

IVEY

IAN O. IHNATOWYCZ

INSTITUTE FOR

LEADERSHIP



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MESSAGE FROM THE EXECUTIVE DIRECTOR



GERARD SEIJTS | IAN O. IHNATOWYCZ CHAIR IN LEADERSHIP

Founded in 2010, the Ian O. Ichnatowycz Institute for Leadership's mission is to create knowledge in the area of leader character. Our research is integrated into Ivey's degree and executive education programs in order to enable students to assess and strengthen their own leadership capacities and to exercise character-based leadership. Our curriculum includes presentations to students by inspirational leaders such as Tessa Virtue and Scott Moir, Brett Wilson, the Honourable Beverley McLachlin, Deepak Chopra and Kim Scott.

Through a wide range of outreach activities, the Institute exposes leaders in the public, private and not-for-profit sectors to our work to help them enhance their effectiveness and weave leader character development into their organizations. Institute faculty frequently present their ongoing work at business events and academic meetings. Our expertise is sought by many public and private sector organizations – both at home and abroad – to help build character-based leadership in-house. Our research indicates that organizations are increasingly factoring leader character into their employee hiring and assessment processes, and that promoting people based on leader character has a bottom line impact on the organization.

The Institute aspires to have a deep impact on individuals, organizations and societies through the creation and application of new knowledge around leader character. At the same time, we see students who are demonstrating exemplary leader character and who inspire us with their behavior and achievements. One of many such examples is HBA student Patrick Hickey, who won a Young Humanitarian Award at the Canadian Red Cross Power of Humanity Awards for his significant contributions to mental health awareness.

Earlier this year, the Institute's leader council encouraged us to refresh our strategic plan. We updated our core objectives, namely to:

- Be recognized by researchers and practitioners as a global leader in research, teaching and outreach involving the awareness, assessment and development of leader character;
- Elevate the importance of character alongside competence in the practice of leadership; and,
- Develop global citizens who have strength of character, strive to make a difference, and contribute to the flourishing of teams, organizations, communities and societies.

Organizations today operate in an environment that is perhaps more disruptive – from a social, political, economic and technological perspective – than at any time in human history. Strong and principled leadership is essential to deliver sustained excellence for individuals, organizations and society at large. This is a tall order. Nonetheless, we are uniquely positioned to fulfil our core objectives thanks to the resources and expertise available through the Institute and Ivey. Our research, teaching and outreach initiatives are gaining substantial traction and put us in a strong position to support the mission and vision of Ivey: To deliver better leadership.

In 2018, we started a new initiative in collaboration with the Pierre L. Morrissette Institute for Entrepreneurship and the Centre for Sustainable Value. Our objective is to learn what the major disruptions are; how organizations are responding, reacting and preparing for them; and, how we can help each other to lead in this age of disruption. The goal is to understand disruption and make it work to the advantage of business and society. The thought leaders and executives we spoke to said it was more important than ever that we develop leadership skills among our learners. We need to impart those skills and capabilities that transcend industries: Critical thinking, managing complexity and uncertainty, managing team potential, cross-disciplinary collaboration, grit, resiliency, listening, curiosity, and communicating persuasively, among others. Many of these are character-related: Humility, drive, transcendence, courage, justice and collaboration.

This brings home an important observation: Leaders must have both competence and character. Either by itself is deficient.

I am deeply grateful for the tremendous work that 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 and Ivey's mission, and whose efforts are enhancing the quality and character of leadership among students and professionals.

RESEARCH

A FRESH LOOK AT LEADERSHIP



Lucas Monzani joined Ivey and the Leadership Institute as an Assistant Professor in 2017. His research aims to elevate leader character and commitment alongside competency as pillars that sustain exemplary leadership. He takes a particular interest in who leaders are, and how they make decisions.

Monzani's latest research explores the connection between character strengths and the effects that power has on leaders. Existing research has shown that being unchallenged for a period of time can create corruption of power. Working alongside Rachel Sturm (Wright State University, Dayton, Ohio), Monzani explores if character can protect against this corruption.

Monzani and Sturm are planning a set of laboratory experiments to explore the relationship between character and power at

different levels. One example is the "Hot-Hand Fallacy," the belief that if you've been successful in the past, you'll be successful in the future. Take gambling for example. If you've been winning on a slot machine for a while, your testosterone will increase, and you'll believe you can keep winning – until you lose.

The results of their research will show whether people who score high in character respond differently than those who score lower.

READ MORE: go.ivey.ca/freshlook

WENDY SMITH BEST LEADERSHIP PAPER AWARD WINNER

The Institute awarded the annual best leadership-related article to Wendy Smith, an Associate Professor of Business Administration and Deutsch Faculty Fellow at the University of Delaware. Her article "Dynamic decision making: A model of senior leaders managing strategic paradoxes" was published in the Academy of Management Journal in 2014. The article was chosen not only for Smith's excellence in research, but also the scholarly and practitioner impact of the article's publication.

MUSIC AND CHARACTER



The latest research from Professor Mary Crossan shows you can develop leader character by tapping into something many people already enjoy: Music.

Crossan, along with Cassie Ellis (Post-Doctoral Research Fellow, Ivey) and Corey Crossan (PhD student, Western University) wrote an article “Using Music to Activate and Develop Leader Character,” which focuses on a music-based workshop with 80 MBA students. They have also run these workshops with an NHL team, an Ivey program with assistant deputy ministers, and many groups of executives and academics.

Think of it like physical activity. Music can be used to enhance exercise performance. If you’re at the gym working out, you might listen to your favourite upbeat song. Crossan and her co-authors demonstrate that music can enhance character in a similar way.

