

2013/2014 Annual Report

IAN O. IHNATOWYCZ INSTITUTE FOR LEADERSHIP



A Year to Celebrate

Since 1922, Ivey has been shaping leadership development. Our commitment to leadership was further expanded in 2010 thanks to a generous \$3.5-million donation from Ian Ihnatowycz, MBA '82, and his wife, Marta Witer, to create the Ian O. Ihnatowycz Institute for Leadership. The mission of the Ihnatowycz Institute is to develop current and next-generation leaders through best-in-class research and education. The aim is to make our research on leader character relevant, accessible, and useful to participants in our degree-granting programs as well as leaders in the private, public, and not-for-profit sectors. This has been an extraordinary year of achievements.

Highlights of 2013/2014



PAGE 9

SEPTEMBER

The Ihnatowycz Institute helped bring in Commander Chris Hadfield, the first Canadian astronaut to command the International Space Station, to Ivey to share his leadership lessons at the Richard Ivey Building's grand opening celebration on September 9, 2013.



PAGE 12

2013

AUGUST

New Leadership Under Fire: Developing Character course launches with most of the course held at the Canadian Forces Base Borden.



PAGE 17

NOVEMBER

Launch of Gerard Seijts' new book, *Good Leaders Learn: Lessons from Lifetimes of Leadership*, which features interviews with more than 30 contemporary leaders from different industries, sectors and countries, including The Honourable Paul Martin, former Prime Minister of Canada.



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Global Community

DECEMBER

Bill Furlong, MBA '87, former Vice Chair at TD Securities, joins the Ihnatowycz Institute for a two-year term as its inaugural Executive-in-Residence.



MARCH

Associate Professor Nicole Haggerty, HBA '89, PhD '04, wins the Case Centre 2014 Innovation in Case Teaching Competition for her contributions to case development through her course, the *Ubuntu Management Education Initiative*, which is partly funded by the Ihnatowycz Institute.

2014



JANUARY

Arlene Dickinson from CBC's *Dragons' Den* and General (Ret.) Rick Hillier, former Chief of Defence Staff for the Canadian Forces, were the keynote speakers at the inaugural HBA Leadership Conference in January 2014.



Message from the Executive Director



Gerard Seijts

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

Ever since the 2008-2009 financial crisis, organizations have been re-evaluating their approach to leadership. The crisis opened our eyes to leadership failings and how leaders should evolve to avoid similar crises.

We took immediate action at the Ivey Business School. One of our first steps was to create, in 2010, the Ian O. Ihnatowycz Institute for Leadership to research leadership issues and develop teaching tools to help next-generation leaders be the best they can be.

We have already made enormous progress in these areas. Here are just a few highlights from the past year alone.

1. Program Excellence – We have been singled out for one of our courses – a course that transforms Ivey students as well as their peers in Africa. Associate Professor Nicole Haggerty, HBA '89, PhD '04, won the Case Centre 2014 Innovation in Case Teaching Competition for her course *Ubuntu Management Education Initiative* (see story on page 18). The course enables our HBA and MBA students to teach their peers in African business schools using the renowned Ivey Case-Method Learning, as well as develops African business cases. Most importantly, the course is a life-changing experience for our students. From their insights on life in Africa, they develop a more personal sense of compassion, which is an essential quality for leaders. We are proud to support this program through the Troost Curriculum Development Funding.

Our new course, Leadership Under Fire: Developing Character, which launched in August 2013, has also captured attention. General Dynamics Land Systems – Canada, a world leader in the engineering, manufacturing and sustainment of Light Armoured Vehicles, has offered to sponsor the course going forward. The course is a great fit for General Dynamics Land Systems as it focuses on building strengths in both leading and following roles in challenging situations and is modelled after the military experience (see story on page 9). We look forward to working with General Dynamics and offering future sessions of the course.

2. Thought Leadership – We have been building momentum in our research on leadership, in particular our work in two areas: what makes a good leader, and leader character. In November 2013, my book *Good Leaders Learn: Lessons from Lifetimes of Leadership* was released by Routledge Publishing. The book features interviews with more than 30 leaders in North America and Asia and explores how they learned to lead and the critical moments of their leadership journey. There has been a lot of interest in the book and I was asked to share insights from the book at several events in Canada and Asia this past year. One highlight was our Global Ivey Day event where a panel of leaders from different industries and sectors revealed their indispensable lessons on learning to lead and why commitment to leadership is critical (see story on page 17).

Our research on the critical components of leader character, which began in August 2013, has also been well-received, particularly by corporate directors and other executives. In fact, the Institute of Corporate Directors (ICD) partnered with us in offering sessions at ICD regional chapter events in various locations across Canada in the winter and spring of 2014, at which we shared our initial findings on leader character (see story on page 11). Most importantly, we were also able to gather additional information from the directors on how they perceive leader character. The analysis of that data is the next step of the study. We are grateful to the ICD for working with us in this area and hope to continue to work with them on more in-depth sessions on character issues and governance.

