



# LEADER CHARACTER PRACTITIONER CERTIFICATION PROGRAM

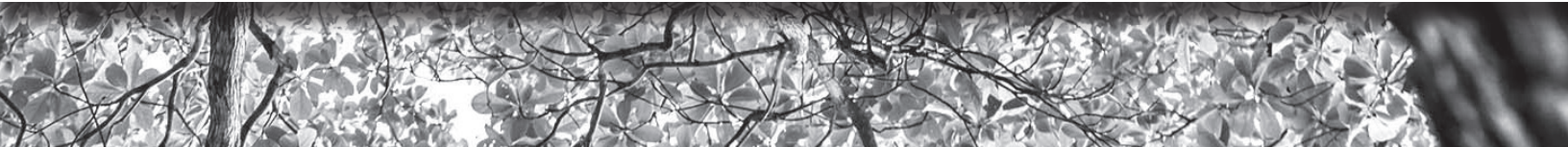


**IVEY**  
Business School

Ian O. Ihnatowycz  
Institute for Leadership

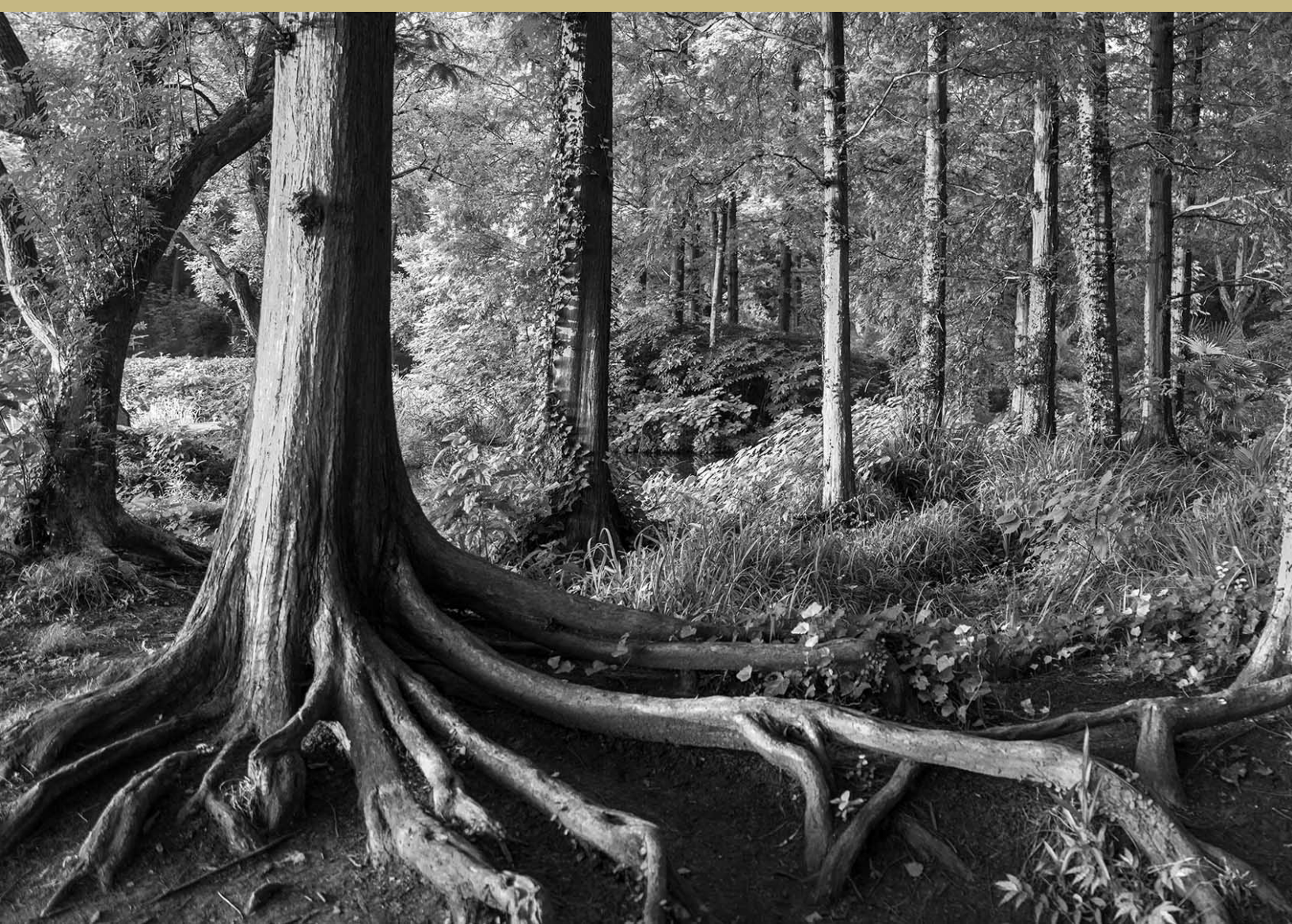
---

WESTERN UNIVERSITY • CANADA





*Competence is like the leaves  
on a tree, and character is its  
roots. The stronger the root  
system, the stronger the tree.*



# TABLE OF CONTENTS

- 04 ABOUT US
- 05 PROGRAM INSTRUCTOR: DR. MARY CROSSAN
- 06 PROGRAM STRUCTURE
- 07 INTRODUCTION
- 08 AWARENESS
- 09 ASSESSMENT/DEVELOPMENT
- 10 ORGANIZATIONAL PRACTICES
- 11 SCHEDULE & PREPARATION
- 14 LEADER CHARACTER STRATEGIC ROADMAP



# ABOUT US

## IAN O. IHNATOWYCZ INSTITUTE FOR LEADERSHIP

The [Ian O. Ihnatowycz Institute for Leadership](#) is at the forefront of knowledge creation in the leader character area. Our research is integrated into Ivey's degree and executive education programs so students are able to assess and increase their own leadership capacities and exercise character-based leadership. Through a wide range of outreach activities, the Institute exposes leaders in the public, private and not-for-profit sectors to our work, so they may enhance their effectiveness and weave leader character development into their organizations.

We aim 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.
- Elevate the importance of character alongside competence in the practice of leadership.
- Develop global citizens who have strength of character, strive to make a difference, and contribute to the flourishing of teams, organizations, communities, and societies.



# YOUR INSTRUCTOR: DR. MARY CROSSAN

Mary Crossan is a Professor of Strategic Leadership at the Ivey Business School and was awarded Western University's highest honour – Distinguished University Professor – for sustained excellence in teaching, research and service over a substantial career at Western. She earned a BA, MBA, and Ph.D. from Western University.

Mary teaches in the undergraduate, MBA, Ph.D. and Executive Programs. Her research on organizational learning and strategic renewal, leader character and improvisation has been widely published in many peer-reviewed academic journals.