- Music can activate emotions and memories associated with character;
- Understanding how music affects your exercises behaviours associated with humility (e.g. self-aware, reflective, and curious);
- Listening to music resonates in a way that can inspire (transcendence), calm (temperance), foster resilience and determination (courage), and activate drive;
- Even the act of sharing music activates humanity and collaboration; and
- Music can transcend cultural and language barriers, bringing people together.

READ MORE: go.ivey.ca/music

NEW POST DOCTORAL FELLOW CASSIE ELLIS



Cassie Ellis joined the Ian O. Ihnatowycz Institute for Leadership as the Kathleen & William Troost Post-Doctoral Fellow in Leadership. She received her BA, MA, and

PhD in Kinesiology at Western University. Her research focused on how music can enhance an individual’s performance and affective experience during physical activity. Coming from the Department of Kinesiology, Ellis brings an enthusiasm for physical activity and overall well-being to the Ivey Business School. Ellis is supervised by Mary Crossan. Her work at the Institute will continue to focus on habit-forming and behaviour change, specifically with regards to how music stimulates character development.

IVEY EMERGING LEADERS AWARD

Gerard Seijts and Mary Crossan received an Ivey Emerging Leader Award for their academic leadership. This award honours an Ivey faculty member or alumnus for making a significant contribution to academia. The two were selected because they have contributed influential thought leadership and research to the field of leadership and for the meaningful impact they have made to the education of others.

PRESIDENT DONALD TRUMP: AMERICA'S DIVIDER-IN-CHIEF

This year, the Leadership Institute released a study on how Americans view their president. The results show Trump reigns as America's "divider-in-chief."

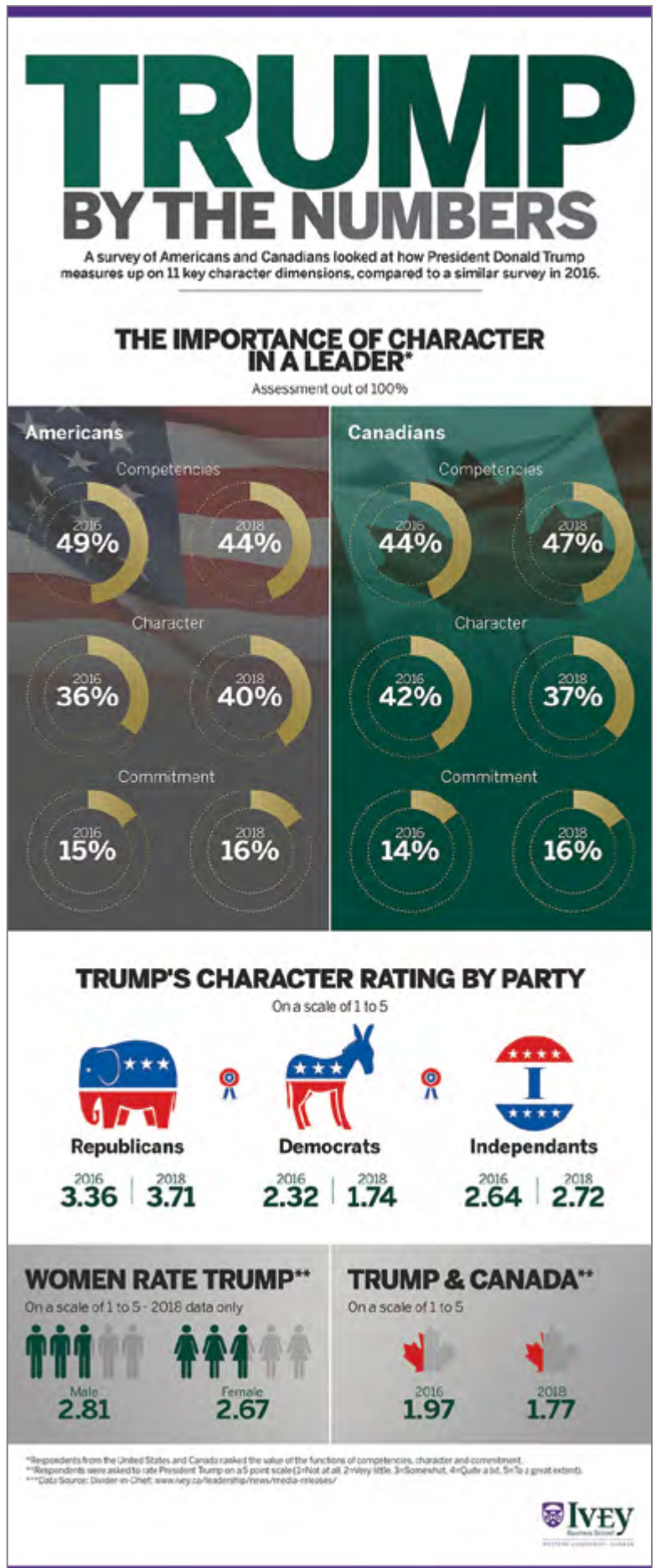
As a follow-up to a similar study in 2016, from October 19-23, 2018, the Institute commissioned a survey of 625 Americans to determine how Trump measured up on 11 leadership character dimensions (accountability, collaboration, courage, drive, humanity, humility, integrity, judgment, justice, temperance and transcendence).

Identified Republicans rate Trump's character higher now than they did prior to the general election in 2016. Conversely, identified Democrats rate it lower over the same time period. Independents remained virtually unchanged. Canadians' opinions of Trump's character declined in 2018.

"Trump has been, and continues to be, a polarizing president. The data shows further evidence that Trump is dividing America," said Gerard Seijts, Executive Director of the Institute.

Despite their party, voters highly value character as an important consideration in their vote for president. Good leadership is a function of competencies (skills, knowledge), character (virtues, values, traits) and commitment (aspiration, engagement, sacrifice). When respondents from the United States and Canada ranked the value of these functions, competencies came out only slightly ahead of character.