3. Global Community – When Ivey alumni, faculty, staff, students, donors, and other special guests came together to celebrate the grand opening of the School's new building, we kicked off the festivities with an inspirational message from a great Canadian leader. The Ihnatowycz Institute helped to bring in Commander Chris Hadfield (see story on page 17) who revealed the highlights of living his dream – becoming an astronaut – and taught us that anything is possible.

It's a message we keep in mind as we look forward to the future. There are already some exciting projects on the horizon:

- In February 2015, we'll launch a case competition on leadership in partnership with the Haskayne School of Business in Calgary;
- We'll expand our teaching with a new course, *Giving Voice to Values*, beginning in March 2015 (see story on page 6);
- We'll host a conference on leader character. Visit our website (www.iveyleadershipinstitute.ca) for more details at a later date; and
- We'll continue to expand our collection of academic and practitioner articles on leadership.

Ian Ihnatowycz once said it takes a crisis to produce something positive. And, if the achievements of the Ihnatowycz Institute in 2013/14 are any indication, we are indeed making some positive contributions to the development of leaders.

That's because leadership is the essence of what we do and what we have always done at the Ivey Business School.

Meet our Leadership Council

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



Barbara Stymiest, HBA '78,
Leadership Council Chair

Bill Aziz, HBA '79	President, BlueTree Advisors II Inc.
E. Scott Beattie, HBA '81, MBA '86	Chairman, President and CEO, Elizabeth Arden, Inc.
John Boynton, HBA '86	Owner of GRB Restaurants and Dynamic Franchising Group
Janice Charette	Deputy Clerk of the Privy Council and Associate Secretary to the Cabinet
Antoni Cimolino	Artistic Director, Stratford Festival
Peter Devlin	President, Fanshawe College
Ana M. Dominguez	Executive Director, General Manager, S.C. Johnson and Son, Limited
Jeffrey Gandz	Professor Emeritus, Ivey Business School, Western University
Roland Horst, LLB/MBA '83	CEO and Director, CBay Minerals Inc.
Ian O. Ihnatowycz, MBA '82	President & CEO, First Generation Capital Inc.
Robert (Bob) Kennedy	Dean, Ivey Business School, Western University
Stephen P. Mader	Vice Chairman & Managing Director, Board Services Practice, Korn/Ferry International
Amos Michelson	Chairman, Kardium Inc.
R. Jeffrey Orr, HBA '81	President and Chief Executive Officer, Power Financial Corporation
Michael Rolland, HBA '79	President and Chief Executive Officer, Borealis Infrastructure
Gerard Seijts	Professor, Organizational Behaviour, Executive Director, Ian O. Ihnatowycz Institute for Leadership Ivey Business School, Western University
Barbara Stymiest, HBA '78	Director, BlackBerry Board of Directors
Bill Troost, MBA '75	President, Peel Plastic Products Limited
Mac Van Wielingen, HBA '75	Founder, Chairman and Director, ARC Financial Corp.
Catherine Zahn	President and Chief Executive Officer, Centre for Addiction and Mental Health

Program Excellence

New course helps students voice their values

When athletes want to master a move, they repeat it over and over again until their muscles remember the action.

The same technique can be used when it comes to standing up for your values. Practise over and over again how you will stand up for your values in situations where others might pressure you to do the opposite, and protecting them will come naturally.

Giving Voice to Values is a new course for HBA students launching in March 2015 that puts that concept into action.

It's based on the course designed by Mary Gentile, author of the book *Giving Voice to Values*, which was launched at the Aspen Institute with the Yale School of Management and has been piloted in 400 schools worldwide.

"If you get to practise and develop personal scripts about what you will do in a certain situation, it will be easier for you to speak about your values. You won't be paralyzed when an incident arises, but can instead start to have a conversation," said Lecturer Jana Seijts, who will be teaching the course.

Through a variety of activities, students will learn they each have personal values that are engrained in them through societal norms, religion, family values, and experiences. Once they have identified their personal values, they will practise, through role-playing and other activities, defending their values when they are in situations where their values clash with those of others.

"The students learn to talk about their values so that perhaps they can get the other person to change," said Seijts. "We're all faced with issues, and they don't have to be these grand issues, but you need to know



what to do when confronted with them. It's easy to rationalize why you should either turn a blind eye or not look at the issue of bringing your values to the table because of power issues. This is a way of empowering people not to be fearful."

Gentile will be one of several guest speakers in the course.

Conference focuses on the importance of character and candour in leadership



HBA students practising candour in the workplace with professional actors

Drawing inspiration from an entrepreneur, a former military leader, and the late Nelson Mandela, Ivey students learned the roles that character and candour play in becoming better leaders at the inaugural HBA Leadership Conference in January 2014.