Her recent research focuses on the development of leader character as a critical foundation to support and elevate leader competencies. She and her colleagues have developed courses, cases, a diagnostic assessment to develop leader character and she is a co-author of "Developing Leadership Character" published by Routledge.

Her research, case-writing and consulting have provided broad exposure to companies around the world including HSBC, Mattel Asia, Bank of Montreal, TD Bank, CIBC, Sun Life, Manulife, General Dynamics, many public sector organizations, and an NHL team.



# PROGRAM STRUCTURE

**13** **DAYS** OVER **6** **WEEKS**

**Program fees: \$9500**

**Program fees include:**

- All virtual sessions;
- A robust course package of readings and resources; and
- One session of personalized observation and feedback on your workshop facilitation delivery provided by Dr. Crossan.

Upon the successful completion of the program, participants will receive the designation of a **certified Leader Character Practitioner**.

Click [HERE](#) to receive information on upcoming sessions.

# INTRODUCTION

The Leader Character Practitioner Certification Program will develop the character and competence for participants to become subject matter experts in this area. This Masters-level program will cultivate a participant’s ability to guide organizations and deliver character leadership workshops that will foster:

1. Awareness on what leader character is and its impact on individuals and organizations seeking sustained excellence;
2. The ability to assess and develop character in individuals, teams and organizations; and
3. The capacity to embed leader character in organizational practices.

The aim is to accredit individuals as content experts who can further guide the organization in these three areas.

These three modules will be virtually offered over 13 full day sessions using a “train the trainer” approach. Participants will need to have read the “Developing Leadership Character” book prior to the course and the required content prep prior to each scheduled session.

