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MESSAGE FROM THE EXECUTIVE DIRECTOR



GERARD SEIJTS | IAN O. IHNATOWYCZ CHAIR IN LEADERSHIP

Leadership continues to disappoint, in the eyes of many people. Leaders in the public, private, and not-for-profit sectors continue to succumb to short-term performance pressures, group norms, and questionable institutional practices resulting in poor judgment, unethical, or even illegal actions. Business schools have responded in several ways to address the wrongdoing and ethical transgressions of their graduates – a commitment to develop globally minded, socially responsible leaders; the implementation of courses on ethics and sustainability; and the inclusion of service learning programs in the curriculum. Despite their best efforts to cultivate exemplary leadership, there is no question that many students are simply not displaying responsible leadership behaviours upon entering the workforce.

It comes as little surprise then that a recent survey by the World Economic Forum found that a startling 86 per cent of respondents to the Survey on the Global Agenda agree that we have a leadership crisis in the world today. The survey also provided some insight into the leadership attributes needed for leaders to win back people's confidence: A global interdisciplinary perspective; long-term, empirical planning; strong communication skills; prioritizing social justice and well-being over financial growth; empathy; courage; morality; and a collaborative nature. Several of these attributes focus on leader character. Surveys such as this one highlight a significant omission among many business schools: A dedicated focus on leader character.

At the Ivey Business School we believe good leadership is a function of competencies, character, and commitment to the leadership role. We have witnessed that 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. Indeed, there are constant reminders of the costs of character deficits in leadership. And findings from our own quantitative and qualitative research on leader character are clear: Character is linked to positive outcomes at the individual, team, and organizational levels.

The Institute for Leadership has made research, teaching, and outreach on leader character its distinct differentiator in the vast leadership space. 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. Our vision is fully aligned with the mission of the Ivey Business School, which is, "To develop business leaders who think globally, act strategically, and contribute to the societies within which they operate." The Institute reinforces this mission through the creation of new knowledge in the leader character area. We expose students in degree and executive education programs to our leader character work to enhance their effectiveness as leaders. The results of our activities in research and student programming are communicated to leaders in the public, private, and not-for-profit sectors through various outreach initiatives. We have learned that both practitioners and researchers recognize the need for leaders in all sectors to not only "do" better, but in fact "be" better. As such, our commitment has always been to make our research and thought leadership accessible and useful to leadership practitioners and scholars.

The challenge for business schools to deliver on character awareness, assessment, and development is substantial. At the Institute we relish this opportunity. We are uniquely positioned to continue the pursuit of our strategic goals because of the resources and expertise that are available through the Institute and Ivey. Our initiatives in the areas of research, teaching, and outreach continue to gain substantial traction both inside and outside the School and hence put us in a strong position to support Ivey's mission.

On behalf of the Institute, I thank our benefactors, sponsors, volunteers, and colleagues for their ongoing support. I look forward to the year ahead and continuing to make positive contributions to leadership development in Canada and beyond.

RESEARCH

CHARACTER AND COMPETENCE GO HAND IN HAND



In the paper, “The Entanglement of Leader Character and Leader Competence and Its Impact on Performance,” published this past summer in *The Leadership Quarterly*, Leadership Institute colleague, Mary Crossan, MBA '85, PhD '91, says developing character and competence together can improve performance over time.

While assessing leaders at various levels in an organization, much discourse surrounds one’s abilities, competency, and knowledge, but Crossan argues we should not neglect a leader’s character. Crossan, with co-authors Rachel Sturm (Wright State University, Dayton, Ohio) and Dusya Vera, PhD '02, (University of Houston, Houston, Texas), introduce the concept of character-competence entanglement.

“We build on prior research that points to leader character as essential but often overshadowed by leader competence, and describe how entangling character and competence – that is,

binding them together through a series of events across time – produces the leadership we seek,” she said.

Additionally, their paper emphasizes that the character-competence entanglement positively benefits from organic learning opportunities and the learning gained through lived experiences, both inside and outside of the organization.

READ MORE: go.ivey.ca/entanglement

SURVEY FINDS TRUMP AND CLINTON FALL SHORT ON LEADER CHARACTER DIMENSIONS THAT MATTER THE MOST TO AMERICANS



In the lead-up to the final U.S. presidential debate, it became increasingly clear that leader character was a determining factor in the outcome of the election. With leader character being the Leadership Institute's distinct focus of research, the Institute commissioned a survey that asked 513 Americans (from October 7-14, 2016) to rate the character of Donald Trump and Hillary Clinton. The survey found neither Trump nor Clinton met the character standards expected of a president by the voting public.

The Institute conceptualizes 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. As such, respondents were first asked: How essential are these 11 character dimensions for the role of president? Although all dimensions ranked highly, those seen as most essential were accountability, integrity, justice, judgment, and drive.

When subsequently asked how respondents felt the two major candidates measured up to these leader character dimensions, the results saw both candidates score low on the very dimensions they had rated as most essential for the role: accountability, integrity, and justice. Notably, Trump scored highest on courage and drive and Clinton scored highest on courage, drive, and temperance.

"What was somewhat surprising is that even Republicans tend to be concerned about Trump's leader character," said Gerard Seijts,

Executive Director, Ian O. Ihnatowycz Institute for Leadership. "For example, respondents indicated that Trump demonstrates high courage and drive yet is seen as lacking temperance. That combination of dimensions may actually lead to recklessness, a very troubling behaviour in any leader, let alone the U.S. president. Respondents, irrespective of their political preference, rated Clinton higher on temperance than Trump."

Another noteworthy difference was the rankings by gender. Women rated Clinton higher than Trump on all leader character dimensions, yet there was no systematic pattern for men. For example, men rated Trump higher on certain dimensions (accountability, courage), whereas on other dimensions (humility, temperance), they rated Clinton higher.

The Institute also sampled 506 Canadians for their views on leadership and included questions regarding Prime Minister Justin Trudeau's perceived leader character. The results showed Justin Trudeau scored higher on all character dimensions when compared with Trump or Clinton.

"What is revealing is that Trudeau's highest scores, humanity and temperance, are Trump's lowest scores," said Seijts.