Mary Crossan, MBA '85, PhD '91, the Ivey Alumni Association Toronto Chapter Faculty Professor in Business Leadership, who organized the conference, said it allowed students to experience firsthand what character is, why it is so critical, and how they can develop it.

"Character and candour are intimately connected and both are essential in great leadership, but in short supply," she said. "The conference builds on the cutting-edge, world-class research and teaching being conducted at Ivey about leader character."

The day-long conference included two workshops. One session helped students understand the 11 dimensions of character using clips from the movie *Invictus*. The other workshop enabled students to practise candour in the workplace through role playing with professional actors.

The event also included presentations from two guest speakers. Arlene Dickinson, an entrepreneur, author and venture capitalist who is known for her role on CBC's *Dragons' Den*, revealed how she developed three critical pillars of leadership: confidence, character, and candour. General (Ret.) Rick Hillier, former Chief of Defence Staff for the Canadian Forces, discussed the importance of being candid and the impact of doing so in his leadership experience.

Associate Professor Ann Frost taught the *Invictus* portion, along with seven other faculty members. Frost said the *Invictus* portion was particularly powerful for the students because Mandela's leadership had been heavily discussed in the media

following his passing in December 2013. In fact, Professors Jeffrey Gandz (Emeritus), Gerard Seijts, and Crossan wrote a column in the *Globe and Mail* on Mandela's strength of character being a key part of his leadership.

(Read the article: go.ivey.ca/mandelaarticle)

Students were shown clips from the film that demonstrated how Nelson Mandela and Francois Pienaar, a former South Africa rugby captain, led people to accomplish two objectives: uniting post-apartheid South Africa and winning the 1995 Rugby World Cup.

"The movie is quite a good tool for showing that character is an essential part of leadership. People think great leaders are born. They think that leaders are very charismatic and they just have this very compelling way with people," said Frost. "The film shows that's not really what's going on. Nelson Mandela isn't really a charismatic leader. He's a genuine person who has this very deep character of kindness and patience and a big-picture view. He's forgiving and he makes people do what he wants them to do because it's the right thing to do. That's the big lesson that students take away from this."

The conference was made possible through funding from an anonymous Ivey alumni couple who so firmly believed in the importance of candour in leadership that they donated \$1 million to the Ihnatowycz Institute to support the annual conference, faculty development, research, and curriculum enhancements focused on candour in leadership.

Watch a video on the conference: go.ivey.ca/dayinlife

"I have been to many leadership conferences, but none where I actually left feeling like I had really developed as a leader. The HBA Leadership Conference was a fantastic experience and is definitely up there as one of my favourite events of HBA!" – **Jonathon Barbaro**, HBA '15

Ihnatowycz Institute delivers CommunityShift™ leadership program

Leadership essentials are as important for the non-profit sector as the business world, particularly when it comes to driving forward organizations when there are increasing constraints on funding and resources.

That's why the Ivey Executive Education CommunityShift™ program helps not-for-profit organizations, such as universities, hospitals, government groups, and charitable groups, to develop the key attributes of good leadership, while also focusing on the latest thinking in other business functions.

The five-day leadership development program, which launched in January 2013, will be delivered by the Ihnatowycz Institute beginning in November 2014. It is run in

partnership with KPMG and is modelled on the successful QuantumShift™ program, which is also co-founded by Ivey and KPMG.

CommunityShift™ is offered exclusively to 45 C-level leaders of Canadian charities and not-for-profit organizations and focuses on topics such as strategic leadership, board governance, and managing the external environment and stakeholders.



Ann Peng brings expertise in ethics and leadership



Ann Peng brought her leadership expertise to the Ihnatowycz Institute beginning in July 2013 as the inaugural holder of the Troost Professorship in Leadership.

She joined the Ivey Business School as an Assistant Professor and will hold the Troost Professorship in Leadership until August 2018. The award was established by Leadership Council member Bill Troost, MBA '75, and his wife, Kathleen, to support teaching and research on leadership.

"The appointment of the Troost Professorship in Leadership is a great honour. It motivates me to ask important leadership questions in my research, and reminds me of my responsibilities to the School and society," said Peng.

Peng's research centres on leadership, ethics, conflict management, job stress, emotions, proactive work behaviour, and intercultural interactions.



Participants in a 2013 CommunityShift™ session

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IVEY FACULTY MEMBERS INVOLVED WITH THE IHNATOWYCZ INSTITUTE IN 2013/14



Ivey students at the Canadian Forces Base Borden

Military exercises help students learn leadership under fire

Ivey students had their physical and mental endurance put to the test when learning how to prepare for future battles in the boardroom in the new course, Leadership Under Fire: Developing Character.

The four-day course was launched in August 2013 and is modelled after the Basic Officer Training Course that Canadian Forces officers take. It was taught by military veterans with combat and teaching experience. Most of the course was held at the Canadian Forces Base Borden.

