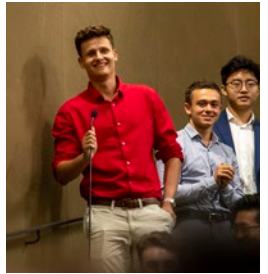


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# IAN O. IHNATOWYCZ

# INSTITUTE FOR

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

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# MESSAGE FROM THE EXECUTIVE DIRECTOR

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**GERARD SEIJTS** | IAN O. IHNATOWYCZ CHAIR IN LEADERSHIP

As the Ian O. Ihnatowycz Institute for Leadership begins preparations for its 10th anniversary, it has provided me with the opportunity to pause, reflect upon, and take stock of the past decade.

As we all know, the mission of the Ivey Business School is to develop business leaders for the 21st century. In 2007, this mission took on an acute urgency as we watched the world's financial systems crash. How could this have happened? The answer came in the form of a manifesto entitled *Leadership on Trial* – written by Ivey Professors Jeffrey Gandz, and Mary Crossan, our former dean Carol Stephenson, and myself – following our research into the leadership failures in the lead-up to the financial crisis. We discovered that the crisis was not due to a deficiency in competence but, to a great extent, to a deficiency in character. The foundation of good leadership always rests on three pillars: competencies, character, and commitment. However, one of those pillars — character — had been neglected in much of the leadership literature, development and business programs, and the leadership discourse, in general.

It was time to change that.

So in 2010, the Ian O. Ihnatowycz Institute for Leadership at Ivey Business School was established, and since then I am proud to say this Institute has become a leader in the research, teaching, and outreach on leader character. While competencies reflect what a person can do, character determines what a person will do. Character-driven leaders out-behave their competition and create sustainable excellence, for their own organization as well as for society-at-large.

The Institute's research has been, and continues to be, published in both academic and practitioner journals, and has become widely cited within a short timeframe, revealing the hunger there is to learn more about leader character – not only for the leadership development of individuals, but so it can be brought into the workplace and embedded in organizational practices and culture.

The teaching of leader character has been integrated into the curricula of Ivey's undergraduate, graduate, and executive education programs, providing students with multiple touch points throughout the year to learn from the Institute's research. Highlights for many students are the Institute's leadership days that attract high-profile leaders, such as McKinsey's Dominic Barton; former Chief Justice Beverley McLachlin; former

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CONTINUED FROM PAGE 3

Chief of the Defence Staff of the Canadian Forces Rick Hillier; fashion editor, CEO and author Jeanne Beker; CEO of Linamar and Western's 23rd Chancellor Linda Hasenfratz, EMBA '97; Olympians Tessa Virtue and Scott Moir; and many others who are eager to discuss leader character and its impact on their own careers. And it is exciting that the influence and effect of our character research does not end at the walls of Ivey but reaches around the world. Institute faculty have written cases exploring leader character that have been purchased and distributed in countries from Iceland to Argentina, and Portugal to Pakistan.

Lastly, our mandate includes extensive outreach to the public, private, and not-for-profit sectors. Why wait for the next generation to reach leadership positions when we can impact those who sit in positions of power right now? *Leadership on Trial* has seen more than 30,000 copies sold or distributed globally, and the publication of additional books, especially *Developing Leadership Character*, have become textbooks for CEOs, and other senior leaders. And I am proud to say, that it is not just the outputs of our colleagues that are making an impact. Institute faculty are sought after as keynote speakers, consultants, presenters, and workshop providers for corporations, governments, regulatory bodies, and school boards in Canada and around the world. I feel this wide range of engagement from all sectors, all levels, all aspects of society – by individuals at the highest echelons, or for our youngest students and citizens – reveals a dawning universal understanding of the importance of character in leadership.

With the coming age of artificial intelligence and disruption (not just digital, but social, environmental, and economic), it is more important than ever that we cultivate the aspects of leadership that are unique to being human – humility, the ability to collaborate, integrity, courage, our sense of justice, and the depth of our very humanity itself.

The Ian O. Ihnatowycz Institute for Leadership offers the opportunity to become aware of, to reflect upon, and to strengthen character. By consciously developing character within individuals, we can create citizens, organizations, communities, cultures, and countries of character. In short, we create a better world.

I am deeply grateful for the tremendous work my colleagues at Ivey – faculty and staff – do to move the Institute forward. You are all part of the successes we have achieved. I am also thankful for the continued support of our benefactors, donors, sponsors and volunteers who have enabled the Institute to extend its impact. Your support is invaluable to the faculty and staff who are deeply committed to the Institute's mission, and whose efforts are enhancing the quality and character of leadership among students and professionals.

I hope you enjoy reading about our achievements in research, student programming, and outreach. And I am looking forward to share with you the highlights of our 10th anniversary in our next annual report.



# RESEARCH

## CHARACTER & POLITICAL LEADERSHIP



Collaborative research by Professors Cristine de Clercy and Gerard Seijts explores how character impacts political leadership

Pooling their leadership expertise, political scientist Cristine de Clercy and organizational behaviour professor and Institute Executive Director Gerard Seijts, have been breaking fresh ground by exploring whether the Institute's leader character framework can be usefully applied to understand how voters interpret the character of political leaders.

Cristine de Clercy is an Associate Professor in political science and Director of the Leadership and Democracy Laboratory at Western University. She studies leadership in politics and business, how political leaders address uncertainty, and how voters perceive leader character. In joint research, de Clercy and Seijts are probing the components of leader character and examining the virtues, values, and personality traits voters – both Canadian and international – desire modern political leaders to

possess. They have presented their findings at conferences and their work has been published in peer-reviewed journals.

The character of political leaders has always been of deep interest to the people they represent. For example, few people would disagree that prime ministerial and presidential character are important – just as, or more so, than competencies, intellect, organizational ability, and effectiveness in public speaking. And yet there had been relatively little effort to systematically explore which dimensions of character are the most important to citizens of voting age, and the variables that may affect evaluations of leader character.

Generally, progress in understanding character at the political level has been severely compromised by two factors. First, there is little agreement on what constitutes the core aspects of character. It is difficult to build an edifice of common understanding when researchers pursue highly differentiated interpretations of character. Second, although leadership permeates all human social activity, academic divisions have isolated researchers within disciplinary silos. Seijts' and de Clercy's collaborative research addresses these trenchant limitations.

In two small-scale exploratory studies that tested the utility of the leader character framework in understanding how citizens value and evaluate the character of their political leaders, their initial findings showed that character is indeed an important consideration for individuals of voting age. This propelled them to design a survey instrument that explored two hypotheses across approximately 4,000 voters located in Canada, the United States, and the United Kingdom. They hypothesized that citizens do evaluate political leaders across the framework's 11 key dimensions. Thus, the framework could provide reliable, generalizable insights into the sorts of character aspects citizens desire in their politicians. At the same time, however, they theorized that citizens who subscribe to populism carry different views of leader character than the general voting public. Their study found that voters who lean toward populism believe character matters less in political leadership than individuals who scored low on the populism indicator.



**READ MORE:**  
[go.ivey.ca/deClercy](https://go.ivey.ca/deClercy)

# NEW THOMPSON FELLOWS HELP TO RESHAPE HOW WE ENGINEER THE FUTURE



**The next generation of engineers requires not only the technical skillsets of their predecessors, but a broad set of additional skills necessary to navigate a complex world with expanding demands on the profession.**

The John M. Thompson Chair in Engineering Leadership and Innovation, established through a generous \$3-million gift from John M. and Melinda Thompson in 2013, works to address the expanding demands of today's engineers and has transformed the overall Western Engineering student experience.

The inaugural Thompson Chair, held by Western Engineering and Ivey Business School Professor Darren Meister, created a bridge that linked Western Engineering and Ivey by developing a Certificate in Engineering Leadership and Innovation.