The sessions will cover the content from the readings so that participants have an understanding of the research underpinnings of leader character, and provide a practical approach, roadmap and resources to both facilitate workshops and guide the organization – essentially become content experts on character leadership. Each session will include the use of a PowerPoint slide deck provided to participants which will be used to record personal notes for delivering workshops.

There will be opportunities throughout the sessions to assess knowledge, understanding, and teaching delivery so that participants can be accredited as Certified Leader Character Practitioners.

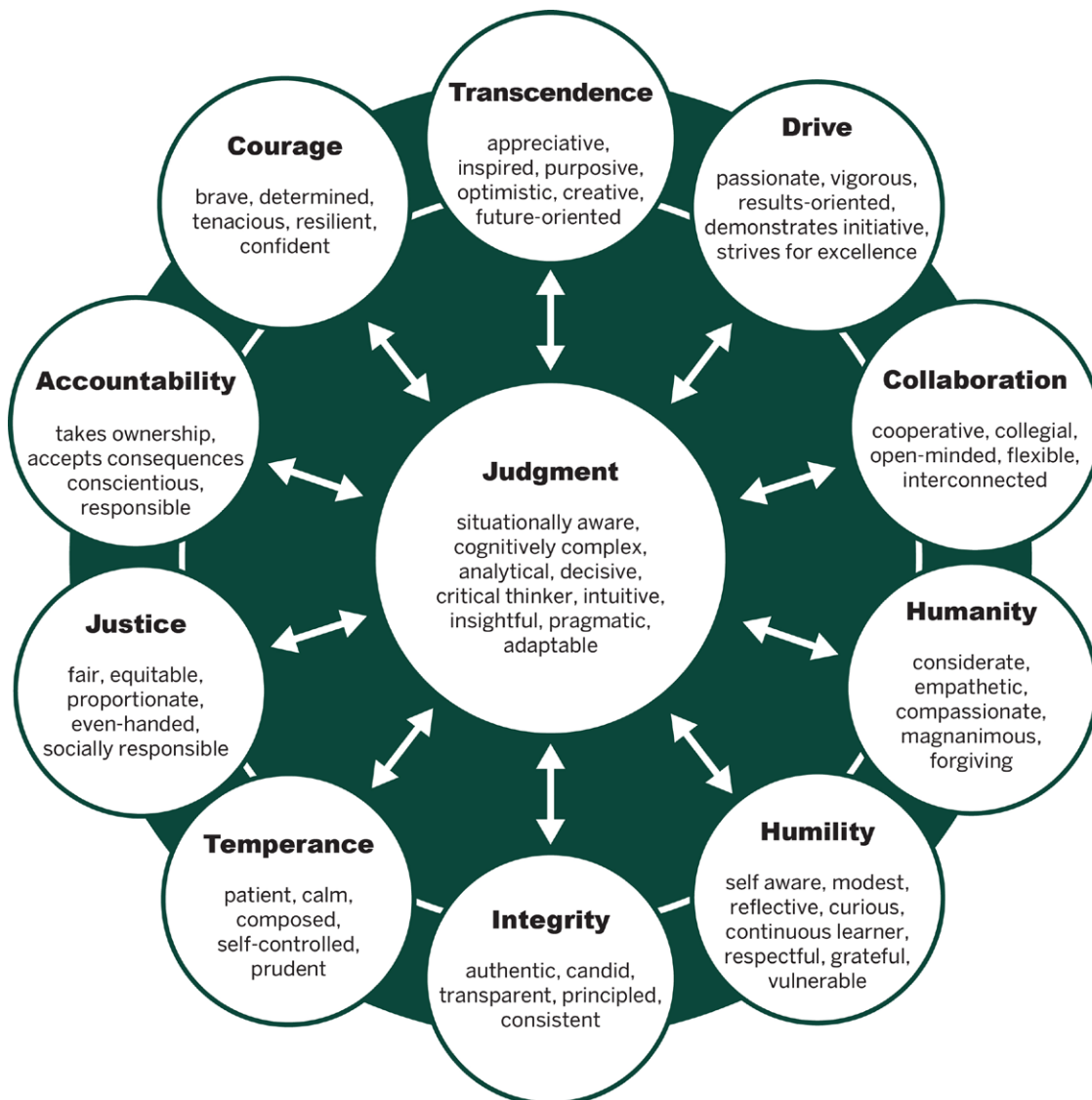