The students learned task-oriented problem-solving in stressful and uncertain contexts and were put through a series of challenges geared to build strengths in both leading and following roles.

“The point of the course is to get people out of their comfort zone and stress test them,” said Professor Gerard Seijts. “This gives

them a little bit more understanding about themselves and how they would function in stressful or difficult situations.”

The course was also meant to illustrate the 11 dimensions that comprise leader character.

The activities helped the students gain a better understanding of their own personal strengths and weaknesses in stressful situations as well as an appreciation of what makes a good leader in challenging situations.

“There are not too many experiences that really allow you to push the boundaries of leadership quite like this course. It’s really intense and an experience like that is rare.”

– **Christine Peet**, HBA '14

Watch the video: go.ivey.ca/leadershipunderfire

Read an article in *Ivey Business Journal* on the course: go.ivey.ca/militarytraining

Thought Leadership

Ivey research in the forefront at ethical leadership conference

The Ihnatowycz Institute's research on leader character was the focal point of a two-day forum on ethical leadership in Dallas, Texas in March 2014.



Ivey Professor Mary Crossan delivered the kick-off presentation of the 3rd Annual Notre Dame Deloitte Center for Ethical Leadership Forum: Cultivating Character at Your Company on March 27 at Deloitte University in Dallas, Texas.

She discussed the relationship between character, competencies, and commitment, comparing it to how DNA strands interact to produce certain attributes even though some aspects are not prominently visible.

“Character and competencies have been entangled for better and for worse and we’ve really lost sight of the character side. It has been invisible. So even though these are connected, leadership continues to disappoint us because we’re focusing on competencies, without understanding the role that character plays to both develop and employ competencies,” she said.

Crossan said it was an honour that Ivey was identified as a key resource for the

conference and that its research and teaching on leader character was so well-received.

“Many people were just astonished at how far we have been able to push the boundaries on research and the work we’ve been doing in the classroom and beyond,” she said.

In addition to the Deloitte University conference, Crossan and Professors Gerard Seijts and Jeffrey Gandz (Emeritus), and Post-Doctoral Fellows Alyson Byrne and Mark Reno, have presented the leader character research at numerous events throughout the year.

Ivey and Institute of Corporate Directors explore character in corporate governance

Character is a critical part of effective decision-making and influences how CEOs, C-suite level executives, and board members implement board directives and many other facets of governance.

Researchers with the Ihnatowycz Institute are working with the Institute of Corporate Directors (ICD) to share and gain insights on how to develop leader character in current and future business leaders.

Professors Jeffrey Gandz (Emeritus), Mary Crossan, and Gerard Seijts were each involved in sessions with ICD members at chapter events across Canada. The sessions were held at ICD regional chapter events in Vancouver, Edmonton, Toronto, Winnipeg, St. John's, Calgary, Ottawa, Regina, and Saskatoon in the winter and spring of 2014. More than 725 corporate directors participated.

The Ivey researchers presented their initial findings on leader character, including the dimensions of character: transcendence, drive, collaboration, humanity, humility, integrity, temperance, justice, accountability, courage, and judgment. They also gathered information from the directors through panel sessions, roundtable discussions, and surveys, on how they perceive character. Analysis of the data from the surveys is the next step of the leader character study.

"I was struck by the incredible enthusiasm of people," said Gandz. "There is a huge amount of interest in this and where we are going next, which is toward the development of ways of assessing leader character."



When it comes to selecting CEOs, C-suite level executives, or board members, Gandz said most people agree competencies, character, and commitment are all important criteria, but character is the most difficult one to focus on because there is a lot of ambiguity about what it means.

Gandz said there are three reasons why people don't focus on character as much as they should:

- They need a modern, business-like vocabulary to describe character attributes;
- They need tools to assess character – both to self-assess their character and to assess it in others; and
- They don't know how to develop leader character.

"We need to be able to be specific when discussing character," said Gandz. "We need to have a language people can use and tools for assessment."

Gandz said the researchers next hope to do similar sessions with corporate directors in other countries as well as focus groups with directors to delve deeper into character issues and governance.

New tool solves dilemma of assessing leader character

Ivey researchers have partnered with Sigma Assessment Inc. to develop a new tool to help people assess character in themselves and others.

They have created the Leader Character Insight Assessment (LCIA) tool, as well as a 360-degree, or multi-source feedback, version of the tool. These tools measure the 11 dimensions and 61 elements of character that have been identified by Professors Mary Crossan, Jeffrey Gandz (Emeritus), and Gerard Seijts, and Post-Doctoral fellow Mark Reno as part of a three-year leader character study that began in August 2013. The study is funded by a \$277,070 grant from the Social Sciences and Humanities Research Council of Canada.