With the American election now determined and Donald Trump well into his presidency, it seems the world is now awakening to the importance of leader character. Trump is a stark reminder that leader character matters in our day-to-day lives.

READ MORE: go.ivey.ca/USElection

JIM DETERT BEST LEADERSHIP PAPER AWARD WINNER



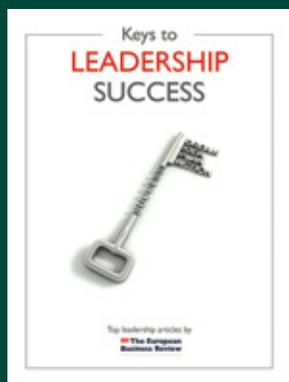
Professor Jim Detert, Darden School of Business at the University of Virginia, won this year's Ian O. Ichnatowycz Institute for Leadership's annual prize for the best leadership article published in a top-tier journal. On December 2, 2016, Professor Detert visited Ivey and presented his winning paper, "Voice Flows to and around Leaders: Understanding When Units Are Helped or Hurt by Employee Voice." The paper examines how the structure of voice flows in organizations can enhance or undermine performance.

Detert asserts that employee voice is a resource that can enhance a leader's performance because he or she gains access to more information, insights, and suggestions from employees. This is particularly true when input challenges the status quo. Voice that flows from team members, both inside and outside the unit, to the leader is highly instrumental in bringing about change, building team trust, and feelings of psychological safety. This enhances the team's overall performance.

The real story, however, is about what people at work do when they believe it is NOT safe to speak up (or take other actions). The voice literature rightly predicts most people will stay silent under those conditions, and as such team performance can suffer and the leader's authority becomes undermined. At the same time, Detert's research explores the instances where people show courage by challenging, defying, or confronting the leader despite the social, economic, psychological, and possibly even physical risks to themselves.

READ MORE: go.ivey.ca/detert

"HOW DO LEADERS LEARN TO LEAD" INCLUDED IN NEW BOOK PRODUCED BY THE EUROPEAN BUSINESS REVIEW



The *European Business Review* selected Professor Gerard Seijts' piece, "How do Leaders Learn to Lead," for inclusion in its new influential book, *Keys to Leadership Success*. This book is a compilation of the best 22 leadership-themed articles submitted to the publication.

Seijts' article highlights some of the key lessons gleaned from the numerous interviews he conducted for his recent book, *Good Leaders Learn: Lessons from Lifetimes of Leadership*. In the article, Seijts explains that different leaders learned to lead along different pathways. Those pathways include performing at a high level, risking and stretching, adapting, observing, integrating, trusting, developing self-awareness, learning, and mentoring. Regardless of the different pathways, however, all of the interviewees agreed that leadership can

be learned, and becoming a better leader is a deliberate and ongoing process.

In his interview, Charles Brindamour, CEO of Intact Financial Corporation, said learning is critical.

"You need to step back and be conscious and disciplined about learning. It's a conscious effort and you need to make time for it....You have to see learning as a key element for moving the organization forward and making it prosperous," he said.

NEW FACULTY



On July 1, 2017, Lucas Monzani was hired as an Assistant Professor of Organizational Behaviour at Ivey. Monzani will help the Leadership Institute deliver on its research, teaching, and outreach on leader character.

READ MORE: go.ivey.ca/lucasmonzani



SELECT CONFERENCE PRESENTATIONS

Le Ber, M. J.; and Monzani, L. (2017)

Leader character: Does gender or context matter? Presented at the 19th Annual International Leadership Association Conference, October 12-15, Brussels, Belgium.

Olivera, F.; MacMillan, K. (2017)

Not so perfectly frank: Getting clear on organizational candour. Paper presented at the annual meeting of the Academy of Management, August 4-8, Atlanta, Ga.

Monzani, L.; Seijts, G.; Crossan, M.; and Ruiz Varga, E. (2017)

An application of network theory to the comparison of multi-source ratings of leader character. In: G. Seijts (Chair), The effect of leader character on individual, team, and organizational processes and outcomes. Paper presented at the annual meeting of the Academy of Management, August 4-8, Atlanta, Ga.

Carleton, E.; Monzani, L.; Seijts, G.; and Crossan, M. (2017)

New directions of virtuous leadership: Bridging leader character and well-being. In: E. Carleton (Chair), Antecedents of constructive and destructive leadership. Paper presented at the annual meeting of the European Association of Work and Organizational Psychology, May 17-20, Dublin, Ireland.

Carswell, J.J.; Seijts, G.; Crossan, M.; Giammarco, E.; Carleton, E. L.; and Nguyen, B. (2017)

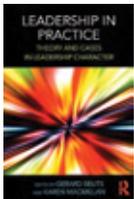
The validation of the leadership character insight assessment. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, April 27-29, Orlando, Fla.

Degroat, A.; Hollwitz, J.; Monzani, L.; Seijts, G. H.; and Wright, T. A. (2017)

Ways to initiate character-based leadership: What do others see? Presented at the Western Academy of Management, Palms Springs, Calif.

Seijts, G. (2016)

What is leader character and how does it influence how we lead? IACFP Distinguished Scholar Lecture. 18th Annual Conference, International Corrections and Prisons Association, October 25, Bucharest, Romania.



BOOKS

Seijts, G. and MacMillan, K. (2017). *Leadership in practice: Theory and cases in leadership and character*. New York, N.Y.: Routledge Publishing



SELECTED PUBLICATIONS

Byrne, A.; Crossan, M.; and Seijts, G. (in press). **The development of leader character through crucible moments.** *Journal of Management Education*.

Seijts, G. H.; and Gandz, J. (in press). **Transformational change and leader character.** *Business Horizons*.

Crossan, M.; Byrne, A.; Seijts, G.; Reno, M.; Monzani, L.; and Gandz, J. (2017). **Toward a framework of leader character in organizations** *Journal of Management Studies*, Volume 65, Issue 7, 986-1018 (<http://onlinelibrary.wiley.com/doi/10.1111/joms.12254/full>).