In September 2018, the Certificate program grew into the Centre of Engineering Leadership and Innovation (CELI), building on years of success, and driving aspects of talent recruitment, curriculum development, and student programming.

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To aid in the Centre's development and program integration, Meister recently appointed two inaugural Thompson Fellows – Pat Horgan, HBA '82, former VP Operations and Innovation at IBM; and Richard McDonald, UofT BSc'81, former IBM Distinguished Engineer.

"Pat and Richard bring a wealth of experience back to Western," said Meister. "I am confident that their contributions will help CELI strengthen its role in shaping the future of engineering in Canada. Through the relationship with Ivey and the Ian O. Ihnatowycz Institute for Leadership, Richard and Pat will move the needle on the debate about what leadership looks like in the age of AI."

The Fellows will participate in numerous CELI initiatives with a focus on Artificial Intelligence (AI), such as giving presentations to faculty and students, assisting with case competitions, and writing a white paper addressing opportunities to collaborate with engineering and business across campus.

"The demand for AI skills in the marketplace is exploding through industry, and will eventually redefine all jobs," said Horgan. "Canadian industries need people who can apply AI and are skilled in multiple disciplines, including engineering, computer science, data science, and business."

"Western is well-positioned to collaborate across campus to produce those skills," adds McDonald. "We're delighted to be here to help define the direction for Western."

Gerard Seijts, Ivey Business School professor and Executive Director of the Ian O. Ihnatowycz Institute for Leadership, is confident that Horgan and McDonald will help to open up dialogue and push boundaries.

"It is more important than ever that we develop leadership skills in the learners with whom we interact," said Seijts. "We need to continue to teach our students those skills and capabilities that transcend industries, such as critical thinking, managing complexity and uncertainty, managing team potential, cross-disciplinary collaboration, grit, resiliency, listening, curiosity, and communicating persuasively among others."

Establishing context is crucial in teaching as well, adds Seijts. There is still lots of work to be done in emerging fields such as AI, 5G networks, and the advancement of autonomous vehicles.

"As [distinguished scholar] Cathy Davidson once said, 'Universities need to understand they are preparing students for a digital age, and not in the world of the Model T and the telegraph.'"



Raina Brands, Assistant Professor of Organisational Behaviour at the London Business School

## BEST PAPER AWARD

The Institute for Leadership awards an annual prize for the best leadership article published in a top-tier journal that has demonstrated significant impact three years following publication. In 2019, the award was given to Raina Brands, Assistant Professor of Organisational Behaviour at the London Business School, for her article "The Leader-in-Social-Network Schema: Perceptions of Network Structure Affect Gendered Attributions of Charisma." Brands presented her past and current research in at the Ivey Research Seminar on Feb. 15, 2019.

# SPECIAL MENTION

A December 2018 article by Lucas Monzani, Assistant Professor of Organizational Behaviour at Ivey, and co-authored with Rolf van Dick, Jeremy E. Lemoine, Nikolas K. Steffens, and others has been recognized by the *Journal of Occupational and Organizational Psychology* as one of the top-cited articles published between January 2018 and December 2019 having received a high citation count. The article, "Identity leadership going global: Validation of the Identity Leadership Inventory across 20 countries", was noted by the journal as having an immediate impact and increasing the journal's visibility.



## CONFERENCE PRESENTATIONS (SELECTED)

Seijts, G., & Woodley, H. (2019)

**The relationship of leader character to ethical decision-making, behaviour and academic performance.** Paper presented at the annual meeting of the Western Academy of Management, March 7-9, Rohnert Park, California.

Crossan, M., Maurer, C., & Vera, D. (2019)

**Character-infused organizational learning.** Paper presented at the annual Organizational Learning, Knowledge and Capabilities Conference, April 24-26, Brighton, England.

Ellis, C., Crossan, C. & Danylchuk, K. (2019)

**Developing leader character in sport organizations.** Paper presented at the North American Society for Sport Management, May 29-June 2, New Orleans, Louisiana.

de Clercy, C., & Seijts, G. (2019)

**How similar are Canadians and Americans in evaluating the character of their political leaders?** Paper presented at the annual meeting of the Canadian Political Science Association, June 6, Vancouver, British Columbia.

Chiu, R.B., & Olivera, F. (2019)

**Truth in leadership: Communication, trust, and the realization of leader candour.** Paper presented at the annual meeting of the European Academy of Management, June 26-30, Lisbon, Portugal.

Crossan, M., Ellis, C. & Crossan, C. (2019)

**Positive organizational scholarship as a generative resource for OB/Management teaching and learning.** Academy of Management, August 9-13, Boston, Massachusetts.

Crossan, M., Virgin, S., & Furlong, B. (2019)

**Developing leader character.** Paper presented at the International Leadership Association Conference, October 24-27, Ottawa, Ontario.

Monzani, L., Le Ber, M., Ellis, C., Blanchard, K., & Crossan, C. (2019)

**Developing leaders: Embedding character.** Presented at the International Leadership Association Conference, October 24-27, Ottawa, Ontario.





# RESEARCH PAPERS (SELECTED)

Seijts, G., Byrne, A., Crossan, M., & Gandz, J. (2019)	<b>Leader character in board governance.</b>	<i>Journal of Management and Governance</i> , 23, 227-258
Monzani, L., Knoll, M., Gieschner, S., van Dick, R., & Peiró, J.M. (2019)	<b>Between a rock and a hard place: Direct and combined effects of authentic leadership, organizational identification, and team prototypicality on managerial voice.</b>	<i>Spanish Journal of Psychology</i> , 22, 1-20
Tang, J., Crossan, M., & Rowe, G. (2019)	<b>Dominant leaders: Heroes or villains?</b>	<i>Organizational Dynamics</i> , 48, 1-7.
Crossan, M.; Cote, S.; Virgin, S., (forthcoming)	<b>Elevating leader character alongside competence in selection: A case study of Canada Revenue Agency.</b>	<i>Organizational Dynamics</i> .
Seijts, G., Espinoza, J., & Carswell, J. (forthcoming)	<b>Utility analysis of character assessment in employee placement.</b>	<i>Leadership and Organizational Development Journal</i> .



Gouri Mohan

## NEW POSTDOCTORAL ASSOCIATE GOURI MOHAN

Gouri Mohan joined the Ian O. Ichnatowycz Institute for Leadership as the Ian O. Ichnatowycz Postdoctoral Research Associate. Mohan earned her PhD from IESE Business School in Barcelona, Spain. Her dissertation was titled: "Leadership Emergence and Effectiveness in Teams: Motivational and Longitudinal Perspectives." Mohan's research centres on leadership emergence and evolution in organizations. Specifically, she studies the evolving antecedents of leadership emergence across time, collective leadership in diverse, global teams, and the role of leadership processes across organizational levels. Prior to her academic career, Mohan worked as an HR Manager at The Coca-Cola Company in India. At the Institute for Leadership, Mohan will work with Fernando Olivera and Gerard Seijts on research related to leader character and candour.

# TEACHING

## INSTITUTE LAUNCHES WOMEN'S LEADERSHIP AND MENTORING PROGRAM



It has never been more important to invest in the development of female leaders. That's why the Institute launched its Women's Leadership and Mentoring Program (LAMP) on July 23, with their Women Leading Change event. This event gave female MBA students a chance to learn from and network with distinguished women leaders and celebrate their success in the workplace.

Co-founded by faculty lecturer Jana Seijts and Institute manager Kimberley Milani, LAMP aims to shine a light on women leaders and leadership from a gendered and intersectional perspective.

The numbers say it all. Quoting statistics from the World Economic Forum, Milani said it will take more than 100 years to close the gender gap and 200 years to close the gender pay gap.

"For us as an institute, these numbers are simply unacceptable and, even more so, remaining silent on the issue is unacceptable," she said. "It's critical and imperative to focus on

the leadership development of women in an effort to accelerate the rate of change."