\*Equity, Diversity & Inclusion



# AWARENESS

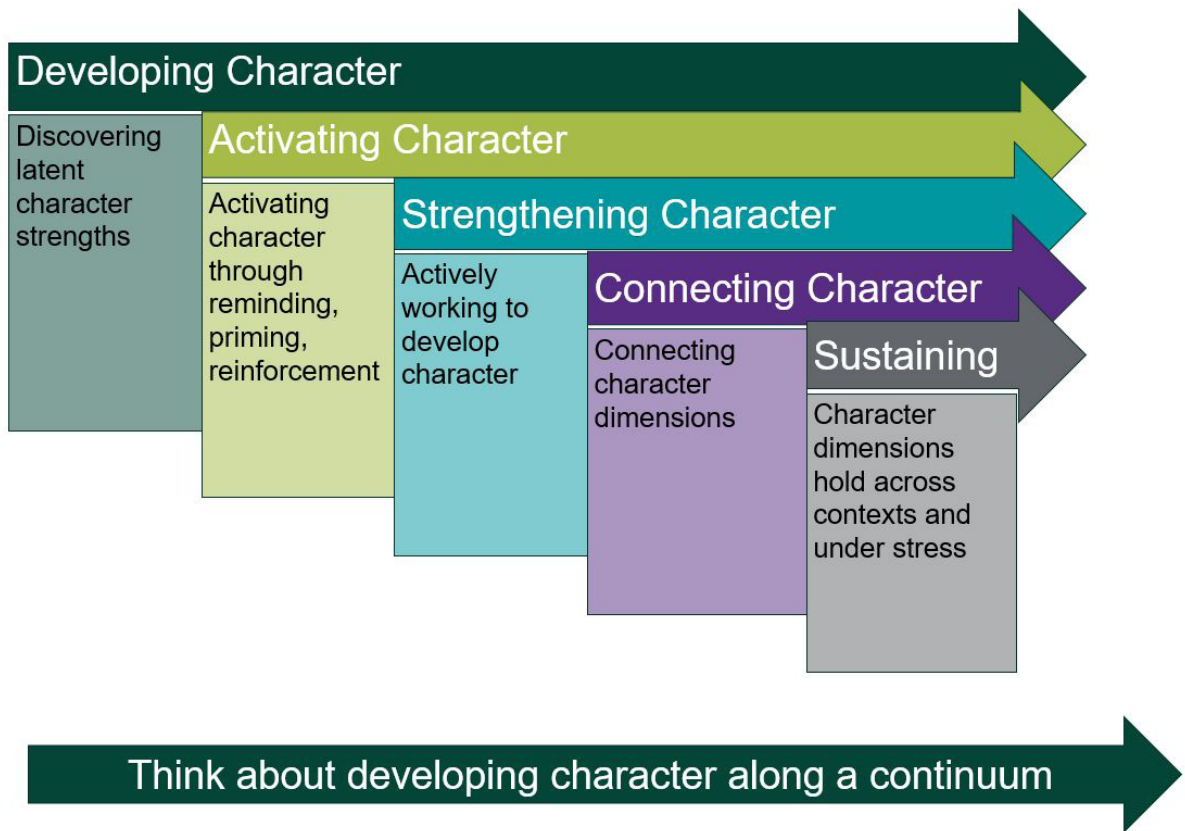
**Aim:** Develop an understanding and capability to offer programs that foster awareness of character leadership (CL). This includes building the knowledge and understanding of leader character research and how to deliver CL workshops.





# ASSESS/DEVELOP

**Aim:** Learn how to offer workshops that develop all 11 dimensions of character. This includes building the knowledge and understanding of the science of character development.



# ORGANIZATIONAL PRACTICES

**Aim:** Develop understanding of the application of CL in organizational practices including HR Processes, Culture and Conduct, Strategy and Values, and Equity, Diversity and Inclusion.