READ MORE: go.ivey.ca/trump





SELECT CONFERENCE PRESENTATIONS

Escartin, J., Monzani, L., Ceja, L.

The impact of a character strengths intervention on workers' need fulfillment and well-being. Presented at the European Academy of Management (EURAM 2018), June 2018, Reykjavik, Iceland.

Peng, A. C., & Zeng, W.

Leader discipline and employee learning. Presented at the International Association of Chinese Management Research, June 2018, Wuhan, Hubei Province, China.

Crossan, M.,

Positive organizational scholarship: Using music to activate character. Presented at the Academy of Management, August 2018, Chicago Illinois.

Wright, T., Alzola, M., DeGroat, A.,
Emich, K., Hannah, S., & Seijts, G.

A framework and future directions for organizational research on character. Presented at the annual meeting of the Society for Business Ethics, August 2018, Chicago, Illinois.

Quinn, R., Walsh, J., Trevino, L., Mirvis, P.,
Nkomo, S., Kark, R., & Seijts, G.

When and how leadership improves lives. Presented at the annual meeting of the Academy of Management, August 2018, Chicago, Illinois.

Peng, A. C.

Leader humility and team performance: The indirect and contextual influences of distant leaders. Presented the Keynote Speech at the 2018 I/O and O/B Student Conference, November 2018, Western University, London, Ontario.

RESEARCH AWARDS

A Social Sciences and Humanities Research Council of Canada (SSHRC) Insights Development Grant was awarded to Lucas Monzani and Mary Crossan: **Towards a framework of commitment to lead: Exploring individual, team and organizational outcomes.** (\$64,928)

A CPA-Ivey Centre for Accounting & the Public Interest Grant for a Multidisciplinary project was awarded to Lucas Mozani, in collaboration with Kun Huo and Matt Sooy: **Corporate Governance and Managerial Opportunism: The Moderating Effect of Leader Character** (\$ 19,450)



SELECTED PUBLICATIONS

Le Ber, M. J., Monzani, L., & Yang, Y. (2018). **Equity, diversity, and inclusion in organizations: What impact does leader identity have?** Academy of Management Proceedings, 2018, 1, 15305.

Peng, A. C., Mitchell, B., & Schaubroeck, J. M. (forthcoming). **Abusive supervision.** In R. Folger (Ed.), *Oxford Research Encyclopedia of Business and Management*. Oxford: Elsevier.

Byrne, A., Crossan, M., & Seijts, G. H. (2018). **The development of leader character through crucible moments.** *Journal of Management Education*, 42 (2): 265-293.

Crossan, M.; Ellis, C.; Crossan C. (2018). **Activating leadership character through music.** In S. Taylor & E. Antonacopoulou (Eds.), *Sensuous Learning for Practical Judgment in Professional Practice*; Palgrave Studies in Business, Arts and Humanities.

Seijts, G., Byrne, A., Crossan, M., & Gandz, J. (forthcoming). **Leader character in board governance.** *Journal of Management and Governance*.

Seijts, G., de Clercy, C., & Nguyen, B., & (2018). **Exploring how Canadian voters evaluate leader character in three cases: Justin Trudeau, Hillary Clinton and Donald Trump.** *Journal of Canadian Studies*, 52, 427-450.

TEACHING

TESSA VIRTUE & SCOTT MOIR “THERE IS ALWAYS ANOTHER SUMMIT”

Virtue and Moir delivered the keynote address at this year's HBA Leadership Day.



They may each hold five Olympic medals and be the most decorated figure skaters in Olympic history, but the advice Tessa Virtue and Scott Moir shared with an audience of first-year Ivey business students hit home for everyone. They brought tales of triumph and failure, and shared the lessons they've learned from their 21 years together.

1. RELATIONSHIPS TAKE WORK: Everyone knows Virtue and Moir spent countless hours on the ice over the years. But they didn't just focus time and effort on their skating. What they say gave them the edge over other teams was their strong relationship.

"We always skate well when we're on the same page both on and off the ice. Having each other's back was our biggest advantage over our competitors," Moir said.

It was their relationship with each other that pushed them both to be the best versions of themselves, right from day one.

"We were always accountable to one another," Virtue said. "That brought with it the discipline, the structure, and the consistency. We showed up to the rink for each other every single day. We're each other's biggest fans."

2. PRACTICE MAKES PERFECT: Virtue and Moir admit that they're always anxious before a performance – no matter how calm they appear.

"We always say to each other 'Once the music starts, we'll know what to do,'" Moir said. "And every time, once the music started, we'd feel comfortable. Because we'd do what we've done a thousand times before."

continued next page

VIRTUE & MOIR CONTINUED...

"The best feeling is being prepared," Virtue said. "We rely on that notion – believing we were more prepared than our competitors."

3. AND PRACTICING FAILURE IS IMPORTANT, TOO: The pair are familiar with success – but that didn't stop them from preparing for failure. Practicing falling and getting right back into routine was a staple in their Olympic preparation.

"We practiced making mistakes. We practiced failure," Virtue said. "That was almost the starting point when we made our training plans. 'What could possibly go wrong? How could we take the ice and not be at our best, but still be the best?'"

4. CONFIDENCE IS KEY: Virtue and Moir learned that as their success and fame rose, so did others' determination to bring them down. What kept them level-headed was their self-confidence and each other's support.

"We build each other up to a point where no one can touch us," Moir said. "Everyone wants to bring you down. It can derail pretty quickly if you let it."

"Being a woman in sports is difficult. The more success we had, the more ostracized I was," Virtue said. "Ensuring I had the proper confidence and self-esteem to put myself out there, in the most vulnerable position, at the centre of the ice with everyone to judge and criticize, was incredibly difficult."