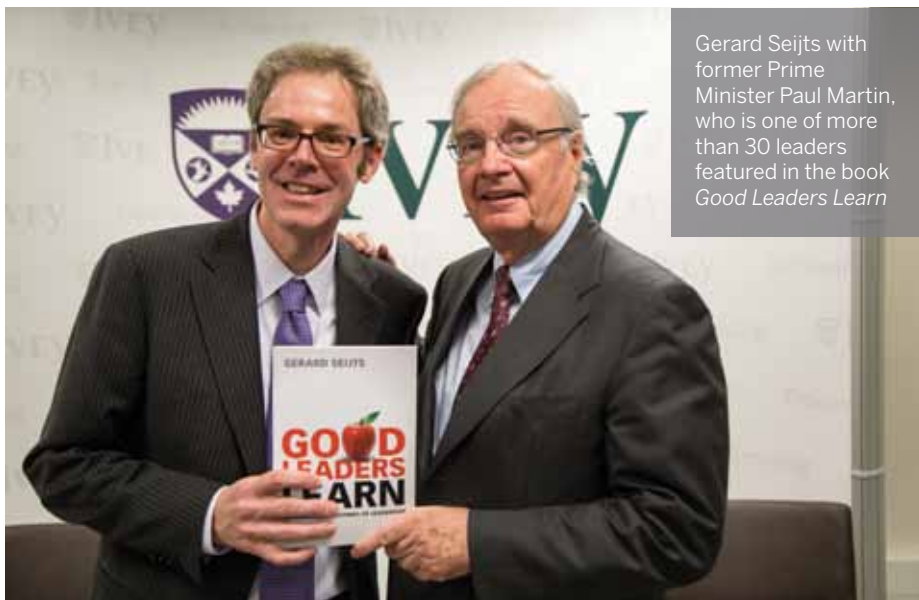
"The LCIA is a method to measure leaders' character development and growth over time," said Julie Carswell, Vice-President, Sigma Assessment Systems Inc. "It's a mechanism for enhancing leaders' self-awareness around their own character strengths and weaknesses and a platform that can be used to stimulate a developmental dialogue with leaders in the area of character."

The LCIA scales were developed and refined during this past year and the tool has already been administered to more than 800 leaders and potential leaders to date, including Ivey students. The LCIA-360 version has been tested on more than 100 leaders from a large defence contracting organization.

Additionally, the Ivey researchers and Sigma have created detailed development reports, which are generated by an online platform, that leaders receive once they have completed the assessment process.

The next step is to put the tools into practise more broadly.

Exploring how good leaders learn



Gerard Seijts with former Prime Minister Paul Martin, who is one of more than 30 leaders featured in the book *Good Leaders Learn*

Ivey students and alumni had a chance to learn firsthand from some of the most prominent leaders in North America who are featured in Gerard Seijts' new book *Good Leaders Learn: Lessons from Lifetimes of Leadership* (Routledge Publishing, November 2013).

The book features interviews with more than 30 leaders in North America and Asia on topics such as how they learned to lead, and lessons learned in leadership roles.

Seijts led three events in 2013/14 related to the launch of the book, each featuring insights from leaders in the book.

Students participated in a panel session on September 10, which was part of the inaugural Leadership Day (see page 17) and got a sneak peek at some of the content in the then soon-to-be-released book. Five leaders shared the experiences that shaped them as leaders and the lessons they learned from both successes and failures: Daniel Akerson, Chairman and CEO of General Motors; Antoni Cimolino, Artistic Director of the Stratford Festival and a Leadership Council member (see page 5); Sukhinder Singh Cassidy, HBA '92, Founder and Chairman of Joyus.com

and former senior VP of Google; Arkadi Kuhlmann, HBA '71, MBA '72, Chairman and CEO of ZenBanx and an Ivey Advisory Board member; and Jody Wilson-Raybould (Puglaas), Regional Chief of the British Columbia Assembly of First Nations.

Additionally, Global Ivey Day on November 14 celebrated the launch of the book with an interactive discussion at Ivey's Tangerine Leadership Centre in Toronto with three leaders who were featured in the book: Barbara Stymiest, HBA '78, Director, BlackBerry's Board of Directors and the Chair of the Leadership Council (see page 5); Charles Brindamour, CEO of Intact Financial Corporation; and Rahul Bhardwaj, President & CEO, Toronto Community Foundation, as well as Jon Hantho, MBA '89, President & CEO, Maxxam Analytics International Corp. and an Ivey Advisory Board member.

The Honourable Paul Martin, former Prime Minister of Canada, also provided a candid interview for the book and then visited the School on April 11 (see page 14) to share additional experiences, insights, and advice with students.