Seijts, G.H.; Crossan, M.; and Carleton, E. (2017). **Embedding leader character into HR practices to achieve sustained excellence.** *Organizational Dynamics*, 46, 30-39.

Schaubroeck, J. M.; Lam, S. S. K.; and Peng, A. C. (2016). **Can peers' ethical and transformational leadership improve coworkers' service quality? A latent growth analysis.** *Organizational Behavior and Human Decision Processes*, 133, 45-58.

TEACHING

HONORARY DEGREE RECIPIENT SAYS CHARACTER TRUMPS ALL



Jeff Orr, HBA '81, says his success is not rooted in his business accomplishments, but in being proud of who he is as a person.

The President and Chief Executive Officer of Power Financial Corporation and member of the Institute's Leadership Council was awarded an honorary Doctor of Laws from Western University for being a leader of exemplary character.

Addressing Western and Ivey HBA graduates at Western's 309th Convocation on June 20, 2017, Orr stressed the importance of doing the right thing.

"I have a simple message: Succeed by doing what's right. It's actually by being the person who is doing the right thing – trying

to contribute, trying to be honest, trying to put in a lot of effort, trying to give back more than you're taking – that over time you build up a reputation and people around you start to notice. And, next thing you know, opportunities and leadership positions are put forward for you," he said.

WATCH ORR'S FULL ADDRESS: go.ivey.ca/jefforr

2016 D'AQUINO LECTURE

THE GOOD AND THE BAD OF CANADA'S DIGITAL SUCCESS STORY



Tom Jenkins, Chairman of the Board of OpenText, outlined the good and the bad of Canada's digital success to Ivey HBA students at the 10th annual Thomas d'Aquino Lecture on Leadership, hosted by the Ian O. Ihnatowycz Institute for Leadership.

THE GOOD: "It's a very unCanadian thing to say, but we're winning," said Jenkins. "And digital is absolutely the most important thing to win." His proof: Multinational firm Thomson Reuters embraced its roots and moved back to its home in Toronto. General Motors has declared the heart of its research in autonomous cars will be in Canada. One of only six worldwide locations for Google is in Waterloo. The Waterloo-Toronto corridor is the second largest information communications technology (ICT) cluster in North America, next only to Silicon Valley, Jenkins said. In Waterloo, 2,000 startups have been created in just the last five years. "There are only 35 million of us. For us to have so many digital companies – it's amazing," he said.

But what began as an uplifting discussion on Canada's leadership in the digital world quickly turned into the sober realization that technology is changing quickly. Is Canada prepared?

THE BAD: Jenkins spoke about the implications of rapidly changing technology in five major public policy issues facing Canada.

■ *Productivity and innovation:* He warned students that there will be massive unemployment in some sectors as machines begin to replace jobs. Certain roles, such as truck drivers, Uber drivers – even bankers and lawyers – could all be eliminated in the next 10 years.

■ *Infrastructure:* With the impact of the sharing economy and driverless vehicles, do we need to invest in traditional infrastructure: safer roads, bridges, and railways? Or should we look more toward spending money on digital infrastructure?

■ *Information and security:* Digital security needs to be treated with the utmost importance. Data is a global currency and must be protected.

■ *Governance and machines:* Brain development hadn't changed in hundreds of thousands of years, until now.

Growing up with machines has younger generations concentrating on the integration of information rather than just the storage of data. We need to adapt to fit younger generations' strengths and needs.

■ *Talent and education:* Our education system, designed before our reliance on computers and the Internet, needs to be updated. Jenkins also called for fewer memory-based tests, since Millennials don't learn through memorization.

As part of the d'Aquino Lecture, Jenkins also spoke in Ottawa to more than 130 CEOs and leaders from the public, private, and not-for-profit sectors. Audience members included ambassadors, deputy ministers, senators, academics, as well as Governor General David Johnston and the Right Honourable Beverley McLachlin, Chief Justice of Canada.

READ MORE: go.ivey.ca/digitalsuccess

WATCH A VIDEO OF JENKINS ON DIGITAL DISRUPTION: go.ivey.ca/digitaldisruption

MBA LEADERSHIP DAY GIVES STUDENTS LESSONS IN LEADERSHIP FROM SOME OF CANADA'S TOP BUSINESS LEADERS

The world craves better leadership.

With those words, Ivey's 2017 MBA Leadership Day began. Presenters included Jon Hantho, MBA '89, former CEO of Maxxam Analytics and current Principal, Janus Advisory Services; Michael Rolland, HBA '79, Chief Investment Officer at OMERS Private Markets; Leadership Council Chair Barbara Stymiest, HBA '78, former CEO of the TSX Group and current board member of several public companies; and Linda Hasenfratz, EMBA '97, CEO of Linamar.

Over the course of the day, the presenters shared their experiences as business leaders and offered perspectives on the key factors to success. While they had their own unique insights and anecdotes, there were also many common threads. Firstly, our panellists agreed that to be a proficient leader, you must build and effectively communicate a compelling strategy, and develop others as they execute that strategy. Another common thread was humility. Leaders always put their people first and never let hubris rear its ugly head.

Lastly, panellists were asked, "How does one become a great leader?" Their unified response: Baptism by fire. For Stymiest, it was her first experience as a board chairperson. She was parachuted into an organization in crisis and had to rally her fellow board members. For Hantho, it was his first time running a business unit. He was given the goal of growing revenues to \$200 million from \$14 million in just three years.

Our students learned that their leadership will be forged when challenged with experiences outside of their comfort zone. When they have to learn, and learn quickly. When they are in over their heads, but persevere. Lastly, when they are facing a moment of crisis, it is an opportunity to become a better leader.

Thank you to Lyn Purdy and David Wood, HBA '97, MBA '12, for their collaboration with this event.

READ MORE: go.ivey.ca/MBALeadershipDay17



JON HANTHO:

"A leader is made or broken by the ability to communicate and develop authentic one-on-one relationships."



BARBARA STYMIEST:

"To lead, you must know where you're going. To know where you're going, you must have a great strategy."



MICHAEL ROLLAND:

"Management is telling people. Leadership is bringing people along."



LINDA HASENFRATZ:

"The success of a leader is most obvious in the success of the successor."