5. BE GOOD: "Our goal was always to be remembered as being good people and being leaders for the next generation," Moir said. "Taking time to sign autographs, and inspiring the next generation of skaters – that's really important to us."

6. KEEP YOUR EYES ON THE PRIZE: "As athletes, we were always looking ahead," Virtue said. "We wouldn't celebrate any success. We'd sit there after every competition and just critique and analyze."

At the end of their talk, the pair changed direction and commended Ivey students for what they've accomplished in their own lives. But this is only the beginning, Moir said.

"Every time you get to the top of a mountain, there's another summit," he said. "You're at one of the best – if not the best – business schools in Canada. You've already accomplished so much. But this is where you take off. This is the beginning of a great journey for you."

"We'll be cheering all of you on," Virtue added.

This was the pair's second time at Ivey. They visited in 2014 for a similar leadership event.

READ MORE: go.ivey.ca/virtueandmoir



RECENTLY PUBLISHED LEADERSHIP-RELATED CASES

Oosterhoff, D.;
Seijts, G. (2018)
**Griffiths Energy
International:
The Board's
Dilemma.**

Case and Teaching
Note published by
Ivey Publishing,
London, Ontario.
Case Product
Number:
9B18C031.

Oosterhoff, D.;
Seijts, G. (2018)
**Farro Biomed:
Effective
Oversight When
leader Character
is a Risk.**

Case and Teaching
Note published by
Ivey Publishing,
London, Ontario.
Case Product
Number:
9B18C031

Chandrasekhar,
R.; Seijts, G.;
Schaan, J. (2018)
**TVO: Leading
Transformational
Change.** Case
and Teaching

Note published by
Ivey Publishing,
London, Ontario.
Case Product
Number:
9B18M110

Oosterhoff,
D.; Seijts, G.
(2018) **Mitch
Landrieu: Using
Communication
to Lead Change
in Racial
Conflict.** Case
and Teaching

Note published by
Ivey Publishing,
London, Ontario.
Case Product
Number:
9B18C011

Risavy, S.,
MacMillan, K.
(2018) **Bringing
Vision to
Life: Culture
Development at
CEL.** Case and

teaching note
published by
Ivey Publishing,
London, Ontario.
Case Product
Number:
9B18C008.

Chui, R.; Olivera,
F. (2018)
Google LLC:
**The Diversity
Manifesto and
Leader Candour.**

Case and teaching
Note published by
Ivey Publishing,
London, Ontario.
Case Product
Number:
9B18C046

LEADERSHIP DAY PANELS

A panel of industry experts shared advice during HBA and MBA Leadership Days about how to be a better leader.

HBA LEADERS

BUILD RELATIONSHIPS

Mentorship isn't a transactional experience. Allow yourself just to be curious about human beings. Keep it simple as opposed to formalizing it. You don't have to know where the relationships will lead you. Build your posse of really interesting people who align with your values. – **Franca Gucciardi, CEO, McCall MacBain Foundation**



THINK BIG PICTURE:

I've seen so many people get so myopic about how much they're earning compared to the next person, and how big their office is compared to the next person. That notion of short-term orientation on money and status will hurt you. It's a long game. Everything falls into place if you're doing the right stuff. – **Andy Chisholm, MBA '85, Director, Royal Bank of Canada**



BE OPEN:

A leader plays a key role in either shutting down or opening up people's contributions. Having an open mindset is really important. It's about making sure everyone's voice is heard. Ask yourself: Do you speak first, or do you ask for others' contributions before you give your perspective. – **Mona Malone, HBA '94, Chief Talent Officer, BMO Financial Group**



READ MORE: go.ivey.ca/HBADay2018

MBA LEADERS



■ BARBARA STYMIEST, HBA '78, CORPORATE DIRECTOR (CENTRE):

You can always get better. "Whether you're working on your golf game, being a spouse, or advancing your career. Seek out opportunities to work with and be surrounded by great people. Keep learning from the best."

■ JON HANTHO, MBA '89, PRINCIPAL, JANUS ADVISORY SERVICES (RIGHT):

Be humble. "Young people who have failed are often the ones who are missing a sense of humility or humanity. It's not because they lack intelligence, technical skills, or hard work. They lack empathy for others."

■ PAT HORGAN, HBA '82, VICE PRESIDENT, MANUFACTURING, DEVELOPMENT & OPERATIONS AT IBM CANADA LTD. (RETIRED):

Embrace change. "Change is a constant thing. Five years from now, technology is going to be different, and in significant ways. Be able to make the transition to that new paradigm. Learn skills you can pivot and learn to do things that will be the new reality."

READ MORE: go.ivey.ca/MBADay2018

MBA LEADERSHIP DAY

Deepak Chopra spoke to students about leading Canada Post in the digital age, and the transformation required of this centuries-old corporation if it was going to survive the sharp decline in mail volume and capitalize on the rapidly growing demand for parcel delivery fueled by online shopping. With seven years of transformative leadership at the helm of the company, Chopra had plenty of advice, warnings, and stories to share with the MBA Class of 2019.

ON MAKING DECISIONS: The decisions in a large institution, often under demanding circumstances, are difficult to replicate in a classroom no matter how interesting the case study or how heated the debate. At Canada Post, the decisions I faced had wide-spread implications – often on a large group of constituents. I shared some real-life examples of tough situations and the criteria I used to make those complex decisions.

ON LEADERSHIP AND DISRUPTION: Disruption has been talked about forever. But the pace of disruption has changed dramatically. By the time students have graduated, the world would look completely different than when they started and it is not unusual for students to find themselves with a gap in what the industry needs vs. what they learned. Students have to complement their learnings with real-life challenges while they are at university. I often say, “Educate yourself about the world’s disruptive technologies, the stuff that may not always be discussed in the classroom. Keeping up to speed will greatly enhance your ability to be effective and in-demand when you graduate.”