Seijts said she was inspired to co-create LAMP after witnessing some students' reaction to a speaker in her *Giving Voice to Leadership* course. The students were surprised when the speaker, who is Muslim, revealed she turned down a chance to be partner at a major firm

**"This event demonstrates Ivey's commitment to advancing women in the workplace."**

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## WOMEN'S MENTORING CONTINUED...

because it would infringe on family time. Family is highly valued by her culture.

"We don't often talk about these personal struggles people face. Seeing how the students reacted to the words of this leader really moved me and told me something is missing. The discussions we have in business often don't echo the reality of the demographic changes in Canada," she said. "We need to talk more about gender and intersectionality because the Canadian landscape is changing."

The event featured a discussion, breakout sessions, and networking opportunities with a diverse panel of women leaders. It also included a conversation between the only two women to lead Ivey as dean, Carol Stephenson and Sharon Hodgson. The goal was to expose the students to a broad cross-section of women at various stages in their careers, representing different industries, cultures, and voices.

"We wanted to provide our female students with the opportunity to see themselves reflected in our guest speakers, and to learn what other women have experienced within their own career journey – the struggles, the opportunities, and the balance," said Milani. "Events and programs like this are critical because there is a comfort and a forward momentum in being in this together."

Seijts added, "It's also important for men to become advocates. I hope we can draw men to some of the events as well as to be mentors. Unless we have everyone pushing change, nothing is going to happen."

Katherine Quan, an MBA '20 candidate, said she was inspired by the success of women in leadership roles across a variety of industries.

"Being able to see, connect, and understand how women move through their careers to arrive in leadership positions is incredibly important in helping students build the confidence," she said. "This event demonstrates Ivey's commitment to advancing women in the workplace."

**"It's also important for men to become advocates. I hope we can draw men to some of the events as well as to be mentors. Unless we have everyone pushing change, nothing is going to happen."**

### Women Making Change Panel included:

- Nandini (Nan) DasGupta, MBA '96, Managing Director and Senior Partner of the Boston Consulting Group, Toronto;
- Krystyn Harrison, HBA '12, MBA '15, Founder and CEO of Prosper;
- Shannon Lundquist, Chief of Staff at Deloitte Canada/Chile;
- Puneet Mann, Vice President of Customer Experience at Scotiabank; and,
- Karen Simpson, Senior Talent Inclusion Partner- Women in Leadership at TD Canada.



**READ MORE:**

[go.ivey.ca/LAMPLaunch](http://go.ivey.ca/LAMPLaunch)



## RECENTLY PUBLISHED LEADERSHIP-RELATED CASES

Monzani, L.; Rozhdestvensky, A.; Birbranger, L. (2019). **Transparency International Ukraine.** Case and teaching note published by Ivey Publishing, London, Ontario. Case Product Number: 9B19C026

Seijts, G.; Oosterhoff, D. (2019). **Kellie Leitch: Authenticity in Leadership.** Case and teaching note published by Ivey Publishing, London, Ontario. Case Product Number: 9B19C007

Seijts, G.; Watson, T. (2019) **Standing on Principle: The Resignation of Jane Philpott.** Case and teaching note published by Ivey Publishing, London, Ontario. Case Product Number: 9B19C019

Seijts, G.; Oosterhoff, D. (2019). **Griffiths Energy International: The Board's Dilemma (A & B).** Case and teaching note published by Ivey Publishing, London, Ontario. Case Product Number: 9B18C031 (A) & 9B18C032 (B)

Seijts, G.; Oosterhoff, D. (2019). **Farro Biomed: Effective Oversight When Leader Character is a Risk.** Case and teaching note published by Ivey Publishing, London, Ontario. Case Product Number: 9B18C050

# A HISTORIC CONVERSATION



The inaugural Women's Leadership and Mentoring Program event on July 23 also brought together the only two women to lead Ivey as dean for a historic conversation. Dean Sharon Hodgson interviewed former dean Carol Stephenson about the ongoing issues women experience in their workplaces, in pursuit of leadership roles, and on being a powerful female in a predominantly male world.

## Here are some of the insights Carol shared with Sharon and the audience:

> **Barriers are meant to be broken** – Listen and learn, to add value. “To break those barriers, the first thing I did that was really important is that I listened... I listened. I learned. I set goals. I found ways to support people so they could do a great job.”

> **Dealing with discrimination** – Note it and move on. “For example, there would be a meeting and you’ll have an idea and nobody even reacts to you and they move on to someone else and you realize they’re not really listening to you. You’re not being taken seriously ... And then at the next meeting, say three months later, someone would put forward the same idea ... I’d just say something like, ‘It’s too bad it took us three months to implement this,’ and would move on.”

> **Mentorship is a two-way street** – Have a plan. “Know what you’re looking for from a mentor so they [mentors] can be helpful. They won’t be as effective as when you really focus on what it is you want to understand more about. Chemistry is also important.”

> **Power and presence go hand in hand** – Confidence is critical. “Develop your presence and your confidence, and go into a room knowing what you want to do in that room...It makes a huge difference in how you will be perceived in terms of your power and abilities, if you can communicate effectively.”

> **Get involved and get noticed** – Show them you can get results. “When a task force is formed, ask to lead it, not just be on it. Do the job well and you’ll get noticed as being a good leader. You’ll show people that you can collaborate and generally get very quick results.”

## STEPHENSON ALSO SHARED HER TOP LEADERSHIP TIPS. HERE ARE A FEW:

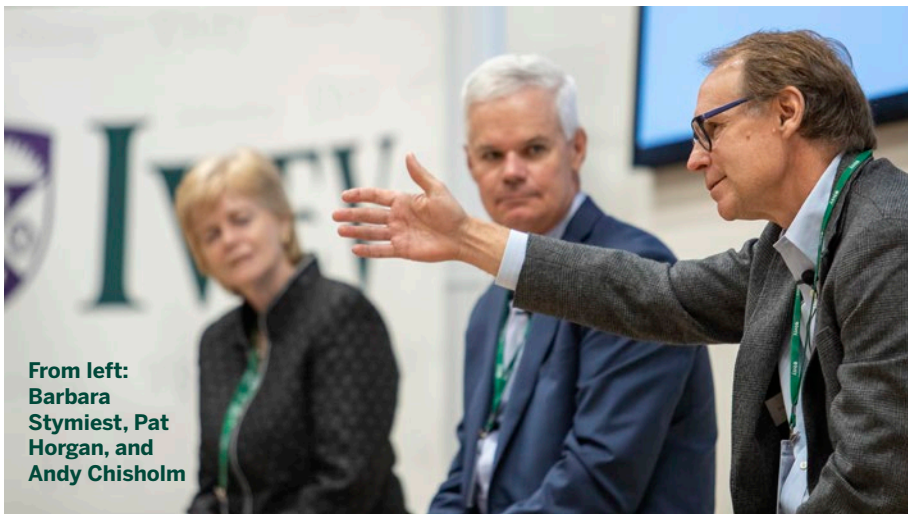
- **Investigate opportunities that might take you out of your comfort zone** – They might turn out well for you;
- **Be self-aware** – Know your limits, but don’t let them limit you. Surround yourself with the right people; and,
- **Have courage** – Courage is a muscle that you have to exercise every day.



READ MORE:  
[go.ivey.ca/DeansTalk](https://go.ivey.ca/DeansTalk)

# MBA LEADERSHIP DAY INSPIRES STUDENTS TO LEAD WITH CHARACTER

At this year's Kathleen & William Troost MBA Leadership Day, students had the opportunity to hear from distinguished leaders on how to navigate through change and lead with character.