HBA LEADERSHIP DAY



During this year's HBA Leadership Day, HBA1 students had the opportunity to learn from the experiences and wisdom of an expert panel of business leaders: Janet Bannister, HBA '92, General Partner at Real Ventures; John Bayliss, HBA '99, Senior Vice President – Logistics at Walmart Canada; and Peter Devlin, President, Fanshawe College.

Emerging from their discussion came seven key pieces of advice that panellists encouraged students to take to heart as they move forward in their studies and then careers.

1. BE CONFIDENT – In 2005, Bannister founded Kijiji, a hugely successful Internet brand. It is no secret she has big ideas, but she admits she does not always have the confidence to back them up. She encouraged HBA students to speak up and share their opinions, even when facing an older or more experienced team.

"Trust yourself and have confidence in your knowledge," she said.

2. EMBRACE FAILURE – Years ago, while serving as a young infantry officer in the Canadian Armed Forces, Devlin took a parachute course – and failed. He was disappointed and embarrassed, but took a lesson from his failure. He learned a lot about himself, and about readiness and drive.

"Failure is often shunned, but it's not necessarily a bad thing. Take advantage of the learning opportunities that come from it and grow," he said.

3. ACCEPT FEEDBACK – Bayliss once worked with a leader with whom he disagreed about nearly everything. When the leader tried to give him advice, Bayliss shrugged it off because of their personal relationship. As it turned out, the advice was needed.

"All feedback is a gift. It doesn't matter where it's coming from," said Bayliss. "Ignoring that advice was a real failing on my behalf. I was too proud, too arrogant to listen."

4. BE A TEAM PLAYER – What do you do when you are forced to work with someone you don't like or who doesn't have the same qualifications? Both Bannister and Bayliss gave the same response: Deal with it.

"It's important to always listen, ears open. The ideas that are going to help you and your business can come from anywhere, not just somebody with a degree," said Bayliss.

5. SEEK DIVERSITY – "It's important that there's diversity, different views, different experiences in your team to be able to properly assess opportunities and dismiss others," said Devlin.

6. STAY HUMBLE – Two issues Bannister has often experienced with young employees fresh out of school: Arrogance and entitlement.

"I hope that you leave the HBA program modest, hungry, and understanding that there's an awful lot that you don't know yet," she said.

7. WORK IS WHAT YOU DO, NOT WHO YOU ARE – "You need to listen to your heart," said Bannister. "Take time to think about yourself. Don't just do what society tells you. Make your own decisions. No one can understand you the way you do."

Thank you to Oana Branzei; Ann Frost; Mary Gillett, HBA '82, MBA '02; David Loree; Martha Maznevski, PhD '94; Darren Meister, Eric Morse, and Mark Vandenbosch, HBA '84, for their collaboration with this event.

READ MORE: go.ivey.ca/HBALeadershipDay17

CHARACTER AND CANDOUR CONFERENCE



Whether guiding a team to a gold medal or an organization through a crisis, a leader's character is at the forefront.

Cheryl Pounder, a two-time Olympic women's hockey gold medallist, and Jaime Watt, executive chairman of Navigator Ltd., a public strategy and communications firm, were keynote speakers for the 4th Annual Leader Character and Candour Conference for HBA1 students. Both Pounder and Watt discussed how character dimensions, such as courage, accountability, and humanity, contribute to personal and organizational success.

CHERYL POUNDER: THERE IS A HUMAN SIDE TO PERFORMANCE

Pounder emphasized the importance teamwork, humanity, and drive had on her character development, and how character helped her during her journey as an athlete. She provided students with three keys to good character development:

BE COURAGEOUS – Pounder said you need to get outside of your comfort zone to grow into a good leader. When your courage wavers, hold on to your goals and learn from the hardships. You have to ask the tough questions, know when you're wrong, and have the courage to stand up in the face of adversity, she said. Taking calculated risks and reflecting on your behaviour develops character;

HUMANITY MATTERS – Take the time to help others, said Pounder. When you are competing in the business world or in sports, it is easy to turn away from others, but do not compromise the integrity of your team by doing so. A good leader needs more than just skills to be successful. You need to be a good teammate, create a sense of belonging, and learn from others. If you engage, instead of just participating with others, you will succeed;

BE PASSIONATE – People will always doubt your journey, but you must have the passion to push forward. You never know when your passion will impact or inspire others, so pursue your dreams wholeheartedly.

JAIME WATT: BE PREPARED FOR CRISES



Watt discussed three ways to manage personal or organizational reputations.

1 MIND THE MEDIA'S IMMEDIACY –

In today's society, information is immediate and spreads like wildfire so its accuracy might become compromised. You must be quick to correct errors so those inaccuracies do not become part of an organization's narrative.

"The ways we consume and react to information have undergone a remarkable transformation," he said. "The trust we have for corporations has been shaken;"

2. MANAGE YOUR REPUTATION –

Most people will face a crisis in their careers; whether in public safety, financial loss, litigation, or other situations, said Watt. Crises can distract employees, hurt morale, and undercut the values of an organization, so they must be addressed swiftly. Any size of organization can have a crisis; the visibility and degree of scrutiny will depend on the nature of the crisis. Watt said developing a reputation recovery plan is critical;

3. BE TRANSPARENT –

When managing a crisis, Watt said you must be quick to apologize to decrease legal jeopardy. Public consensus is the final authority, and the customer is always right, which is why any issue that arises must be dealt with openly, honestly, and with integrity. If you deliver a sincere apology, people are more willing to forgive you. A lack of transparency and openness can cause irreparable reputational damage.

"We understand that people make mistakes, but we demand accountability. You can always do right by doing good," he said.

Thank you to Oana Branzei, Ann Frost, Tony Frost, David Loree, Darren Meister, Fernando Olivera, Glenn Rowe, and Gerard Seijts for leading the workshop on leader character and candour in action that was a part of the conference.