READ MORE: go.ivey.ca/DChopra



Watch a video interview with Deepak Chopra on Innovation, Leadership and his Experiments with Courage: go.ivey.ca/DChopraInterview

LEADER CHARACTER IN THE CLASSROOM

Brenda Nguyen offered the first University wide PhD course on leader character (SGPS9201 Developing Leader Character) fashioned after the MBA course Transformational Leadership. She offered two sections with students evaluating the course as 6.75/7. One student wrote: “The course was inspirational and essential to my own personal and professional development. Having this as a mandatory course for all grad students would set the stage for Western University graduates to exemplify leadership and to take on future leadership roles!” The course will be offered again in 2019, with Western aiming to make it integral to its “Own Your Future” Professional Development Program.

CHARACTER AND CANDOUR CONFERENCE

Speakers at the 2018 Character and Candour HBA1 Leadership Conference challenged students to reposition priorities and redefine professionalism to find success inside and outside the workplace.



KIM SCOTT

Kim Scott, co-founder and CEO of Radical Candor, Inc., kicked off the event by sharing her secret to giving and receiving feedback in a meaningful and productive way.

“When I was in business school, I spent a summer at a consulting firm where I learned one really important thing, that all of life’s hard problems can be boiled down to a two-by-two axis,” she said. “It is that you must care personally and challenge directly.”

Scott said that somewhere along the way we’ve learned that professionalism is code for leaving your emotion and humanity at home. But to build strong relationships, she said you have to bring your whole self to work and create conditions that encourage everyone to do the same.



BRETT WILSON

Brett Wilson, a Canadian entrepreneur and former dealmaker on Dragons' Den, closed the day sharing his story and struggle to balance business and life.

Although he was successful in the business world, he said his home life was a different story. After an argument with his daughter, he took a hard look at his priorities and decided to make a change. With his new definition of success, he encouraged students to find success in business without losing sight of what is most important: Your health, family, and friends.

“There is nothing wrong with the pursuit of wealth,” he said. “It is the single-minded pursuit that can be disruptive.”

READ MORE: go.ivey.ca/Candour2018

VIDEO WITH KIM SCOTT: go.ivey.ca/KimScott

VIDEO WITH BRETT WILSON: go.ivey.ca/BrettWilson



INSTITUTE INVOLVEMENT IN THE STUDENT EXPERIENCE

This year, the Institute supported two conferences that were created by and for Ivey students – the inaugural MBAA Leadership Conference and the HBA Leaders Forum.



MBAA (MBA ASSOCIATION) CONFERENCE

Cynthia Cooper, the former Vice President of Internal Audit at WorldCom, helped uncover a \$3.8 billion accounting fraud scandal in the telecom giant – the biggest of its time. Cooper explained that when you look behind the accounts and numbers, no matter what fraud was committed, it comes down to people and choices. “Although making the right choice may not always be easy or clear, I believe there is a true north and there are values in the world that most people can agree on.”

Steinthór Pálsson, now the former CEO of Landsbankinn, one of Iceland’s largest banks, was selected to be their president in the mist of the Icelandic financial crisis from 2008-11. When Pálsson spoke to MBA students, at the core of his message was the notion of the importance of communication, trust, and commitment to what you believe is right. “The economy of trust is very important.” If you listen, trust, act bravely, learn from your mistakes, and commit to taking on the challenge with passion, your leadership will provide results.

Nicole Verkindt, HBA '07, CEO of OMX and former dragon on Next Gen Den, candidly shared her entrepreneurship journey and offered insights into the highs and lows of starting a business. Verkindt also stressed the importance of innovation, especially in light of the inevitable technological advances that will change how we do business. “When it comes to digitization in all sectors, it’s not a question of ‘if,’ it’s only a matter of ‘when,’” she said.

HBA LEADERS FORUM

As a keynote speaker in this two-day student event, **Janet Bannister**, HBA '92, General Partner at Real Ventures, shared the three areas that she identified as contributing to success in the modern business environment: Making your own opportunities (it helps to hustle), managing your career path (the biggest decisions are made with your heart, not your head), and maintaining a healthy lifestyle (you need the stamina to put in the hours your job requires, and live a longer, happier life).

READ MORE: go.ivey.ca/HBAForum2018

INSTITUTE COURSE RECOGNIZED AS AN INNOVATION THAT INSPIRES

This year, Ivey was recognized for innovative strategies to teach and train future leaders by the Association to Advance Collegiate Schools of Business (AACSB). This recognition was specifically awarded by the AACSB for **Leadership Under Fire**, a five-day intensive, largely outdoor program for Ivey undergraduate students.



The course, made possible through the support of General Dynamics Land Systems-Canada, tests students' abilities to lead others and solve problems while facing physical, emotional and mental stress.

The AACSB is a business education alliance that connects educators, students, and business, to help develop the next generation of leaders. On April 17, in response to rapid global change, the AACSB celebrated institutions that have innovative approaches to leadership development at the third annual Innovations That Inspire challenge.

"The biggest risk to business schools is not the rapid pace of change. It is in failing to prepare the next generation of business leaders to cope with that change," said Thomas R. Robinson,

president and CEO, AACSB. "Through its best-in-class leadership development program, Ivey Business School is ensuring that the business leaders of tomorrow will be ready for whatever lies ahead."

"In academia we talk a lot about leadership, but when it comes to leadership there is a big difference between talking and actually doing," said Gerard Seijts, executive director of the Ian O. Ihnatowycz Institute for Leadership, in an article in *The Globe and Mail*.