From left:  
Barbara  
Stymiest, Pat  
Horgan, and  
Andy Chisholm

MBA students heard leadership and character-building advice from three inspiring Ivey alumni during a morning panel:

- Barbara Stymiest, HBA '78, Corporate Director, BlackBerry Limited, George Weston Limited, President's Choice Bank, and Sun Life Financial Inc.;
- Pat Horgan, HBA '82, Former Chief Operations Officer, IBM Canada Ltd.; and,
- Andy Chisholm, MBA '85, Director, Royal Bank of Canada; former Senior Strategy Officer, Goldman Sachs.

The panellists shared their professional experiences, and gave MBA students advice on how to develop into good leaders. Some highlights are included below.

**Stymiest:** Find the right mentor for you. Mentorship has to be authentic. It also has to be two directional – the mentor has to be invested, and you have to be invested in drawing out from the mentor what you need. Mentors get involved because they recognize that bringing the next generation along is important, but they also do it as a favour. Never take your mentor for granted.

**Chisholm:** Take chances and move forward. Time is precious. You don't always have to wait for permission to do something, and you don't have to be perfectly right. You need to be directionally right and start on a journey – and you can always course correct. Also, collaborate with others and be present. You don't have to have all the answers, but you do need to be able to figure out where to get the answers and how to collaborate with others to get the answers. It's not enough to simply work hard and put your head down – you need to be present. You can be doing all the right things, and find all the right answers on your own, but you're leaving a whole bunch of other people, and their skills and ideas, out of that process.

**Horgan:** Work with your team to create change. You need to be ready for the radical pace of change in today's world. It's better to get together with your team and create the change, rather than be a victim of it. To do that without leaving everybody behind and finding a way to make it go forward is tricky, but lifelong learning, and understanding how you can bring a culture with you and bring the people along with you, is really important.



Goldy  
Hyder

Students also participated in a mini-case class and attended a keynote speech by Goldy Hyder, President and CEO of the Business Council of Canada. Hyder discussed how to build a better Canada and how leadership has changed in both the political and business arenas. Thank you to Warren Bell, Pat Horgan, David Loree, Lyn Purdy, Gerard Seijts, and Barb Stymiest for their participation in mini-case classes.



**READ MORE:**  
[go.ivey.ca/MBAday2019](https://go.ivey.ca/MBAday2019)



**WATCH THE INTERVIEW  
WITH GOLDY HYDER:**  
[go.ivey.ca/GHyder](https://go.ivey.ca/GHyder)

# HBA LEADERSHIP DAY INSPIRES STUDENTS TO REFLECT ON THEIR CHARACTER

Sometimes life throws you a curve ball, but it's what you do with it that builds your character and defines who you are as a leader.



That's the message HBA1 students received from Olympian Jeremiah Brown, keynote speaker at this year's Ivey HBA Leadership Day. Brown gave an inspirational presentation about his journey: from young parent while studying business at McMaster University, to moving across the country to British Columbia to pursue his Olympic dream.

Throughout his four-year journey to becoming an Olympian, Brown learned three valuable lessons about leadership development:

**1. Find your coach:** We all need recognition in life. We need to know that when we do the hard work, at least one person is conscious of it, and knows the sacrifice we're putting ourselves through. Find people who will push you further than you ever thought was possible.

**2. Be there for your team:** As much as we need our teammates, you cannot earn their respect just by showing up. You must earn it over time as you go through adversity together. It's the everyday interactions you have with your team that counts.

**3. Be resilient:** Resilience is finding, in difficult moments, the courage to take a small step forward. So remain in motion, no matter how small the step. You don't have to figure it all out; you just need to continue forward.



**READ MORE:**  
[go.ivey.ca/HBAday2019](https://go.ivey.ca/HBAday2019)



**WATCH THE INTERVIEW  
JEREMIAH BROWN:**  
[go.ivey.ca/JBrown](https://go.ivey.ca/JBrown)

As part of the HBA Leadership Day, three panel members shared their insights on leadership with students: Franca Gucciardi, CEO, McCall MacBain Foundation; Jon Hantho, MBA '89, President & CEO, CBI Health Group; and Vince Guzzo, Dragons' Den, President & CEO, Cinémas Guzzo. Our thanks also go to Warren Bell; Rob Brouwer; Lisa Dymond, MBA '06; Trudy Fahie, HBA '81; Adam Fremeth, HBA '00; Ann Frost; Mary Gillett, HBA '82, MBA '02; Nicole Haggerty, HBA '89, PhD '04; Mona Malone, HBA '94; Cara Maurer, HBA '96, MBA '00, PhD '09; Lyn Purdy; Darren Meister; and Lee Watkiss, for their involvement in the mini-case classes, and contributing to the success of HBA Leadership Day.



# MBA LEADERSHIP UNDER FIRE



The inaugural offering of the Institute's *Leadership Under Fire: Developing Leader Character* within Ivey's MBA Program was offered in December. The addition of this award-winning course to the MBA curriculum was made possible by a generous anonymous donor. The *Leadership Under Fire* course is designed to bring the insights of exemplary leadership to Ivey students by leaning heavily on the leadership principles and behaviours employed by the Canadian Armed Forces (CAF). The teaching staff of the course includes Ivey staff, military leaders, business leaders, as well as Ivey graduates.

The course aims to increase "leadership of self" with a specific focus on leader character and commitment. Adversity, perseverance and radical self-reflection/introspection are key features of the course. Student feedback on the first time offering was positive. For example:

"One character element that I learned that I needed to develop was empathy. When you're placed in these stressful situations and given opportunities to lead your team members, you really need to understand what they need as people to succeed. Empathy is one of the character elements I feel isn't taught a lot in traditional coursework. This course opened my eyes to that and made it a great learning experience."

"What really made [this course] transformative is having the opportunity to fail and knowing that it's in a safe situation; you learn from that failure and grow from that experience."

"One reason why I would recommend *Leadership Under Fire* for MBA students is you're going back into the workforce and you're most likely jumping into a leadership position where you will have to lead some direct reports. And this course is a great hands-on experience of, literally leading under pressure situations. I think you're going to be faced with those kinds of situations right at the start of your career, so that's why I think it's great for MBA students."

# SUPPORTING THE STUDENT EXPERIENCE

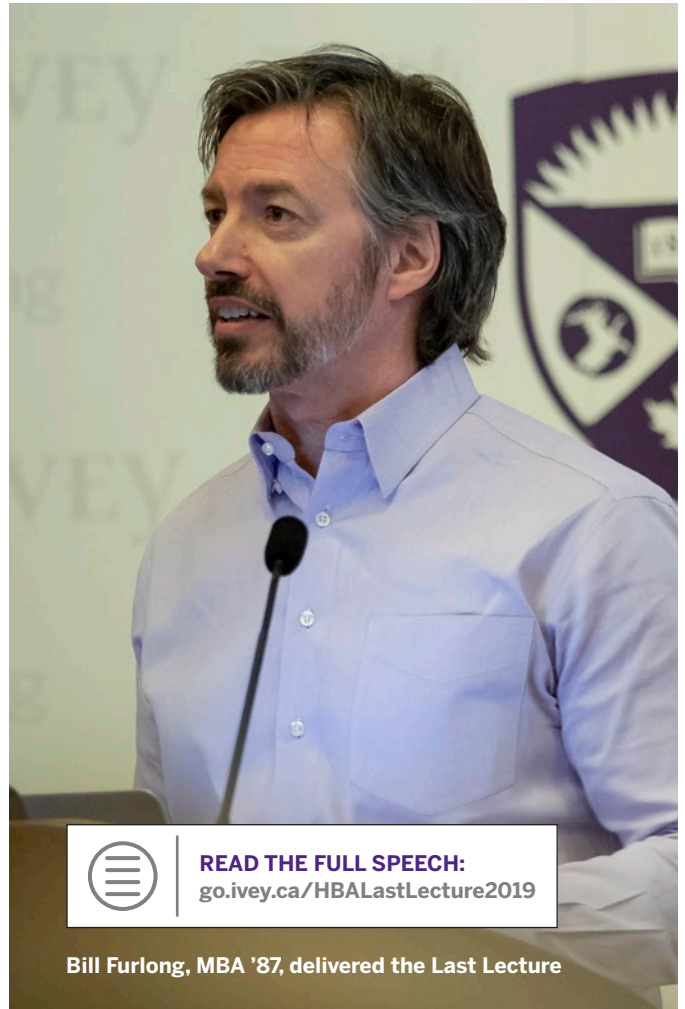
Institute Executive-in-Residence and Leadership Council member Bill Furlong, MBA '87, delivered the Last Lecture to Ivey's HBA2 graduating class.