READ MORE: go.ivey.ca/candourconference

WATCH A VIDEO OF WATT ON MANAGING YOUR PERSONAL AND ORGANIZATIONAL REPUTATION: go.ivey.ca/jwatt

TROOST ANNUAL LEADERSHIP EVENT

ANDY FASTOW: NAVIGATING THE GREY AREAS OF BUSINESS ETHICS



"We overstate value and understate risk to the benefit of a company. I encourage you all to overcome this part of human nature in order to make calculated and ethical choices."

Speaking at the Troost Annual Leadership Event, Andy Fastow, convicted felon and former CFO of Enron Corporation, shared his thought processes during the rise and fall of Enron in 2001. The company went from being the seventh largest corporation in the United States with a stock price of \$90 a share, to dropping below \$1 a share in just one month. His talk was delivered via webcast.

He incorporated a variety of cases crafted from his own experiences to show the contrast between rules and loopholes, in hope of preventing students from making the same mistakes.

"A loophole means you are technically following the rules, but you are getting around the principles of those rules. When they teach ethics in business schools, it tends to be about black-and-white scenarios. That's not the difficult part of ethics in business. The difficult part is when you're allowed to do things, but it may be misleading or fraudulent – the grey area," said Fastow.

Fastow said he understands his wrongdoings and takes full responsibility for the effects his actions have had on others. Since his release, he has been speaking to universities and executive audiences to advise individuals to look at the business world through an ethical lens.

The presentation was a part of a cross-enterprise leadership event where HBA1 students focused on the Icelandic banking crisis. Thank you to Kersi Antia; Craig Dunbar; Michael King; Cara Maurer, HBA '96, MBA '00, PhD '09; Claus Rerup; Michael Taylor, MBA '88; and Mark Zbaracki for leading the case discussions in an energizing way.

STEPHEN HARPER: TRUMP, TECHNOLOGY, AND THE STATE OF WORLD AFFAIRS

Canada's 22nd Prime Minister, The Right Honourable Stephen Harper, spoke to Ivey MBA students, faculty, and staff on March 20, 2017 on the forces behind political currents and how they are affecting the world. The event was hosted by the Leadership Institute and is part of the MBA course, *GLOBE*, which looks at contemporary issues in the global business environment.

Harper, who now has a Calgary-based consulting business, Harper & Associates Consulting Inc., discussed how differing views on globalization are dividing people and creating political discord. While globalization has spurred economic growth in developing countries, middle and working classes in Western countries have stagnated. Harper said this is sparking conflict between the so-called elites with global interests and the more traditional and national populists.

"It isn't really surprising that there is a political revolt in many Western countries," he said. "I believe this revolt is not a passing fad. It is not a series of unrelated occurrences."

Harper said the revolt has given rise to controversial new leaders like U.S. President Donald Trump, who rode a populist movement to victory. In contrast, he said Canada hasn't had such political upheaval mainly because of its strong and healthy middle class, but warned that could eventually change.

Harper called for businesses and governments to consider local needs in their communities.

"It is vital that leaders, both political and economic, keep a close eye on how ordinary people are faring in this world and make the policy adjustments necessary to ensure the global economy serves local interests and needs," he said.

Harper also discussed how technology is increasingly enabling people to get their own information, develop their own views, connect with like-minded individuals, and make political decisions that go against the consensus from traditional media outlets.



"For the first time in human history, you have a situation where almost everyone can be politicized – politicized on their own terms," he said. "It is increasingly eroding centres of power and influence around the world."

While Trump may be ushering in a radical break from decades of U.S. policy with his promise to focus above all on "America first," Harper said he is confident the U.S. will continue to work with other countries, such as Canada, that share its interests.

"I would argue that, if we play our cards right, this shift in U.S. policy should not hurt us in any significant way. In fact, it could be very advantageous to us," he said. "We, generally, and you as young Canadians are very lucky and you have every reason to be optimistic about the future of our country."

HBA STUDENT REFLECTS ON LEADING IN A DIVERSE WORKPLACE

Annika Lui, HBA '18 candidate and Co-Director of student club Ally@Ivey, has a goal to prepare Ivey students to be leaders and allies in the diverse 21st-century workplace.

In a blog written for the Leadership Institute, Lui reflects on one Ivey course that has stood out to her: *Giving Voice to Leadership* taught by Jana Seijts.

LIU WRITES: "*Giving Voice to Leadership* is not your everyday ethics class that aims to distinguish right from wrong. *Giving Voice* focuses on how to individually script strategic communications and create thoughtful action plans when facing values-driven conflicts. Communication skills gained in the course teach you to critically analyze and respond to tough questions, such as: How do you voice your values when your values conflict with the industry or company norms? How do you stand up for workplace inequality? How do you deal with sexual harassment in the workplace?



Being able to answer these questions by utilizing the advice and strategies, explored through interactive cases and led by guest lecturers featured in those cases, has been an invaluable experience. *Giving Voice to Leadership* is about being an ally to yourself and those around you. It is not about falling on your sword, but rather strategically navigating situations in which values are at play.

READ LUI'S FULL BLOG POST: go.ivey.ca/lui

RECENT FUNDED LEADERSHIP-RELATED CASES

McGovern, C.; Crossan, M. (2017). **Olympic Selection: Character, Competence, and Commitment.** Case and teaching note published by Ivey Publishing, London, Ont. Case Product # 9B17C030.

Way, R.; Seijts, G.; Gillett, M. (2016). **A New Vision for The Stratford Festival.** Case and teaching note published by Ivey Publishing, London, Ont. Case Product #8B17C048.

Seijts, G.; Watson, T. (2016). **A Situation of Conflicting Interests: Proximity to Rail.** Case and teaching note published by Ivey Publishing, London, Ont.

Boychuk, Y.; Kryzhanovska, L.; Opatska, S.; and Rozhdestvensky, A., under the supervision of Professor Seijts, G. **The Ministry of Defence of Ukraine: The role of character in reform.** Case and teaching note published by Ivey Publishing, London, Ont. Case Product #9B17C042.

MacMillan, K.; Woodwark, M. (2016). **Somebody Stop the Radio Star: Jian Ghomeshi at the CBC.** Case and teaching note published by Ivey Publishing, London, Ont. Case Product #9B16C008.