READ THE GLOBE AND MAIL ARTICLE:
go.ivey.ca/LUF2018

WATCH A VIDEO ON LEADERSHIP UNDER FIRE:
go.ivey.ca/LUFVideo



LEADERSHIP COUNCIL MEMBER AND INSTITUTE DONOR BILL TROOST AWARDED AN HONORARY DOCTOR OF LAWS FROM WESTERN UNIVERSITY



As **Bill Troost** looked out at the graduating MSc, MBA, EMBA, and PhD Classes of 2018, he commented on the differences between them and his own MBA Class of 1975.

“In our section of 60 individuals, there were four women – and we were a pretty white bunch,” he said. “It’s gratifying to see the graduating classes today are much more diversified.”

Troost, MBA '75 and President, CEO, and Founder of Peel Plastics Limited, was awarded an honorary Doctor of Laws from Western University at the June 8 Convocation for his business leadership, philanthropy, and community support.

After graduating from Ivey, Troost founded Peel Plastics, a leading manufacturer of flexible packaging, in 1978. He grew the company from two employees to 450, with today’s employees coming from 44 countries around the world.

“Diversity makes us strong,” he said.

Troost told the audience they are fortunate to have Ivey’s Ian O. Ichnatowycz Institute for Leadership because it teaches the importance of character. When he was a student, two of three leadership dimensions were taught – competency and commitment. Character was an afterthought.

“Even with your extra knowledge, you’re just at the start of your leadership journey,” Troost said. “You will make mistakes. Make sure you learn from them.”

Troost finished his speech by reminding the graduating classes that they didn’t reach this milestone alone. Family, friends, and mentors helped along the way.

“This makes an obligation to give back to society. Look out for your fellow citizens. If you’re not at a point where you have the financial resources, do volunteer work. Always remember the overall purpose of business in society. It’s not to make a profit, but to generate and distribute wealth. Look out for those less fortunate than you.”



WATCH BILL TROOST’S SPEECH:
(begins at 1:02:28): go.ivey.ca/BTroost2018

OUTREACH

THE THOMAS D'AQUINO LECTURE ON LEADERSHIP

In 2006, Ivey established the annual Thomas d'Aquino Lecture on Leadership to salute Tom d'Aquino's outstanding contributions to national and international business, public policy, and the volunteer sector.

The most recent guests were **Dominic Barton**, Global Managing Partner of McKinsey in 2017, and the Right Honourable **Beverley McLachlin**, former Chief Justice of Canada in 2018.

DIVERSITY: THE KEY TO SUCCESSFUL LEADERSHIP



The following is condensed from an article written by Kathy Hu, a 2020 HBA candidate, on the leadership lecture given by the Right Honourable Beverley McLachlin.

McLachlin began her session with a question Ivey students are all too familiar with: "What is leadership?"

After some discussion, she settled on the following definition: Leadership is about enabling each team member to do the best s/he can. Now, how do you execute leadership to reach a vision? The answer here seemed obvious as well: Strong lines of communication, collaboration, respect, etc. However, McLachlin offered an idea I had not previously considered: Diversity is critical for successful leadership.

Leadership and diversity ultimately go hand in hand. Modern leadership is more than just opening up communication channels and allowing information to flow in all directions, but also considering the pool of individuals from which this communication arises. This form of modern leadership can only be achieved by embracing diversity at every level.

McLachlin focused her discussion on the practical nature of diversity. Diversity is a method to arrive at the right goals and better solutions. Diversity allows for the integration of new ideas, perspectives, and talents from groups that previously lacked a voice in both public and private institutions. To craft the best solution and execute a holistic decision-making process, teams must represent numerous backgrounds and experiences.

READ MORE: go.ivey.ca/McLachlin

continued next page

TRANSFORMING FORCES



Four forces are shaping the future. Each one massive in its own right. But combine them, and there is great opportunity. And risk.

HBA1 students heard about these shifts and the role they will play as future leaders from Dominic Barton, Global Managing Partner, McKinsey & Company.

“There are so many exciting things going on, there are so many frightening things going on. It’s a time when we will really need leadership to get through this and have a wonderful time for humanity. You couldn’t be in a better place than this School to go through it,” he said.

Barton outlined the four forces that will have a major effect on the future:

1. The shift in economic power back to Asia.
2. The acceleration in technology disruption means all organizations have to consider themselves technology organizations.
3. The rapidly aging world provides opportunities for new products and services, and also changes in lifelong learning as older people reskill and retool.
4. The need and desire for a new societal deal that brings with it a new equilibrium.

Barton told students it will require a concerted effort by business and university leaders to come to the solutions for society.

READ MORE: go.ivey.ca/Barton

 **WATCH THE VIDEO:** go.ivey.ca/BartonInterview



TOM D'AQUINO, LLD '14, ONE OF IVEY'S NEWEST MEMBERS OF THE ORDER OF CANADA.

Known for his contributions to public policy, philanthropy, and leadership, Tom d'Aquino can add this latest recognition to his list of awards, which includes The Queen Elizabeth II Golden and Diamond Jubilee Medals and honorary degrees from Western University, among others.

He is currently chairman of Thomas d'Aquino Capital; and founder, chairman, and chief executive of Intercounsel Ltd., a private venture and strategic consulting company. He also serves as Chair of the National Gallery of Canada Foundation and Canada Co-Chair of the North American Forum.

Since 2006, the annual Thomas d'Aquino Lecture on Leadership, supported by the Leadership Institute, has brought distinguished leaders, including d'Aquino himself for the inaugural event, to share their insights with students.

IVEY RESEARCHERS PROVIDE A GLIMPSE INTO A DISRUPTIVE FUTURE



While many leaders are struggling to understand the disruptive changes taking place around them, Ivey researchers are helping frame the conversation about the effect on people, organizations, and society.