In his speech on March 27, 2019, Furlong emphasized that character is an individual's most powerful, differentiating and controllable leadership strength. Here is an excerpt:

"To me, character is the most powerful, differentiating and controllable leadership strength you can possess. Powerful because it leverages your skills and hard work, differentiating because surprisingly few leaders make it their focus, and controllable because you – and only you – are the creator of your character. It is your choice.

You possess but a single character. You may hear some people say that they have a work character and a family character. It's not true. The strength of character that helps you to be patient with a supplier's honest mistake is the same strength that helps you to be patient with your two-year-old, who just spilled his grape juice in your new car. It's who you have become, because you have practised, to the point of habit, the virtue of patience. It's hard to imagine being patient with your two-year-old if you are not patient when dealing with people at work.

As such, your character is not only a critical element in your professional success, it forms the foundation for your well-being in life. It is what makes you a better partner, parent, and citizen in our world. It is the source of flourishing across all human endeavour, in all cultures, in all times."



 **READ THE FULL SPEECH:**  
[go.ivey.ca/HBALastLecture2019](https://go.ivey.ca/HBALastLecture2019)

Bill Furlong, MBA '87, delivered the Last Lecture

## CHARACTER DIMENSIONS BLOG



Experience told us that character is often difficult to define. The need to bring clarity to the construct is of paramount importance if we are to bring it to the forefront of leadership education and development. Our research has identified 11 dimensions of leader character. In collaboration with Kimberley Milani, and relying on the book *Developing Leadership Character* co-written with Mary Crossan and Jeffrey Gandz, Gerard Seijts wrote 11 blogs – one for each of the dimensions, to make them come alive and illustrate them with real-world leadership stories. The blogs contain some video material, as well.

 **READ THE BLOGS:**  
[go.ivey.ca/characterblogs](https://go.ivey.ca/characterblogs)



# INSTITUTE SUPPORTS THE LAUNCH OF THE BLACK STUDENTS AT IVEY COLLECTIVE (BSIC)



The Ivey experience is an important part of the journey for all students.

The recently-formed Black Students at Ivey Collective (BSIC) hopes to support students across all programs who self-identify as black, both while at Ivey and out in the workforce. BSIC strives to provide a space for black students to connect, share their experiences, and receive mentorship.

The initiative kicked off with a BSIC Welcome Mixer at Ivey on August 29 that was open to all Ivey students. The event provided an introduction to the BSIC and its executive

team, networking opportunities, and an Ivey alumni panel featuring high-achieving leaders in a variety of industries:

- **Rolake Adeniran, HBA '11**, Associate, Stikeman Elliott LLP's Corporate Group;
- **David Aideyan, HBA '17**, Senior Associate Relationship Manager, Wealthsimple; and,
- **Fenton Jagdeo, HBA '16**, Management Consultant, Deloitte.



VISIT:  
[go.ivey.ca/BSIC](https://go.ivey.ca/BSIC)

# OUTREACH

# INSTITUTE AMBASSADORS

Ted MacDonald, Steve Virgin, & C. David Clark (In Memoriam)

## INSTITUTE AMBASSADOR

### TED MACDONALD

ADVISOR, WHOLESAL BANK SUPERVISION FINANCIAL CONDUCT AUTHORITY – LONDON, U.K.



Ted MacDonald graduated from the Ivey Business School at Western University in 1979, and embarked on a 35-year banking career spanning much of the globe, and including senior roles in Origination, Risk Management and board-level Governance. He then became a financial services regulator joining the U.K.'s Financial Conduct Authority (FCA) as an Advisor in Wholesale Bank supervision in 2014. While he led on a number of significant thematic reviews, and provided wide-ranging advice and support,

his primary focus quickly became conduct and culture including leadership of the FCA's flagship 'Five Conduct Questions' program and related outreach initiatives.

Although based in London, England since 1990, MacDonald had remained active with Western as board chair of its U.K. Foundation, and founding member of its International Advisory Board. Upon joining the FCA, he contacted Ivey to see if there was a scholarship on leadership that might be of use in his new role as a regulator. He quickly found himself introduced to the Ian O. Ihnatowycz Institute for Leadership, and the key faculty members involved in its leader character research. He absorbed everything they could send on the topic, and was an enthusiastic attendee at the next Leader Character Conference at Western. He was particularly drawn to the model as he believed it could impact improvement outcomes for conduct and culture that the traditional emphasis on policy and process simply could not reach.

When they had a chance to meet MacDonald at the conference, it became apparent that he had much more in mind than being an enthusiastic cheerleader for Ivey in the U.K. Mary Crossan and Bill Furlong soon found themselves making a two-hour presentation to the FCA's 'CEO Roundtable' comprised of the top 20 global investment banks. He said it took a year to bring it about and, to say the least, this exposure generated huge momentum for Ivey's practical implementation work for Leader Character.

**Mary Crossan says she suspects some sort of magic being at work given the number of times MacDonald has floated an aspirational, long-shot idea that has then come to fruition. And they still just keep coming...**

Now, leader character is an increasingly familiar topic in U.K. banking and financial services.

And it isn't just MacDonald — the whole U.K. Foundation Board now swings into action supporting related initiatives for Ivey. One example of this was his sponsorship of the Institute's London-based session on disruption. MacDonald could have stopped there and the Institute would have been in his

debt, but no, there was more. This past December, Mary Crossan and Bill Furlong found themselves in front of the Federal Reserve Bank of New York's Global Regulatory Roundtable, with two dozen senior regulators from around the world (including MacDonald).

In their first meeting, MacDonald mentioned both the CEO Roundtable and a session with the NY Fed as possibilities. Mary Crossan says she suspects some sort of magic being at work given the number of times MacDonald has floated an aspirational, long-shot idea that has then come to fruition. And they still just keep coming...

STEVE VIRGIN

DIRECTOR OF CHARACTER LEADERSHIP, CANADA REVENUE AGENCY (CRA)



In 2016, Sonia Côté, the then Director General of Executive Programs and Leadership Development at the CRA, was tasked with answering a challenging question: were the right leaders being hired? The CRA employs more than 400 executives and more than 4,000 managers across Canada and had been using well-established key leadership competencies to serve as their basis for candidate selection, learning and development, and performance and talent

management. And yet, there came a dawning realization that evaluating competencies was necessary, but not sufficient in selecting the right candidates to lead the agency’s 43,000 employees. Hence, a multi-year journey was initiated to embed leader character alongside competence in the CRA.

In 2018, a critical step taken was to create the role and hire for a Director of Character Leadership – the first-ever appointment of its kind at the CRA, and indeed, in the Canadian government (or perhaps in any organization). Using the leader character selection approach in the hiring process, Steve Virgin was the candidate chosen to lead this initiative. Virgin is a former senior naval officer with more than 30 years of leadership experience in the Canadian Armed Forces, including unique appointments such as submarine captain, frigate captain, and, the deputy head of Canada’s Special Forces organization.

Virgin was honoured to be given the opportunity to build a multidisciplinary team, and to develop and implement a strategy to infuse leader character in the CRA. To do so, he activated his own leader character, doubling down on some specific traits— from determination to creativity to open-mindedness. He humbly recognized he was on new ground, and was grateful to be afforded the time to think and plan; it ensured he was able to hire the right team and “develop a strategy that would stick.” The Leader Character Division (CDL) team Virgin assembled might have been small, but it was big on ambition. In 2019, the strategy they ultimately created was accepted by all levels of governance in their agency, up to and including the Board of Management of the CRA.