LEADER CHARACTER IN THE CLASSROOM



Kanina Blanchard presented a two-day Responsible Global Leadership Seminar – *Leadership in Volatile Times ... Developing Your Path Forward* – to CEMS students in January 2017. (CEMS is a prestigious supranational business designation offered to Ivey's MSc in International Business students). One student shared this feedback: "One of the best seminars I've attended. Kanina managed to bring real-life examples so we could understand the theory and its importance." Later in the year, she presented a CEMS Skills Seminar called *Leader Character* to Ivey MSc students.

OUTREACH

LEADER CHARACTER FEATURED AT INAUGURAL EXECUTIVE EDUCATION ALUMNI EVENT



Leadership Council member Mona Malone, HBA '94, along with Lisa Butler and Ferio Pugliese.

ON OCTOBER 3, 2017, Ivey Executive Education held its inaugural alumni event, Embedding Leadership Practices, at a packed Airship 37 in Toronto's historic Distillery District. The half-day event brought together Ivey Executive Education alumni and Canadian HR/leadership development experts to share best practices, discuss strategies for embedding good leadership practices in organizations, hear from prominent guest speakers, and network with other Executive Education peers.

As a part of the programming, Gerard Seijts shared insights on what leader character is and how it influences the way that we lead.

"Character has traditionally received the least attention – both in research as well as in our day-to-day practices and conversations. Yet, when we think about both the famous and infamous leaders of recent times, it's impossible not to think of their character," he said.

Seijts then facilitated a panel discussion on leader character with Ivey Executive Education alumni Lisa Butler, Chief Talent and

Diversity Officer at Manulife; Mona Malone, HBA '94, Chief Talent and Learning Officer at BMO and Leadership Council member; and Ferio Pugliese, EVP, Customer and Corporate Affairs at Hydro One. The panel spoke about organizational fit as it relates to character, the ability to develop leader character, and the benefits of having a diverse workforce in an organization.

The agenda concluded with keynote speaker Jeff Orr, HBA '81, President and Chief Executive Officer, Power Financial Corporation and a member of the Institute's Leadership Council. Orr shared the leader character lessons he learned over the course of his career.

"The strength of leadership is rooted in values. If you get it right, you create a bond with the people that surround you," said Orr.

Attendees had the opportunity to ask Orr questions, sparking a lively debate. He even gave his opinion on the greatest leadership challenge for both political and business leaders in our time.

"Technology and the rapid pace of change," he said.

READ MORE: go.ivey.ca/ExecEdAlumni

2016 LEADER CHARACTER CONFERENCE

This invitation-only conference engaged practitioners and academics from across Canada to explore leader character, to share insights gleaned from Leadership Institute research, and to forge connections that would foster future collaboration.

Conference sessions sought to bridge research and practice, and delved into concrete ideas for bringing leader character into organizations. Representatives from attending organizations shared their firsthand experience in character implementation and learnings from the world of practice.

Conference sessions were led by Institute colleagues: Mary Crossan, MBA '85, PhD '91; Bill Furlong, MBA '87, Executive-in-Residence and Commissioner at the Ontario Securities Commission; and Thomas A. Wright, Distinguished Professor, Fordham University, Gabelli School of Business.

Eileen Mercier, MA, MBA, was the keynote speaker at the conference, presenting "Leadership in the Garden of Good and Evil."

WATCH A VIDEO OF PROFESSOR WRIGHT: go.ivey.ca/twright



SELECTED EXECUTIVE EDUCATION PRESENTATIONS

- Council of Human Resource Executives, Conference Board of Canada;
- British Columbia Alumni Chapter;
- Southern Alberta Institute of Technology;
- Institute of Corporate Directors;
- Travelers Insurance;
- P&C Insurance;
- Department of Justice in Ottawa;
- Department of Public Services and Procurement Canada;
- NHL;
- Conference Board of Canada;
- McCarthy Tetrault LLP;
- Oliver Wyman;
- College of Physicians and Surgeons of Canada;
- Canada Revenue Agency;
- Financial Conduct Authority;
- Association of Financial Markets;
- Ukrainian Paralympic Team;
- Centre for Leadership, Ukrainian Catholic University;
- Lviv School of Business; and, International Corrections and Prisons Association, the African Correctional Services Association, and the Namibian Correctional Service (sponsored jointly).

CHARACTER AND COMPETENCE ESSENTIAL IN ACADEMIA AND BEYOND



The importance of leader character in fostering personal and organizational excellence has gained traction in the business world, but there is still room to consider the benefits of developing and exercising leader character in academia.

Professor Mary Crossan's article in *Western News* explores this important topic.

"Whether in a university setting or in industry, you will need to exercise character and competence to foster excellence in

your own work and the work of others," she said. "It is important to remember the foundation of the PhD degree – the highest academic degree – is to contribute to society through innovation, discovery, and outreach. Developing character alongside competence is critical in this regard."

In response to the need for more leader character development in academia, Crossan, MBA '85, PhD '91; and Brenda Nguyen, Assistant Professor (part-time), Organizational Behaviour and a postdoctoral fellow with the Leadership Institute, created a workshop that was mandatory for PhD students: *Developing Leader Character in Graduate Students across Western University*. This workshop aims to contribute to Western's mission to create global citizens whose education and leadership will serve the public good. By leveraging the research and outreach of the Leadership Institute, Western has the opportunity to make a significant impact on graduate students from all disciplines, differentiating it from graduate programs around the world. Through Crossan and Nguyen's workshop, leader character development can serve as a competitive advantage for these future leaders alongside the competencies they have gained during their graduate studies.

Students who wished to delve further into the research of the Leadership Institute enrolled in the PhD course (SGPS 9201) *Developing Leader Character* that was taught by Nguyen. The course will be offered again in 2018.

ACCESS THE FULL ARTICLE: go.ivey.ca/MaryCrossan

COMMUNITYSHIFT™ LEADERSHIP DEVELOPMENT PROGRAM

In November 2016, leaders from Canada's not-for-profit sector participated in an intensive five-day leadership development program designed exclusively for C-level leaders of Canadian charities and not-for-profit organizations. The program, *CommunityShift™*, was founded by KPMG Enterprise and the Ivey Business School. Over the course of the program, participants learn how to foster collaboration, manage the external environment and stakeholders, lead deep and comprehensive change, measure impact, etc., while at the same time being challenged to share their own experiences and learn from each other.