For the past year, Ivey professors Tima Bansal, Eric Morse, and Gerard Seijts, Executive Director of the Leadership Institute, and Acting Dean Mark Vandenbosch have conducted intensive interviews with global leaders in the public, private, and not-for-profit sectors to gauge the major disruptions facing businesses, and what was required to mitigate, or even harness, the impact of the disruptive forces.

Seijts also met individually with numerous senior leaders including General Motors' Mary Barra, the first female CEO of a Detroit-based automaker, Charles Brindamour, CEO of Intact Financial Corporation, and David McKay, CEO of RBC.

The researchers shared their findings on the implications for organizations and business schools in this new environment before an alumni audience at the Future of Business Education Evening at the Shangri-La Hotel in Toronto. The evening was supported by Sun Life Financial, the Centre for Building Sustainable Value, the Pierre L. Morissette Institute for Entrepreneurship, and the Ian O. Ihnatowycz Institute for Leadership.

Here are some highlights of what successful organizations are doing:

- **Reinvent yourself.** Organizations that think they have the problem solved will definitely be run over by disruption. Keep ahead of the curve. Leaders must create hypervigilance in the organization and continuously challenge their colleagues;
- **Take communications very seriously.** Learn to communicate better. Leaders have to make bold, rapid pivots that will create the risk of disengagement – people won't always get it. In turn, they'll have to be extraordinary communicators;
- **Stay curious.** Curiosity is a key attribute of a successful leader. People who are willing to examine emerging information, explore new fields, and delve into uncertainty are best equipped in the context of disruption;
- **Be rooted in multiple fields.** A grounding in more than one field is one of the strongest foundations for career success;
- **Be an entrepreneur in your organization.** Organizations have to put traditional resources – people, data, etc. – to new and bold uses; and,
- **Be a life-long learner.** It's important to keep taking on new ideas and tools. Business schools, including Ivey, should put more emphasis on creating a structure of lifelong learning.

READ MORE: go.ivey.ca/disruptionsite

JOIN THE CONVERSATION

Go to Ivey's Disruption site : go.ivey.ca/disruptionsite and add your insights to the conversation

THIRD ANNUAL LEADER CHARACTER CONFERENCE



This sold out event took place in May 2018 at the Ivey Tangerine Leadership Centre in Toronto and drew participants from across Canada, the U.S., and abroad. The event was practitioner-focused and provided ideas and tools to elevate character alongside competence and allow participants to embed character into their organizations. Speakers included Lisa Butler, Chief Talent and Diversity Officer at Manulife; Ted MacDonald, Advisor, Financial Conduct Authority, London, UK; Jeff Sutton, Vice President, Leadership & Organizational Development, Aecon Group Inc.; Sonia Côté, Director General, Executive Programs and Leadership Development, Human Resources Branch, Canada Revenue Agency; and Stephanie Bryson, Director HR at GDLS-Canada.

IDEA FORUM: HOW TO SURVIVE BUSINESS SUCCESS

For the J.J. Wettlaufer Lecture in Leadership in Toronto, entrepreneur and author Kelsey Ramsden, MBA '04, shared her insights for business leaders and entrepreneurs on reinventing the mindset that led to their first success – so they can do it all over again.

“We think we’ve made it when we get degrees, money and the things that tick boxes, but the truly driven and ambitious people are always curious and never ‘done,’” she said.

Twice named Canada’s top female entrepreneur by PROFIT Magazine, Ramsden has founded and scaled businesses in civil construction and real estate. She hosts a podcast and speaks globally on the subject of innovation and how to future-proof you and your business. With her new book, *Success Hangover*, just hitting shelves, she’s not slowing down any time soon.

READ MORE: go.ivey.ca/survive



EAST MEETS WEST

MBA LEADERSHIP CASE COMPETITION IN CALGARY



The annual East Meets West MBA Leadership Case Competition is a joint venture between the Leadership Institute and the Canadian Centre for Advanced Leadership in Business at the Haskayne School of Business, University of Calgary.

The competition challenges participants to work through live business cases while balancing the fiscal demands of a good business with the ethical demands of good leadership. It ran Feb. 8-10 at the University of Calgary.

The 2018 competition was true to its name with teams from Simon Fraser University (Burnaby, B.C.) and Concordia University (Montreal, Que.) selected as the finalists by judges in Calgary, Alta. In the end, the Concordia team edged out the competition and was awarded the first-place prize of \$1,000.

Managing a crisis: In the first round, students from participating universities were organized into mixed teams and required to collaborate, make decisions, and present case solutions with individuals they had just met. The business case focused on Nestlé India's crisis following the discovery of unsafe levels of lead in its popular and iconic product, Maggi noodles. The case included aspects of supply chain management, communication strategies and brand management, regulatory systems, cultural sensitivities, and corporate accountability.

Leading transformational change: In the final round, teams presented solutions on leading transformational change at TVOntario. The public service broadcaster needs to continue to fulfill its mandate of offering education to Ontarians (and beyond) while recognizing that traditional methods of delivery (i.e. television) are experiencing massive disruption. During presentation preparation, each team was granted 10 minutes to ask questions of TVOntario CEO Lisa de Wilde.

Although not a judge, de Wilde said she appreciated the ideas and solutions put forward by each team. In her keynote address, she revealed how TVOntario is evolving to be directly immersed in the classroom and is playing a critical role in transforming how children learn and teachers teach.

"Our secret sauce is leveraging our ability to weave the Ontario curriculum and 21st century pedagogy with digital technology," she said.