The focus of the strategy they are in the midst of implementing centres on the *development* of leader character at *all levels* of the CRA. The deliberate placement of development as the strategy’s nucleus serves both a symbolic and substantive purpose. For instance, even though the character interview is important in the selection of leaders, they did not want to risk

this initiative being reduced to “just passing the test,” as often happens with competency-based systems. By prioritizing development, it ensures that the theory and practice of leader character can resonate amid all members of the workforce – employees, managers, and executives.

This is not to say that hiring, performance and talent management isn’t important through the lens of leader character. Indeed, it is the next ring of effort in the strategy. In fact, the hiring of entry level executives via the leader character process is now normalized in the CRA. Additionally, the CRA and CLD team have implemented a measurement and evaluation approach to capture the impact of introducing character leadership (CL) into the agency. On any given day, Virgin and the team could be engaged in running CL development workshops across the country within the CRA’s many offices; or training board members on how to interview for character; or in deep discussions on their next experiment. The CLD is even looking to develop a mobile app that will stimulate even more individual attention and interaction on leader character for any user. This simultaneously feeds into the CRA’s strategy that seeks to leverage CL to enhance employee well-being. Lastly, from an internal standpoint, readers may be interested to note that other key strategic initiatives in the CRA are looking to leverage CL to drive their general programs. For example, the CRA is undergoing a significant service transformation agenda that puts people first and situates their agency as a trusted and fair partner in serving Canadians. Character leadership is one of the key levers supporting this service strategy.

At a broader institutional level, the CRA’s strategy seeks to showcase their efforts to audiences outside of the agency, and to support any organization interested in character leadership. It is in this outreach space where Virgin has been a true ambassador and contributor to the Institute in significant ways. In 2019, he was the keynote speaker at the Institute’s Leader Character Conference in Toronto, and he presented to the Institute’s Leadership Council to provide it with a fulsome understanding of how deeply the Institute’s leader character research has impacted the CRA. He has contributed to the Institute’s research and outreach by co-authoring a peer-reviewed article with Mary Crossan and Sonia Côté on elevating character in selection and he co-presented with Crossan at the International Leadership Association’s Global Leadership Conference. He is a sought-out

**In 2019, Steve was the keynote speaker at the Institute’s Leader Character Conference in Toronto, and he provided the Leadership Council with a fulsome understanding of how deeply the Institute’s leader character research has impacted the CRA.**

continued next page >

speaker at Conference Board of Canada events on many occasions and has conducted more than 30 engagement sessions with other government departments, agencies, and even, private industry. Virgin has been continually generous with his time, and will speak to any fora who is interested in character leadership. At the same time, he and Côté consistently open the doors of the CRA to senior leaders of other organizations so they can be trained on how to conduct character leadership interviews, to share their best practices and magnanimously provide their policies, processes, interview guides, measurement frameworks, etc. with interested bodies. Most recently, they directly supported the Public Prosecutor Services of Canada in running a senior appointment selection process using the CL model.

Originally, the Character Leadership Division team was envisioned as temporary. The initial plan was that by the time their work concluded at the end of 2020, all CL initiatives would be woven into the agency’s existing framework. This is now being reconsidered as, in Virgin’s words, “the work is *overwhelming in a good way*”. While cautious about not declaring success too soon, there is reasonable hope that the team’s mandate will be extended or the team will become a permanent fixture.

This thirst for the character leadership research that emerged out of the Institute and has been implemented and elevated by the CRA has sparked the idea of a collaborative initiative: a Community of Practice that will bring people together from everywhere and anywhere who want to know more and do more to infuse their leadership with character.

## IN MEMORIAM: INSTITUTE AMBASSADOR

### C. DAVID CLARK, MBA '66

FEBRUARY 22, 1939 – JANUARY 13, 2020



David Clark was an accomplished Ivey grad and a long-time supporter of the School who generously served on the Ivey Advisory Board from 1988 to 2006. He contributed heavily to the Institute’s research on leader character and was one of the executives in the focus groups that helped to define and refine the leader

character model in the seminal and influential article “Toward a Framework of Leader Character” published in the *Journal of Management Studies*. The Campbell Case he provided, so students could explore the real challenges of leadership, was an absolute favourite within Ivey’s EMBA classes. When Clark came into class as a guest speaker, he would engage students in a lively management team role-play where they made strategic recommendations, which of course they had to defend – they were truly on the hot seat and loved it.

Clark was also an Executive-in-Residence with the Institute and was a true ambassador of our work by talking with many different organizations about leader character.

He was dedicated to enriching the experience of Ivey students and served as an executive mentor in Mary Crossan’s MBA *Transformational Leadership* class for 10 years.

Students were quick to respond with sadness, yet admiration, upon learning of Clark’s passing. Comments from EMBA and Transformational Leadership students included:

- “May we all aspire to give back in our careers and lives the way he did”
- “He was a brilliant person and it was an honour to spend a little bit of time with him”
- “David had a good heart, and a very joyful energy about him. We learned so much from him...knowing David through [Mary Crossan’s] course—is one of my most cherished experiences as an Ivey MBA”

Beloved by his wife Mary, Clark died peacefully at home with his dog Sunny by his side. He was the loving father of Alexandra (Dr. Nick Adamson), Sarah, Hazel, and John and proud grandfather of Bronwyn and Andrew Adamson. He enjoyed an accomplished career in the food industry as President and CEO of Thomas J. Lipton Canada, then CEO and Chairman of Campbell Soup Canada, and EVP for Europe and Asia, and as Publisher of *The Globe and Mail*. He shared his enthusiasm and business acumen as a member of many business, government, academic and charitable boards.

**“David had a good heart, and a very joyful energy about him. We learned so much from him...knowing David through [Mary Crossan’s] course – is one of my most cherished experiences as an Ivey MBA”**

– *Transformational Leadership student*



## LEADER CHARACTER DEVELOPMENT & CONSULTING BRANCH

Due to the extensive interest in and invitations to provide content focused on the Institute's leader character research, it formalized this aspect of its outreach under a new branch dedicated to development and consulting. This branch manages all requests and contracts, and seeks new opportunities and audiences to whom Institute faculty, staff, and EIRs can deliver customized professional development workshops, keynote lectures, consulting, and coaching on leadership and leader character tailored to an organization's needs. The Institute has already worked with individuals and organizations at all levels and in all sectors, from elementary education to C-suite executives in global corporations. To learn more about how to cultivate leadership and elevate character in your organization: [leadership@ivey.ca](mailto:leadership@ivey.ca)



**LEARN MORE:**  
[leadership@ivey.ca](mailto:leadership@ivey.ca)



## DAVOS JANUARY 2019

Institute Executive Director Gerard Seijts joined a panel of thought leaders in Davos, Switzerland to discuss character in leadership. This panel, sponsored by Ian Ihnatowycz, and First Generation Capital, was hosted by Ukraine House Davos.



**READ MORE:**  
[go.ivey.ca/davos2019](http://go.ivey.ca/davos2019)



## TIMES HIGHER EDUCATION (THE) 2019 TEACHING EXCELLENCE SUMMIT

Experts in teaching and learning from around the world, including Institute Executive Director Gerard Seijts, discussed the future of higher education at the Times Higher Education (THE) 2019 Teaching Excellence Summit, held at Western University June 4-6.

The theme of the 2019 THE was *Degrees of Change: Forces shaping the teaching and learning of tomorrow*, and explored topics including:

- Providing students educational opportunities beyond their borders;
- The impact and integration of technology and artificial intelligence on higher education; and,
- The role post-secondary institutions must play in building a more inclusive society.

Seijts led a workshop on how educators can help students to develop their leader character.