Highlights included presentations from Sevaun Palvetzian, CEO of CivicAction and Leadership Council member, and Heather Tales,

Director of Clinical Transformation & Regional Hospitals, London Health Sciences Centre, St. Joseph's Health Care, London.

This program was taught by Ann Frost, Tony Frost, and Gerard Seijts.

Other Executive Education programs that have a strong leader character component include Manulife, Aecon, General Dynamics Land Systems Canada, and the *Ivey-AMCTO Leadership Program*.



COMMUNITYSHIFT™
CREATING VALUE IN NOT-FOR-PROFIT ORGANIZATIONS

EAST MEETS WEST MBA LEADERSHIP CASE COMPETITION

The annual East Meets West MBA Leadership Case Competition is a joint venture between Ivey's Ian O. Ichnatowycz Institute for Leadership and the Canadian Centre for Advanced Leadership in Business at the Haskayne School of Business, University of Calgary. The third case competition was hosted by Ivey in February 2017 and attracted teams from coast to coast. It featured two cases: one on the Stratford Festival with the Festival's Executive Director, Anita Gaffney, EMBA '02, and another on the City of Calgary with Jeff Fielding, Calgary's City Manager and Chief Administrative Officer and Leadership Institute Executive-in-Residence.



SAVING THE STRATFORD FESTIVAL: LEADERSHIP ADVICE FROM ANITA GAFFNEY

Sinking deeper into the red ink, the Stratford Festival was facing dark times when Anita Gaffney, MBA '02, took the reins as Executive Director in 2012, with Artistic Director Antoni Cimolino. Although Gaffney's impressive leadership saved the Festival from a \$3.4-million deficit, the 11 MBA teams from across Canada were taken back to 2012 and challenged by the Stratford Festival case.

The students shared their vision for the Stratford Festival with Gaffney and a panel of judges. After working alongside the student teams, Gaffney said she was impressed by the students'

ability to adapt into mixed MBA teams and focus their strategies so effectively during the competition.

Gaffney shared her strategies for the Festival, which were focused on stability and innovation and revealed three keys to effective leadership:

Have some humanity – As a leader, relating to people is important. You have to make the tough decisions and have the hard conversations. Showing that you really care makes those conversations much easier. You also need to understand your stakeholders. You can present a solid plan and prove its financial viability, but if you aren't sensitive to your stakeholders' needs, they won't stand behind your strategy;

Be passionate – You must have passion and energy for what you are doing and real passion cannot be fabricated, she said. It's that passion that gets others to come along on your journey and motivates them to stand behind you in difficult times; and,

Don't stray from the path – Have a real vision for an organization and be relentlessly committed to it. Gaffney said it's easy to get dragged off course by others, but straying off the path confuses your team. Instead, stay on track and be clear about your priorities.

A second case, A Situation of Conflicting Interests: Proximity to Rail, was presented by Jeff Fielding. This case dealt with whether or not to implement proximity-to-rail guidelines that might limit urban development in Calgary. Additional aspects of the case included illustrating the risks associated with decisions emerging out of groupthink-like situations, to show the importance of leadership and, in particular, leader character in conflict situations that play out in public settings, and to consider options for collaboration when one of the major stakeholders appears to have limited or no power in the relationship.

Once again, a team from the east triumphed. First place was awarded to the MBA team from Sobey School of Business at Saint Mary's University, with second place going to the Peter B. Gustavson School of Business, University of Victoria. The next East Meets West MBA Leadership Case Competition is scheduled to take place at Haskayne in February 2018.

IDEA FORUM – DEVELOPING LEADERSHIP CHARACTER

CHARACTER COUNTS, SAY CALGARY LEADERS

As part of Global Ivey Day, Gerard Seijts led an Ivey Idea Forum in Calgary called Developing Leadership Character where high-profile leaders shared how they developed character and how it helped them through challenges. The panel included Jeff Fielding, City Manager and Chief Administrative Officer, City of Calgary, and Leadership Institute Executive-in-Residence; Sarah Raiss, Corporate Director; and Andrew Wiswell, MBA '80, Independent Director and Consultant.

Raiss shared that she experienced the importance of character early in her career when she was asked to fudge numbers so the most cost-effective solution to an issue could be forced into action. She refused.

"I learned that I wouldn't be comfortable if I didn't do what I thought was the right thing to do. It was a defining moment for me because, from that moment forward, I could be who I was and feel good about it," she said.

For Wiswell, developing leader character is about constant learning: reflection, assessments, 360-degree feedback, as well as watching peers, superiors, and subordinates.

"In every situation where I've been exposed to leaders, I've learned something. I've learned what's good, and what behaviours to adopt or not to adopt," he said.

An important lesson for Fielding was understanding that how you behave and act on a day-to-day basis reflects your brand.

"Be aware of what is important in the organization and what the value set is and represent that well," he said.

Business schools, boards, CEOs, executives, human resources teams, and

individual employees all play a role in emphasizing the importance of leader character in the workplace. That is why a focus on leader character needs to be embedded in organizational practices, such as hiring and performance evaluation processes.

The event was well-received, with feedback such as this: "Ivey brought an innovative lens to development of leaders and inspired a great discussion for the business minds of Calgary. Leadership character is a differentiator and worth learning more about. Highly recommend another session by the Ivey Business School."

READ MORE ABOUT THE PANEL ON HOW TO EMBED LEADER CHARACTER INTO HR PRACTICES: go.ivey.ca/IdeaForum17

WATCH A VIDEO OF THE PANEL DISCUSSION: go.ivey.ca/ideaforumvideo



MEDIA HIGHLIGHTS



GERARD SEIJTS | LEARNING FROM FAILURE AND HARDSHIPS (CBC)

READ IT: go.ivey.ca/learnfromfailure

Seijts also made three radio appearances on the topic of learning from failure – *CBC Radio Maritime Noon*, *CBC Radio Ontario Today*, and *CBC Radio Calgary*.