READ MORE: go.ivey.ca/Eastwest

MEDIA HIGHLIGHTS



GERARD SEIJTS – IN THE #METOO ERA, ETHICS TRAINING GAINS URGENCY

(The Globe and Mail)

READ IT: go.ivey.ca/metooethics

GERARD SEIJTS AND LYN PURDY – HOW TWO SCHOOLS ARE CREATING BATTLE- TESTED LEADERS

(The Globe and Mail)

READ IT: go.ivey.ca/battletested

GERARD SEIJTS – NEW RESEARCH PAINTS PICTURE OF DONALD TRUMP AS “DIVIDER-IN- CHIEF”

(CBC)

READ IT: go.ivey.ca/trumpcbc

FEATURES IN IVEY BUSINESS JOURNAL AND OTHER NON-REFEREED PUBLICATIONS

- Crossan, M. & Biscaro Smith, L. (2018). **Taking Leadership from Good to Great.** Ivey Business Journal [online]. go.ivey.ca/goodtogreat
- Crossan, M., Furlong, B., Gandz, J. & Seijts, G. (2018). **Addressing Culture and Its Associated Risks in Financial Institutions: A Character-Infused Approach.** Global Risk Institute [online]. go.ivey.ca/risk
- Seijts, G. (2018). **Powering Corporate Agility.** An interview with Randall MacEwan, CEO, Ballard Power in the Ivey Business Journal [online]. go.ivey.ca/agility
- Seijts, G. (2018). **Staying Intact Amid Disruption.** An Interview with Charles Brindamour, CEO, Intact Financial Corporation in the Ivey Business Journal [online]. go.ivey.ca/intact
- Seijts, G. (2018). **Driving Disruption.** An Interview with Mary Barra, CEO, General Motors in the Ivey Business Journal [online]. go.ivey.ca/driving
- Seijts, G. (2018). **Directing Disruption.** An Interview with Rahul Bhardwaj, CEO, Institute of Corporate Directors in the Ivey Business Journal [online]. go.ivey.ca/directing
- Seijts, G. (2018). **Taking Disruption to the Bank.** An Interview with David McKay, President and CEO of the Royal Bank of Canada in the Ivey Business Journal [online]. go.ivey.ca/tothebank

SELECTED EXECUTIVE EDUCATION/ LEADER CHARACTER PRESENTATIONS IN THE COMMUNITY

National

- 3M, Diversity and Inclusion Committee – London, ON (L. Monzani)
- Institute of Corporate Directors National Conference – Vancouver, BC (G. Seijts)
- Armstrong Wolfe Toronto CFO & COO Forum – Toronto, ON (M. Crossan)
- Deputy Chief Financial Officers Council Forum – Ottawa, ON (M. Crossan)
- Conference Board of Canada – Vancouver, B.C.; Calgary, AB; & Toronto, ON (G. Seijts)
- Public Services and Procurement Canada – Ottawa, ON (G. Seijts)
- Public Health Agency of Canada – Ottawa, ON (G. Seijts)
- Toronto District School Board – Toronto, ON (G. Seijts)
- Thames Valley District School Board – London, ON (G. Seijts)

International

- Center for Leadership at the Ukrainian Catholic University – Lviv, Ukraine (L. Monzani)
- Financial Conduct Authority – London, UK (M. Crossan)
- Saïd Business School, University of Oxford – Oxford, UK (M. Crossan)
- Organisational Learning, Knowledge and Capabilities Conference – Liverpool, UK (M. Crossan)
- Academy of Management Meetings – Chicago, USA (M. Crossan)
- HSBC – London, UK (M. Crossan & B. Furlong)

WEB AND SOCIAL MEDIA HIGHLIGHTS

TOP FIVE @IVEYLEADERSHIP TWEETS

1 twitter.com/iveyleadership/status/1039904453191561216
19,294 impressions, 265 likes, 83 retweets, 1 reply

2 twitter.com/iveyleadership/status/953649486504476673
18,446 impressions, 85 likes, 19 retweets, 5 replies

3 twitter.com/iveyleadership/status/1075453043632525312
12,986 impressions, 76 likes, 12 retweets

4 twitter.com/iveyleadership/status/1051846722610057217
23,138 impressions, 26 likes, 13 retweets, 5 replies

5 twitter.com/iveyleadership/status/989884588414582787
6,881 impressions, 5 likes, 3 retweets

TOP FIVE SOCIAL MEDIA POSTS

1. TESSA VIRTUE + SCOTT MOIR VISIT
Facebook: 10,346 people reached, 157 likes, 4 comments, 19 shares
Twitter: 152,568 impressions, 1,140 likes, 257 retweets, 13 replies

2. MBA LEADERSHIP DAY
Facebook: 2,711 people reached, 15 likes, 4 shares
Twitter: 11,043 impressions, 18 likes, 8 retweets

3. BEVERLY MCLACHLIN, THOMAS D'AQUINO LECTURE ON LEADERSHIP
Facebook: 4,243 people reached, 25 likes, 2 shares
Twitter: 4,161 impressions, 15 likes, 4 retweets

4. HBA LEADERSHIP DAY
Facebook: 3,504 people reached, 15 likes, 1 comment, 6 shares
Twitter: 3,366 impressions, 17 likes, 4 retweets

5. HBA LEADERS FORUM
Facebook: 3,054 people reached, 24 likes
Twitter: 2,911 impressions, 15 likes, 1 retweet

LEADERSHIP COUNCIL AND EXECUTIVES-IN-RESIDENCE

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

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

LEADERSHIP COUNCIL MEMBERS

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

EXECUTIVES-IN-RESIDENCE

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

KANINA BLANCHARD

President, Opportunity Creation

C. DAVID CLARK, MBA '66

Principal, CEO Advisors Inc.

JEFF FIELDING

City Manager, Calgary, Alta.

BILL FURLONG, MBA '87

Commissioner, Ontario Securities Commission

MARK RENO, MBA '82

Lead Facilitator, The Banff Centre

MARTY ROTHSTEIN

Principal, CEO Advisors Inc.

ALEXANDRA SHAW

President & Principal Consultant, Quantum Leap Leadership Inc.

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