Gerard Seijts with the *Good Leaders Learn* panel on September 10 (L-R) Sukhinder Singh Cassidy, Arkadi Kuhlmann, Daniel Akerson, Antoni Cimolino, and Jody Wilson-Raybould (Puglaas)

Here are some of the insights shared at the *Good Leaders Learn* book launch event on November 14:

- **Rahul Bhardwaj:** *“Learn to embrace failure. Knowing that you don’t know it all is an important place to start. I learn far more from my mistakes than I ever do from what I do right.”*
- **Charles Brindamour:** *“Throughout your career, always build credibility with your peers. Many people manage upward. I think it’s way more important to be consistent with your peers, with your employees, and with your bosses. So building credibility across is critical.”*
- **Jon Hantho:** *“I’ve been a big believer in self-awareness. Some leaders have the view that they don’t need to change. They think the organization needs to change around them. Philosophically, I’m just not there. I think leadership is about self-awareness and it is about a personal commitment to being better and to change.”*
- **Barbara Stymiest:** *“When you step into the top role, it is the beginning of something. It isn’t the end of something.”*

Watch a webcast of the session:
go.ivey.ca/goodleaderslearn

Alyson Byrne and Karen MacMillan make impact on leadership research

Post-Doctoral Fellow Alyson Byrne and Ivey PhD candidate Karen MacMillan contributed to the Ihnatowycz Institute's research on leadership in 2013/2014. Byrne began a one-year appointment at Ivey in August 2013 thanks to a generous donation from Ian O. Ihnatowycz, MBA '82, and contributed to research on leader character (see page 11). MacMillan will be presenting with Professor Jane Howell and Assistant Professor Charlice Hurst, who is the inaugural holder of the donor-funded Ivey Professorship in Leadership, research on ambivalence in interpersonal workplace relationships. The presentation will take place at the Academy of Management Annual Meeting in Philadelphia in August 2014.



Alyson Byrne

Cases on Leadership

- **Canada's Aboriginal People: Idle No More**, Jana Seijts, Gerard Seijts, Paul Bigus, Product Number: 9B13C046, 12/20/2013
- **ING Direct Canada: Are You Suffering?** Gerard Seijts, Andy Holloway, Product Number: 9B13C046, Publication Date: 12/20/2013
- **Landsbanki Islands hf and NBI hf: Where to From Here?**, Michael King, Gerard Seijts, Murray J. Bryant, Product Number: 9B14C015, Publication Date: 03/05/2014

Research papers on Leadership

- "Developing Leadership Character in Business Programs," *Academy of Management, Learning and Education*, June 2013, Vol. 2, Issue 2, p.285-305
- "In Search of Virtue: The Roles of Virtues, Values and Character Strengths in Ethical Decision-Making," *Journal of Business Ethics*, April 2013, 113 (4), p.567-581

In the Media

Developing Leaders, Issue 10:2013

Professors Gerard Seijts, Jeffrey Gandz (Emeritus) and Mary Crossan, and Post-Doctoral Fellow Mark Reno discuss the questions organizations must ask in assessing leaders and the character virtues of good leaders in their article, "Character: The Essence of Leadership."

Institute of Corporate Directors' Director Journal, May 2013

Professor Emeritus Jeffrey Gandz, Professors Mary Crossan and Gerard Seijts, and Post-Doctoral Fellow Mark Reno outline how, by paying more attention to what defines character, directors can improve the quality of leadership in their organizations, in their article "Leadership Character and Corporate Governance." (Also ran in *Ivey Business Journal*, May/June 2013)

Read the article:
go.ivey.ca/ibjcorporategovernance

Ivey Business Journal, July/August 2013

Professor Gerard Seijts reveals what makes a leader based on interviews with 30 leaders around the world in his article, "Good Leaders Never Stop Learning."

Read the article:
go.ivey.ca/ibjgoodleaderslearn

Ivey Business Journal, November/December 2013

Professor Mary Crossan and Post-Doctoral Fellow Alyson Byrne show how candour is related to leader character through insights from General (Ret.) Rick Hillier, former Chief of the Defence Staff for Canadian Forces, in their article, "Linking Candour to Leadership Character with Gen. Rick Hillier."

Read the article:
go.ivey.ca/ibjrickhillier

Lessons from leaders who are making an impact



WHO: Steinþór Pálsson, CEO of Landsbankinn

WHERE: Ivey Business School, London

WHEN: March 28, 2014

MESSAGE: People count

When Steinþór Pálsson was asked to rebuild Iceland's oldest bank, which failed during the financial crisis, he faced an uphill battle.

Trust in banks had eroded and he needed to regain the trust of Landsbankinn's employees, customers, the Icelandic government, and the general public. He focused on his employees first and tried to earn their trust by seeking their advice and including them in the process of creating a new strategy for the bank.

"Take care of the inside and the inside will take care of the outside."

