWER	Canadian Managing Partner, Clients and Markets, KPMG
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DR. CATHERINE ZAHN	President and Chief Executive Officer, Centre for Addiction and Mental Health (CAMH)

READ THE FEATURE ON KATHLEEN AND BILL TROOST IN SEPTEMBER 2015'S EDITION OF INTOUCH: go.ivey.ca/Troost

EXECUTIVES-IN-RESIDENCE

The Leadership Institute appoints Executives-in-Residence (EIRs) for a three-year term to participate in a minimum of five activities per year. These practitioners and executives may act as in-class visitors and student mentors, assist in the delivery of conferences and workshops, and endorse and advocate the Institute's interests to external constituencies.

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