# SCHEDULE & PREPARATION

## MODULE ONE - AWARENESS

| AM/<br>PM | SESSION<br>DATE | TOPIC                   | ADVANCED READINGS   |
|-----------|-----------------|-------------------------|---|
| AM        | Day One         | Background/<br>Overview | <b><i>Character matters: Character dimensions' impact on leader performance and outcomes</i></b><br>(Organizational Dynamics)<br><i>by</i> G Seijts, J. Gandz, M. Crossan & M. Reno               |
| PM        | Day One         | Background/<br>Overview | <b><i>Toward a Framework of Leader Character in Organizations</i></b><br>(Journal of Management Studies)<br><i>by</i> M. Crossan, A. Byrne, G. Seijts, M Reno, L. Monzani & J. Gandz              |
| AM        | Day Two         | Background/<br>Overview | <b><i>In Search of Virtue: The Role of Virtues, Values and Character Strengths in Ethical Decision Making</i></b><br>(Journal of Business Ethics)<br><i>by</i> M. Crossan, D. Mazutis & G. Seijts |
| PM        | Day Two         | Background/<br>Overview | <b><i>The Entanglement of Leader Character and Leader Competence and its Impact on Performance</i></b><br>(Leadership Quarterly)<br><i>by</i> R.E. Sturm, D. Vera, & M. Crossan                   |
| AM        | Day Three       | Background/<br>Overview | <b><i>Character's Essential Role in Addressing Misconduct in Financial Institutions.</i></b><br>(Business Law International)<br><i>by</i> B. Furlong, M. Crossan, J. Gandz & L. Crossan           |
| PM        | Day Three       | Recap/<br>Assessment    |   |

# SCHEDULE & PREPARATION

## MODULE TWO - DEVELOPMENT

| AM/<br>PM | SESSION DATE | TOPIC             | ADVANCED READINGS   |
|-----------|--------------|-------------------|---|
| AM        | Day Four     | LCIA/Coaching     | Sigma Assessment Technical Note   |
| PM        | Day Four     | Habit Development | <p><b><i>Towards a Model of Leader Character Development: Insights from Anatomy and Music Therapy</i></b><br/>           (Journal of Leadership &amp; Organizational Studies)<br/> <i>by</i> M. Crossan, C. Ellis &amp; C. Crossan</p> <p><b><i>The Aristotelian Conception of Habit and its Contribution to Neuroscience</i></b><br/>           (Frontiers in Human Neuroscience)<br/> <i>by</i> J. Bernacer &amp; J. Murrillo</p> |
| AM        | Day Five     | Transcendence     | Technical Note Transcendence  |
| PM        | Day Five     | Drive             | Technical Note Drive  |
| AM        | Day Six      | Collaboration     | Technical Note Collaboration, <i>Improvise to Innovate</i> article  |
| PM        | Day Six      | Humanity          | Technical Note Humanity   |
| AM        | Day Seven    | Humility          | Technical Note Humility   |
| PM        | Day Seven    | Integrity         | Technical Note Integrity  |
| AM        | Day Eight    | Temperance        | Technical Note Temperance   |
| PM        | Day Eight    | Accountability    | Technical Note Accountability   |
| AM        | Day Nine     | Justice           | Technical Note Justice  |
| PM        | Day Nine     | Courage           | Technical Note Courage  |
| AM        | Day Ten      | Judgment          | Technical Note Judgment   |
| PM        | Day Ten      | Recap/Assessment  |   |