**READ MORE:**  
[go.ivey.ca/THE2019](http://go.ivey.ca/THE2019)



**FIRST PLACE TEAM:** Asper School of Business (University of Manitoba) Matthew Borgford, Tanis Brako, Carlos Kan and Emily Sanders with advisor, Judy Jayasuriay

# EAST MEETS WEST LEADERSHIP CASE COMPETITION

The 5th Annual East Meets West MBA Leadership Case Competition was held from February 7-9 and saw MBA student teams from 10 Canadian universities travel to Ivey to compete. Students learned about the fiscal demands of business and the ethical challenges of good leadership as they worked through live cases ranging from harassment in the workplace to artificial intelligence.

**Rob Volcko and Bosco Tong are both MBA '19 candidates. They are also the 2019 Ivey MBA Case Competition Student Ambassadors, and blogged about their experiences at the 5th Annual East Meets West MBA Leadership Case Competition at the Ivey Business School February 7-9.**

Taking first place in the competition was a team from the Asper School of Business (University of Manitoba) that included Matthew Borgford, Tanis Brako, Carlos Kan, and Emily Sanders, and was supervised by an advisor, Judy Jayasuriay. An Ivey team consisting of David Humphrey, Josh Beattie, Laura Gawley, and Matt Simioni, all MBA '19, finished second.

Beyond the formal competitions, it was also a great opportunity for the competitors to build their networks across the Canadian business landscape through a range of receptions and social events. Many of the competitors said it was one of their favourite case competition experiences in their MBA studies.

The competition is co-organized by the Institute for Leadership, and the Canadian Centre for Advanced Leadership in Business at the Haskayne School of Business, University of Calgary who will host the 2020 competition.

**The 10 participating teams were:**

- Concordia University – John Molson School of Business;
- McMaster University – DeGroot School of Business;
- Ryerson University – Ted Rogers School of Management;
- Simon Fraser University – Beedie School of Business;
- University of Alberta – Alberta School of Business;
- University of Calgary – Haskayne School of Business;
- University of Manitoba – Asper School of Business;
- University of Victoria – Peter B. Gustavson School of Business;
- Western University – Ivey Business School; and,
- York University – Schulich School of Business.



**READ MORE:**  
[go.ivey.ca/EMW2019](http://go.ivey.ca/EMW2019)

# THOMAS d'AQUINO

## LECTURE ON LEADERSHIP

The Honourable Perrin Beatty, BA '71, LLD '13, President and CEO of the Canadian Chamber of Commerce, delivered his keynote address, *Canada Adrift in a World Without Leaders*, at the annual Thomas d'Aquino Lecture on Leadership.

**Over the past 48 years, Beatty has spent his career fostering relationships and providing a national voice for business. During this year's d'Aquino Lecture to HBA1 students in London and an executive audience at the National Gallery in Ottawa, he shared his knowledge and insights on where Canada stands today and its leadership potential in a world that is currently lacking quality leadership.**



According to Beatty, the following are key areas for current future Canadian business leaders to consider:

- **Leadership on international trade:** Political leaders must work to resolve barriers to Canada's market access in areas like agricultural, agricultural subsidies, and digital trade. While trade agreements open the doors to international markets, leaders need to focus on how to get Canadian businesses through those doors.
- **Government and business collaboration:** Beatty asserts that this is a crucial ingredient for Canada's success. Not only do businesses act as brand ambassadors, they also help to promote Canadian objectives at forums like the G7, G20, and the Organization for Economic Co-operation and Development (OECD).
- **Sustainable economic development:** "I firmly believe that Canada's abundant natural resources and expertise in agriculture and marine science can contribute to rising living standards both abroad and here at home," said Beatty.
- **Corporate social responsibility:** Business leadership needs to be much more than self-serving virtue-signaling, but provide an authentic commitment to giving back to society.
- **Canada's position on climate change:** While admitting that Canada's overall ability to mitigate climate change is minimal compared to the countries that are the most significant contributors to greenhouse gases, he believes Canadian businesses can play an influential role in working towards a global solution. "We need to do our part if we're going to have any credibility in persuading others to change their behaviour," said Beatty. "That's why we need an open, honest, and respectful discussion about the options open to us, cost of each, and how the cost will be afforded."

"For all of our problems, we Canadians remain the most fortunate people on the planet," said Beatty. "(We are) challenged now to ensure that our leaders have the vision, principle, and the strength of purpose to achieve that potential both here at home, and in our relations with the rest of the world."

*The Lecture on Leadership was established in 2006 to salute Thomas d'Aquino's outstanding contributions to national and international business, public policy and the voluntary sector.*



**READ MORE:**  
[go.ivey.ca/Beatty](https://go.ivey.ca/Beatty)



**READ THE FULL LECTURE:**  
[go.ivey.ca/BeattyScript](https://go.ivey.ca/BeattyScript)



# LEADER CHARACTER CONFERENCE

The fourth annual Leader Character Conference was held on May 2-3, 2019 in Toronto, Ontario. Due to expanding interest in the Institute's research and outreach, this year saw conference registration change from being by invitation to being open to the public. Registration numbers confirmed this trend as conference planners were required to change venue from the Donald K. Johnson Centre (formerly Ivey Tangerine) to the larger Vantage Venues. The conference program, focused on the theme "Developing Your Leadership Character," was facilitated by Professors Mary Crossan and Gerard Seijts, and included sessions led by:

- **Steve Virgin**, Director of Character Leadership, Canada Revenue Agency (keynote);
- **Kate Ashby**, Improv Facilitator, double Gemini-nominated actor;
- **Corey Crossan**, PhD Candidate;
- **Cassie Ellis**, Ian O. Ihnatowycz Postdoctoral Associate;
- **Bill Furlong**, Senior financial services executive; and,
- **Marsha Rothstein**, Cognitive behaviour therapy psychologist.

## 2019 MEDIA HIGHLIGHTS



**CBC RADIO: Afternoon Drive.** Gerard Seijts. *Studying Prime Minister Justin Trudeau's character as a leader...since the SNC Lavalin affair.*

> [go.ivey.ca/TrudeauSNC](http://go.ivey.ca/TrudeauSNC)

**GLOBE AND MAIL: Mary Crossan.** *Mindfulness is a learned behaviour that is finally being taught to the next generation.*

> [go.ivey.ca/MBAMindfulness](http://go.ivey.ca/MBAMindfulness)

**GLOBE AND MAIL: Gerard Seijts.** *Schools need to value good character, not just intelligence.*

> [go.ivey.ca/characterinschools](http://go.ivey.ca/characterinschools)



# SELECTED EXECUTIVE EDUCATION/LEADER CHARACTER PRESENTATIONS IN THE COMMUNITY

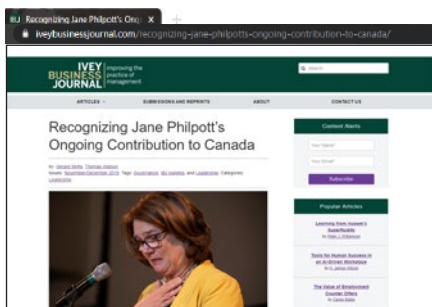
## NATIONAL

- **City of London** – London, ON (Cassie Ellis & Corey Crossan);
- **Financial Management Institute** – Gatineau, PQ (Kimberley Milani);
- **The Times Higher Education Teaching Excellent Summit** – London, ON (Gerard Seijts);
- **University of Alberta** – Calgary, AB (Gerard Seijts);
- **Immigration, Refugees and Citizenship Canada** – Ottawa, ON (Mary Crossan);
- **Environment and Climate Change Canada** – Ottawa, ON (Mary Crossan); and,
- **Royal Canadian Mounted Police** – Ottawa, ON (Mary Crossan).