Watch the video: go.ivey.ca/steinthorpalsson



WHO: Paul Martin, former Prime Minister of Canada

WHERE: Ivey Business School, London

WHEN: April 11, 2014

MESSAGE: Ask questions

During his varied career as a lawyer, a businessperson, and Canadian Prime Minister, Martin found there were issues he couldn't solve without guidance. So he learned to ask questions and admitted to failing when he tried to tackle the issues on his own. He advised leaders to listen and ask questions because doing so shows involvement and allows them to learn.

"An intelligent person with common sense can ask good questions about things."

Whether it was learning how communication and leadership can propel a movement or how a bank was resurrected from the ashes, leaders hosted by the Ihnatowycz Institute in 2013/14 had valuable lessons to share.



WHO: Richard Bartrem, VP, Communications and Community Relations, WestJet

WHERE: Ivey Business School, London

WHEN: October 23, 2013

MESSAGE: Corporate culture makes a difference

Although WestJet's corporate culture has evolved as it grew to more than 9,500 employees today from 200 employees in 1996, one thing has not changed – the employees still consider themselves to be part of one big, happy family. Bartrem said that sense of family has been an important part of the employee experience and WestJet's success.

"If you are not planning for what the culture in an organization is going to be like, you've missed a very big chunk of the employee experience that will actually drive a better company."

Watch the video: go.ivey.ca/richardbartrem



WHO: Bob Rae, former Ontario Premier and Tanya Kappo, a Sturgeon Lake Cree Nation citizen

WHERE: Ivey Business School, London

WHEN: December 10, 2013

MESSAGE: Be open-minded and think long term

The Idle No More Movement started an important Canadian dialogue between government, business, and indigenous people, one which offers valuable lessons on communications, social media strategy, and leadership. Rae and Kappo discussed the leadership strategies that mobilize people to take collective action.

"When you think about leadership and communications, there is a valuable structure there for organizations, but also open your minds to think about other forms of leadership. I think when you move ahead in a way that's more open-minded, it creates the space and the bigger opportunity for more people to be involved."

Watch the video: go.ivey.ca/bobrae

Global Community

General (Ret.) Wesley Clark shares experiences in crisis management and collaboration

Leaders from academia, government, health care, and business learned how to cope with crises and disasters at the Ilnatowycz Institute's Second Annual Conference on Collaboration: Communicate, Cooperate, Collaborate, Innovate (C3I) that was held at the Ivey Spencer Leadership Centre May 1-3, 2013.

General (Ret.) Wesley Clark, a former NATO Supreme Allied Commander, gave the keynote address and outlined key strategies for leadership, including cultivating a passion for the job, team-building, balancing collegial and tough approaches, and being prepared for what's next.

"You have to have foresight. You've got to look to the future and recognize what the risks are. If you have a fear of failure, when you look to the future, you won't have the courage to execute in the present. You've got to be able to bring people on your side," he said.

Watch the video interview with Wesley Clark: go.ivey.ca/wesleyclark



Professor Gerard Seijts with General (Ret.) Wesley Clark

Lectures and practical exercises also brought to life the concept of collaboration. The invitation-only event included presentations on the underlying characteristics of crises and disasters by experts in politics, administration, disaster management, information technology, and the military. The conference was organized by Professor

Gerard Seijts from the Ilnatowycz Institute, in partnership with Candace Gibson from the Schulich School of Medicine & Dentistry at Western University, and Professor Dag von Lubitz from Central Michigan University. Sponsors included IBM Canada, Intact Financial Corporation, the City of London, and the Ivey Idea Forum.

Lessons in leadership from outer space and more down-to-earth settings



Leadership Council member Ian O. Ihnatowycz, MBA '82, Commander Chris Hadfield, and Ivey Professor Gerard Seijts

For 90 years, Ivey has focused on shaping the ways leaders develop. That's why the grand opening celebrations for the Richard Ivey Building included two unique opportunities to learn lessons from a wide variety of leaders, including business people, an actor, and an astronaut.

The first opportunity was when Commander Chris Hadfield, the first Canadian astronaut to command the International Space Station, shared his personal lessons on leadership with students, faculty, staff, donors, and special guests at a packed event at Alumni Hall on September 9.

Another opportunity came when the School's most influential alumni and other globally recognized leaders also provided leadership lessons from critical moments in their careers at Leadership Day on September 10.

Leadership Day included faculty-led case discussions based on the experiences of these leaders. Although the subjects and businesses were disguised, the leaders

later identified themselves to the students and co-taught the classes.

The 14 leaders, most of whom are members of Ivey's Advisory Board, including Leadership Council member Scott Beattie, HBA '81, MBA '86, and the Institute's Executive-in Residence Bill Furlong, MBA '87 (see page 19), discussed situations such as re-evaluating your goals when an entrepreneurial vision takes hold, keeping your dream company alive during the financial crisis, or managing risk when expanding into a new market.