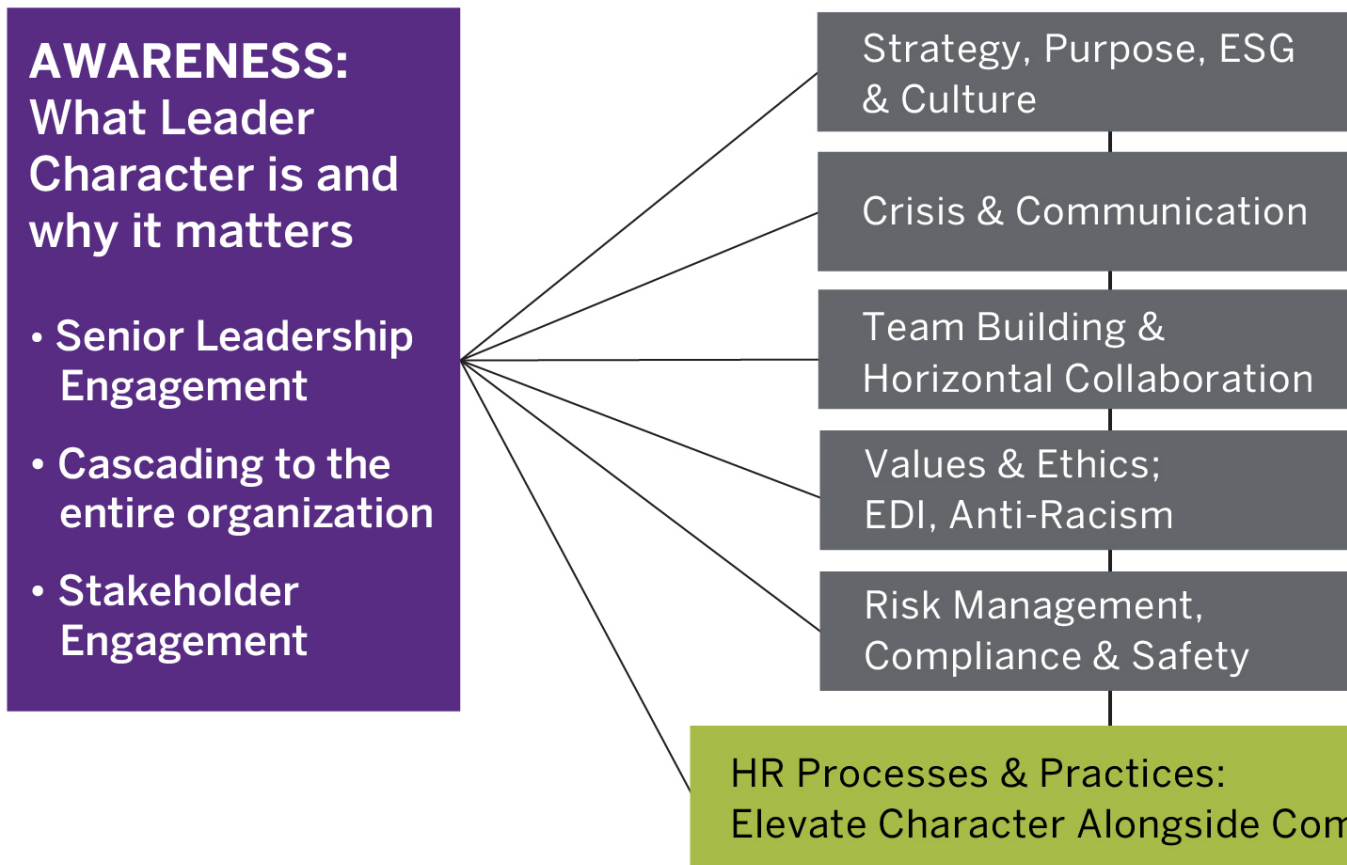


# SCHEDULE & PREPARATION

## MODULE THREE - APPLICATION

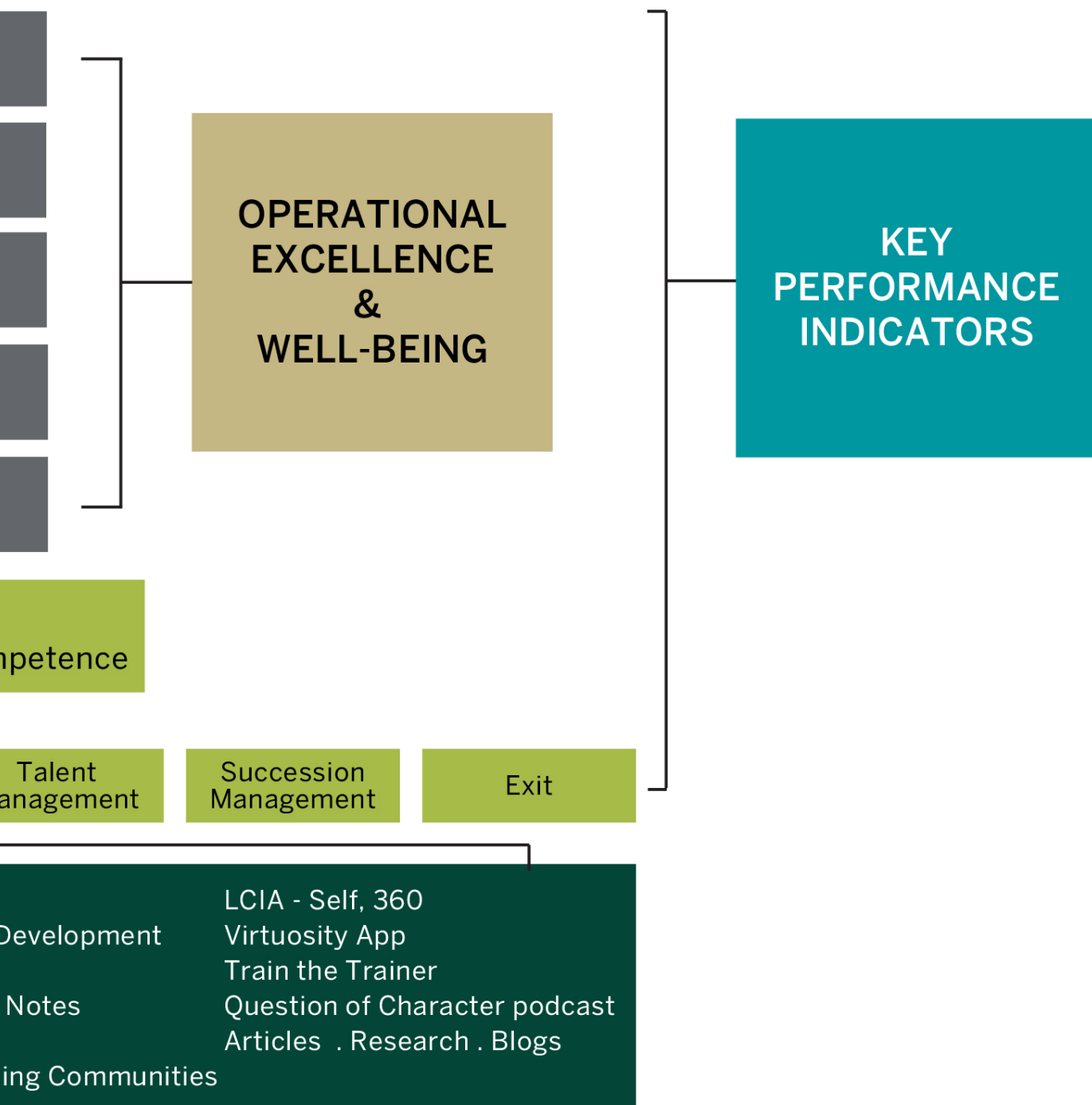
| AM/<br>PM | SESSION<br>DATE | TOPIC                         | ADVANCED READINGS  |
|-----------|-----------------|-------------------------------|--|
| AM        | Day Eleven      | Overview                      |  |
| PM        | Day Eleven      | Selection                     | <i>Elevating Character Alongside Competence in Selection: A Case Study of Canada Revenue Agency</i><br>(Organizational Dynamics)<br>by M. Crossan, S. Côté & S. Virgin                   |
| AM        | Day Twelve      | Culture                       | <i>Addressing Culture and its Associated Risks in Financial Institutions: A Character-Infused Approach</i><br>(Global Risk Institute)<br>by M. Crossan, B. Furlong, J. Gandz & G. Seijts |
| PM        | Day Twelve      | HR Practices                  | <i>Embedding Leader Character into HR Practices to Achieve Sustained Excellence</i><br>(Organizational Dynamics)<br>by G. Seijts, M. Crossan & E. Carleton                               |
| AM        | Day Thirteen    | Equity, Diversity & Inclusion |  |
| PM        | Day Thirteen    | Recap/ Assessment             |  |

# LEADER CHARACTER





# STRATEGIC ROADMAP





**IVEY**  
Business School

WESTERN UNIVERSITY · CANADA

Ian O. Ihnatowycz  
Institute for Leadership

## **IAN O. IHNATOWYCZ INSTITUTE FOR LEADERSHIP**

IVEY BUSINESS SCHOOL

1255 Western Road

London, Ontario, Canada

N6G 0N1

519.661.3890

[leadership@ivey.ca](mailto:leadership@ivey.ca)

[www.ivey.ca/leadership](http://www.ivey.ca/leadership)