## INTERNATIONAL

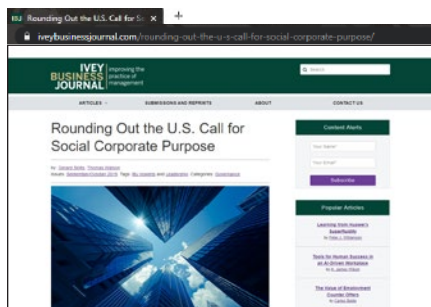
- **Federal Reserve Bank of New York's Global Regulatory Roundtable** – New York, USA (Mary Crossan & Bill Furlong);
- **Center for Leadership at the Ukrainian Catholic University** – Lviv, Ukraine (Lucas Monzani);
- **Saïd Business School, University of Oxford** – London, U.K. (Mary Crossan);
- **Ukraine House Davos** – Davos Switzerland (Gerard Seijts); and,
- **DLA Piper (multi-national law firm) Global Scholarships Programme** – London, U.K. (Mary Crossan).

## PRACTITIONER PUBLICATIONS (SELECTED)



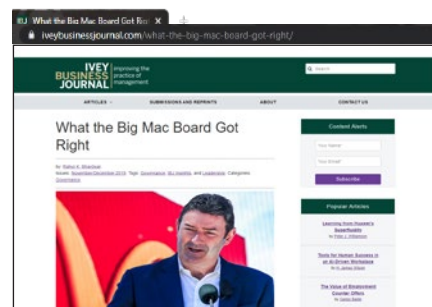
Seijts, G., & Watson, T. (2019). Recognizing Jane Philpott's ongoing contribution to Canada. *Ivey Business Journal* [online].

[iveybusinessjournal.com/recognizing-jane-philpotts-ongoing-contribution-to-canada](http://iveybusinessjournal.com/recognizing-jane-philpotts-ongoing-contribution-to-canada)



Seijts, G. & Watson, T. (2019). Rounding out the U.S. call for social corporate purpose. *Ivey Business Journal* [online].

[iveybusinessjournal.com/rounding-out-the-u-s-call-for-social-corporate-purpose](http://iveybusinessjournal.com/rounding-out-the-u-s-call-for-social-corporate-purpose)



Bhardwaj, R. (2019). What the Big Mac board got right. *Ivey Business Journal* [online].

[iveybusinessjournal.com/what-the-big-mac-board-got-right](http://iveybusinessjournal.com/what-the-big-mac-board-got-right)

# SOCIAL MEDIA HIGHLIGHTS

## TOP @IVEYLEADERSHIP TWEETS (BY ENGAGEMENT RATE)


[twitter.com/  
/iveyleadership/status/  
1181932511565365248](https://twitter.com/iveyleadership/status/1181932511565365248)

The Hon. [@PerrinBeatty](#) speaks to [@IveyHBA1](#) students about how Canada is adrift in a world without [#leaders](#). [@iveybusiness](#) [@CdnChamberofCom](#)

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 Impressions: 4801     Likes: 14  
 Retweets: 5     Replies: 0





[twitter.com/  
/iveyleadership/status/  
1153768656834310144](https://twitter.com/iveyleadership/status/1153768656834310144)

An [@iveybusiness](#) first! A fireside chat between Dean Sharon Hodgson and former Dean Carol Stephenson at the launch of our [#Women's Leadership and Mentoring Program](#). [#LAMP](#)

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 Impressions: 6922     Likes: 24  
 Retweets: 5     Replies: 0





[twitter.com/  
/iveyleadership/status/  
1201545137022787587](https://twitter.com/iveyleadership/status/1201545137022787587)

People with transcendence draw inspiration from excellence or have a deep appreciation of beauty. But does a business [#leader](#) really have to be an aesthete, deriving insight from sublime works of art or the wonders of nature?  
Yes. [#leadership](#)

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 Impressions: 2166     Likes: 13  
 Retweets: 6     Replies: 1






[twitter.com/  
/iveyleadership/status/  
1168884452178747393](https://twitter.com/iveyleadership/status/1168884452178747393)

A timely op-ed by Institute ED, Gerard Seijts, featured in today's [@globeandmail](#) exploring how we can change the way we educate individuals today to prepare them to make a positive difference to society tomorrow? [#charactermatters](#) [#BackToSchool](#) [#leadership](#)

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 Impressions: 1547     Likes: 19  
 Retweets: 6     Replies: 0






[twitter.com/  
/iveyleadership/status/  
1172564396247310336?s=20](https://twitter.com/iveyleadership/status/1172564396247310336?s=20)

HBA Leadership Day inspires students to reflect on their character

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 Impressions: 390     Likes: 1  
 Retweets: 0     Replies: 0





[twitter.com/  
/iveyleadership/status/  
1155831385426399237?s=20](https://twitter.com/iveyleadership/status/1155831385426399237?s=20)

Businesses are growing and adapting at an increasingly rapid pace. At this year's MBA [#Leadership](#) Day, students had the opportunity to hear from distinguished [#leaders](#) on how to navigate through change and lead with character. [@PatrickHorgan5](#)

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 Impressions: 1597     Likes: 6  
 Retweets: 1     Replies: 0



# LEADERSHIP COUNCIL MEMBERSHIP

Thank you to Bill Aziz, HBA '79, and R. Jeffrey Orr, HBA '81, whose work with the Leadership Council has concluded since our last Annual Report publication. Welcome to our newest members, Jeannine Pereira and Rashid Wasti.

## LEADERSHIP COUNCIL MEMBERS

<b>RAHUL BHARDWAJ, LL.B, ICD.D</b>	President & CEO, Institute of Corporate Directors
<b>ROBERT BROUWER, BA, FCPA, ICD.D</b>	Regional Head of Markets, KPMG Americas
<b>PETER DEVLIN</b>	President, Fanshawe College
<b>BILL FURLONG, MBA '87</b>	Director/Executive-in-Residence
<b>FRANCA GUCCIARDI</b>	CEO, McCall MacBain Foundation
<b>JON HANTHO, MBA '89</b>	President & CEO, CBI Health Group
<b>SHARON HODGSON</b>	Dean, Ivey Business School
<b>IAN O. IHNATOWYCZ, MBA '82, BSC, CFA, CDIR.</b>	President & CEO, First Generation Capital Inc.
<b>MONA MALONE, HBA '94 (LEADERSHIP COUNCIL CHAIR)</b>	Chief Human Resources Officer and Head of People and Culture, BMO Financial Group
<b>SEVAUN PALVETZIAN</b>	Chief Communications Officer, Rogers Communications
<b>JEANNINE PEREIRA, HBA '95</b>	Director, Talent Development, EY Canada
<b>MICHAEL ROLLAND, HBA '79</b>	Chief Investment Officer, OMERS Private Markets
<b>GERARD SEIJTS</b>	Professor, Organizational Behaviour, Executive Director, Ian O. Ichnatowycz Institute for Leadership, Ivey Business School, Western University
<b>BARBARA STYMIEST, HBA '78</b>	Board Director, BlackBerry and George Weston Limited
<b>BILL TROOST, MBA '75</b>	President, Peel Plastic Products Limited
<b>RASHID WASTI</b>	EVP & Chief Talent Officer, George Weston Limited

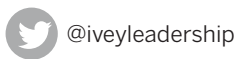
## EXECUTIVES-IN-RESIDENCE

<b>WARREN BELL</b>	Chief Operating Officer, OMERS (retired)
<b>PAUL CARROLL</b>	President, Pathfinder Leadership Associates; Head of Operational and Process Improvements – Global Wholesale Operations, Scotiabank
<b>JEFF FIELDING</b>	Chief of Staff to the City Manager, City of Toronto
<b>BILL FURLONG, MBA '87</b>	Director
<b>LISA HYDE, EMBA '16</b>	Executive Advisor, High Impact Firms Team, Business Development Bank of Canada (BDC)
<b>JEANNINE PEREIRA, HBA '95</b>	Director, Talent Development, EY Canada

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