IVEY AT WHITE HOUSE ROUNDTABLE ON WOMEN IN THE WORKFORCE

READ IT: go.ivey.ca/whitehouseroundtable

GERARD SEIJTS | BECOMING A GOOD LEADER (THE CLIP PODCAST)

READ IT: go.ivey.ca/becomingagoodleader

MAURER, BANSAL, AND CROSSAN | CORPORATE CANADA CAN'T HIDE FROM TRUMP'S IMMIGRATION BAN (THE GLOBE AND MAIL)

READ IT: go.ivey.ca/trumpimmigrationban

GERARD SEIJTS | COURTING CONTROVERSIAL SPEAKERS (THE GLOBE AND MAIL)

READ IT: go.ivey.ca/controversialspeakers

FEATURES IN IVEY BUSINESS JOURNAL AND OTHER NON-REFEREED PUBLICATIONS

SEIJTS, G.; AND WATSON, T. (2017). TRUMPING DIVISIVE LEADERSHIP. IVEY BUSINESS JOURNAL [ONLINE].

READ IT: go.ivey.ca/trumpingdivisiveleadership

SEIJTS, G. (2017). WINNING THE DIGITAL RACE. IVEY BUSINESS JOURNAL [ONLINE].

READ IT: go.ivey.ca/winningthedigitalrace

SEIJTS, G. (2016). THE THREE PILLARS OF LEADERSHIP. MUNICIPAL MONITOR, 4, 8-11.

SEIJTS, G. (2016). THE RISING COST OF BAD LEADERSHIP. IVEY BUSINESS JOURNAL [ONLINE].

READ IT: go.ivey.ca/priceofbadleadership

REPRINTED IN THE HUFFINGTON POST, OCTOBER 13.
READ IT: go.ivey.ca/huffpostbadleadership

WEB AND SOCIAL MEDIA HIGHLIGHTS

GROWTH IN @IVEYLEADERSHIP

June 2017



962

Twitter Followers

December 2017



1,030

Twitter Followers

68

Followers gained

7.07%

Increase in followers

TOP FIVE SOCIAL MEDIA POSTS

1. HBA Leadership Day

Facebook: 5,442 people reached, 80 likes, seven comments • **Twitter:** 3,127 impressions, nine likes, three retweets

2. Thomas d'Aquino Lecture – Dominic Barton

Facebook: 4,924 people reached, 108 likes, one comment, two shares • **Twitter:** 2,487 impressions, seven likes, three retweets

3. MBA Leadership Day – Beckie Thain-Blonk student blog

Facebook: 1,514 people reached, 32 likes, two comments, one share • **Twitter:** 5,090 impressions, 14 likes, seven retweets

4. MBA Leadership Day – Jordan Nix student blog

Facebook: 1,675 people reached, 16 likes, one comment • **Twitter:** 4,446 impressions, five likes, three retweets

5. Carol Stephenson at Women of Ivey Network Breakfast

Facebook: 2,310 people reached, 18 likes, one share • **Twitter:** 7,085 impressions, 22 likes, nine retweets

TOP FIVE @IVEYLEADERSHIP TWEETS



1. <https://twitter.com/iveyleadership/status/933528717820796929>
2,039 impressions, 18 likes, five retweets

2. <https://twitter.com/iveyleadership/status/931611932875939840>
2,271 impressions, 10 likes, five retweets

3. <https://twitter.com/iveyleadership/status/910554797866176512>
1,776 impressions, four likes, two retweets

4. <https://twitter.com/iveyleadership/status/892352016063881216>
1,428 impressions, seven likes, one retweet

5. <https://twitter.com/iveyleadership/status/933421867909521408>
1,133 impressions, four likes, three retweets

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 Antoni Cimolino and Dr. Catherine Zhan whose work with the Leadership Council has concluded since our last Annual Report publication. Welcome to our newest members Franca Gucciardi and Mona Malone, HBA '94.

LEADERSHIP COUNCIL MEMBERS

BILL AZIZ, HBA '79	President, BlueTree Advisors II Inc.
RAHUL K. BHARDWAJ, LLB, ICDD	President & CEO, Institute of Corporate Directors
ROBERT BROUWER	Canadian Managing Partner, Clients and Markets, KPMG
PETER DEVLIN	President, Fanshawe College
BILL FURLONG, MBA '87	Commissioner, Ontario Securities Commission Executive-in-Residence, Ian O. Ihnatowycz Institute for Leadership
JEFFREY GANDZ	Professor Emeritus, Ivey Business School, Western University
FRANCA GUCCIARDI	CEO, McCall MacBain Foundation
JON HANTHO, MBA '89	Principal, Janus Advisory Services
IAN O. IHNATOWYCZ, MBA '82, BSC, CFA, CDIR	President & CEO, First Generation Capital Inc.
MARK VANDENBOSCH, HBA '84	Acting Dean, Ivey Business School, Western University
MONA MALONE, HBA '94	Chief Talent & Learning Officer, BMO Financial Group
R. JEFFREY ORR, HBA '81	President & CEO, Power Financial Corporation
SEVAUN PALVETZIAN	CEO, CivicAction
MICHAEL ROLLAND, HBA '79	Chief Investment Officer, OMERS Private Markets
GERARD SEIJTS	Professor, Organizational Behaviour Executive Director, Ian O. Ihnatowycz Institute for Leadership, Ivey Business School
BARBARA STYMIEST, HBA '78 (LEADERSHIP COUNCIL CHAIR)	Director, BlackBerry Board of Directors
BILL TROOST, MBA '75	President, Peel Plastic Products Limited

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.

KANINA BLANCHARD

President, Opportunity Creation

C. DAVID CLARK, MBA '66

Principal, CEO Advisors Inc.

JEFF FIELDING

City Manager, Calgary, Alta.

BILL FURLONG, MBA '87

Commissioner, Ontario Securities Commission

MARK RENO, MBA '82

Lead Facilitator, The Banff Centre

MARTY ROTHSTEIN

Principal, CEO Advisors Inc.

ALEXANDRA SHAW

President & Principal Consultant, Quantum Leap Leadership Inc.

LORETTA BISCARO SMITH

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