Leadership Day also featured a Q&A panel session with five of the leaders featured in *Good Leaders Learn: Lessons from Lifetimes of Leadership*, a book by Professor Gerard Seijts that was released a

couple of months later. Participating in the session were:

- **Daniel Akerson**, Chairman and CEO of General Motors;
- **Sukhinder Singh Cassidy**, HBA '92, Founder and Chairman of Joyus.com, and former President, Asia Pacific and Latin America Operations at Google;
- **Arkadi Kuhlmann**, HBA '71, MBA '72, Chairman and CEO of ZenBanx and an Ivey Advisory Board member;
- **Jody Wilson-Raybould**, British Columbia Assembly of First Nations Regional Chief; and
- **Antoni Cimolino**, Artistic Director of the Stratford Festival and a member of the Institute's Leadership Council (see page 5).

Watch the interview with Chris Hadfield: go.ivey.ca/chrishadfield

Nicole Haggerty wins award for bringing Ivey's Case-Method Learning to Africa

Associate Professor Nicole Haggerty, HBA '89, PhD '04, won an award known as the "Oscar" for case teaching for her support to Africa in producing African cases.

She won the Case Centre 2014 Innovation in Case Teaching Competition in March 2014 for her contributions to case development through her Ivey course, the *Ubuntu Management Education Initiative*.

The course enables Ivey students to teach African business students and faculty how to use Ivey cases as well as to develop new African business cases.

"For me, winning the competition will help promote this initiative to a wider audience. I am most pleased about gaining publicity for the difficulties faced by business schools in Africa who want to build their

capabilities to teach with and write indigenous business cases," said Haggerty.

Since the course was launched in 2012, 43 students have taken part in the program and more than 800 African business school students have been part of the course.

The course is partially funded through the Troost Curriculum Development Funding, provided through a donation from Leadership Council (see page 5) member Bill Troost, MBA '75, and his wife, Kathleen. Leadership Council member Ian O. Ihnatowycz, MBA '82, also supports the program by providing travel bursaries to students to offset their costs for the trip.



Associate Professor
Nicole Haggerty



Professor
Frederick
Morgeson

Ihnatowycz Institute launches new award for leadership research

Professor Frederick Morgeson from Michigan State University won the inaugural Best Leadership Paper Award from the Ihnatowycz Institute in 2014.

The award celebrates excellence in scholarly research in an academic journal. Morgeson won for his paper, "Leadership in Teams: A Functional Approach to Understanding Leadership Structures and Processes," which was published in the *Journal of Management*.

He was lauded for the uniqueness of the research, the number of actionable items included, and the impact made since publication.

Morgeson shared insights from his career in studying team leadership as well as highlights from the winning research paper to Ivey faculty and PhD students at an Ivey Research Series event in January 2014.

Read the Q&A with Morgeson:
go.ivey.ca/frederickmorgeson



Bill Furlong, MBA '87, shared his experiences with students at Ivey's Leadership Day in September

New Executive-in-Residence brings firsthand leadership experience to Ivey

Bill Furlong, MBA '87, former Vice Chair at TD Securities, has had plenty of experience in building organizations from the ground up.

He has been involved with a research and development startup in Newfoundland, the launch of the CAMI Automotive plant in Ingersoll, the creation of new securitization businesses at both CIBC and TD, and the setup of TD Bank's Global Middle Office in London, England, among other things. He is now sharing lessons and insights from those experiences as an Executive-in-Residence for the Ilnatowycz Institute. He was appointed to the role in December 2013 and will be with the Institute until December 2015.

"I'm passionate about leadership, in particular trying to better understand those elusive, hard-to-define, yet essential

qualities that are the hallmarks of great leaders," he said. "I have become increasingly interested in the work the Institute is doing around leader character because I think it has great potential for impact."

Prior to becoming Executive-in-Residence, Furlong participated in the inaugural Ivey Leadership Day in September 2013 as a case protagonist, where he shared his experience working in environments of ambiguity and uncertainty.

As Executive-in-Residence, he has written a case on leader character based on his experiences, as well as articles for media and the *Ivey Business Journal*. He has also been a mentor to students in Ivey's *Transformational Leadership* course and supports the Ilnatowycz Institute with outreach regarding research and teaching.

"As you take research out into the community, you have the opportunity to test it and incorporate your real-world

learnings back into your research and teaching," he said. "There is also the benefit of finding ways that research can be applied in the broader environment. The Institute's research around leader character has touched a deep and resonant chord with people in executive, board, and other leadership positions. I think we're just beginning to realize the potential impact that leader character can make."

Articles by Bill Furlong:

Bill Furlong, Mary Crossan, and Gerard Seijts, "Character Matters, Even at Toronto City Hall," *Ivey Business Journal*, January/February 2014.

Read the article: go.ivey.ca/ibjrobford

Bill Furlong, "Nice Guys Can Win (If They Are Good)," *Huffington Post*, April 17, 2014.

Read the article: go.ivey.ca/huffpostniceguys

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