

CHARACTER LEADERSHIP

Being a Light in the Dark During Tumultuous Times

By Gerard Seijts & Kimberley Milani



IVEY

Ian O. Ihnatowycz
Institute for Leadership

WHO WE ARE

We aspire to have a deep impact on individuals, organizations and societies through the creation and application of new knowledge on leader character.

The Ian O. Ihnatowycz Institute for Leadership aims to develop global citizens who have strength of character, strive to make a difference, and contribute to the flourishing of teams, organizations, communities, and societies.

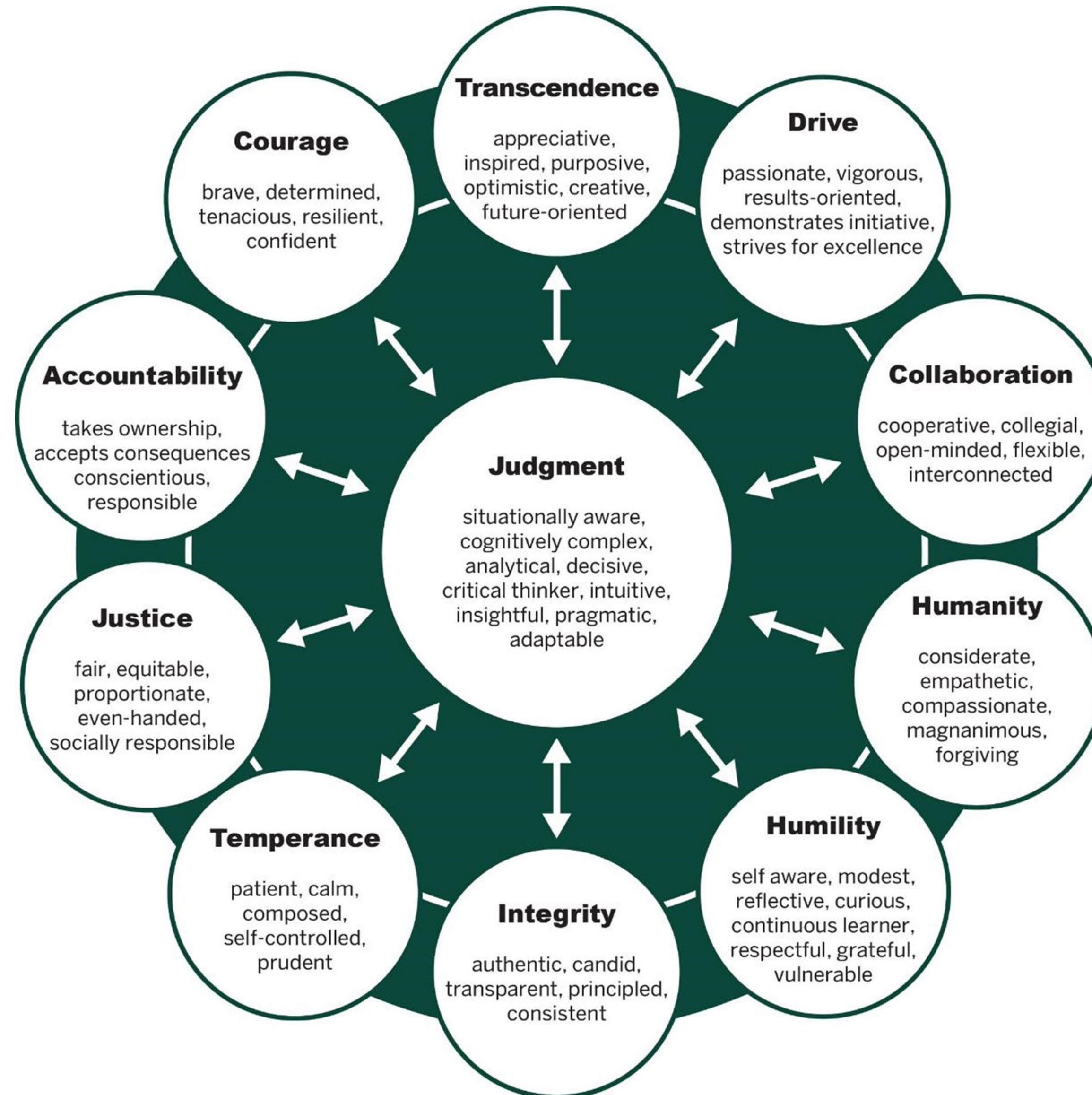
THE EFFECTIVE LEADER

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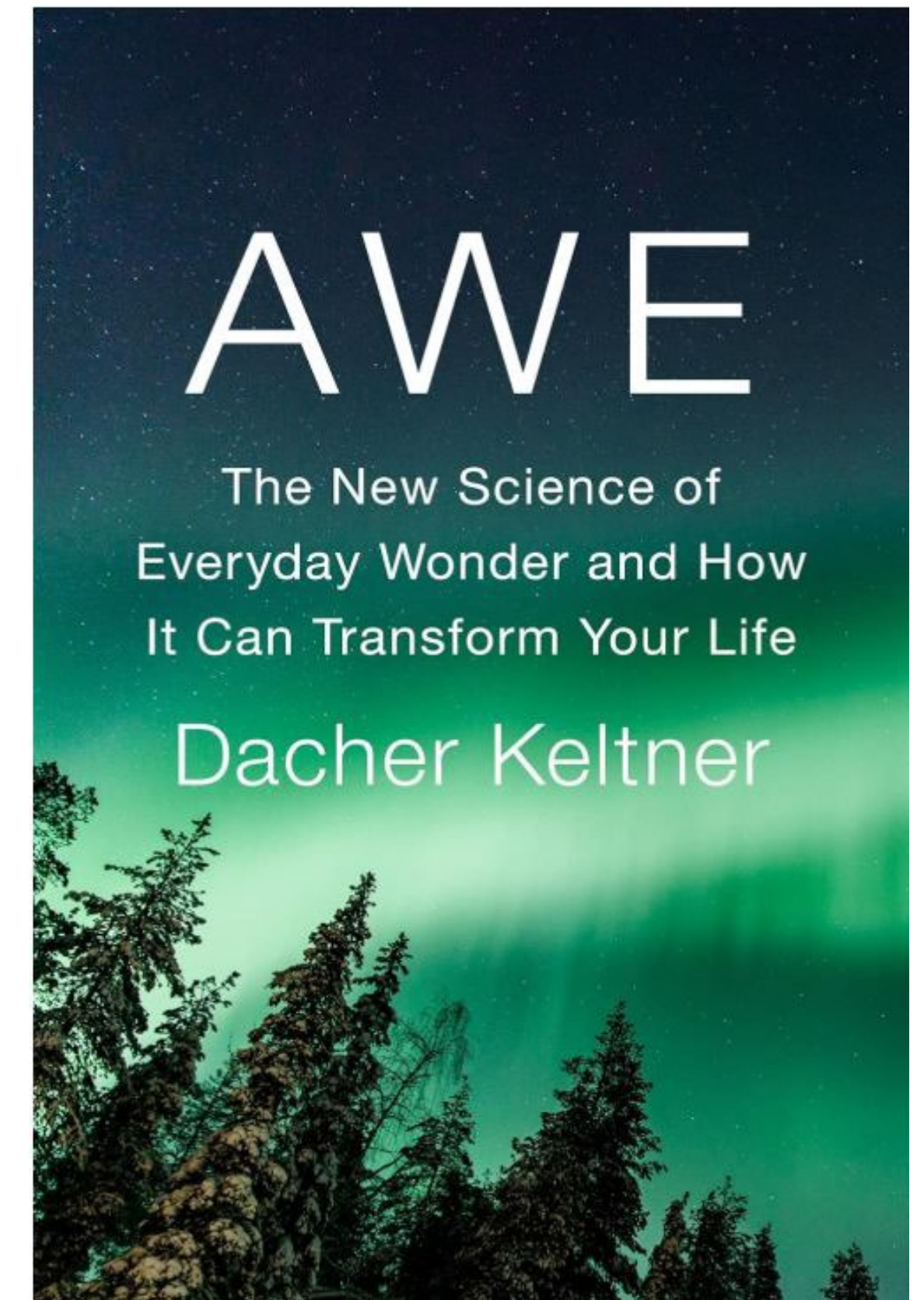
LEADERSHIP IS ALWAYS A FUNCTION OF CHARACTER, COMPETENCIES AND COMMITMENT



LEADER CHARACTER FRAMEWORK



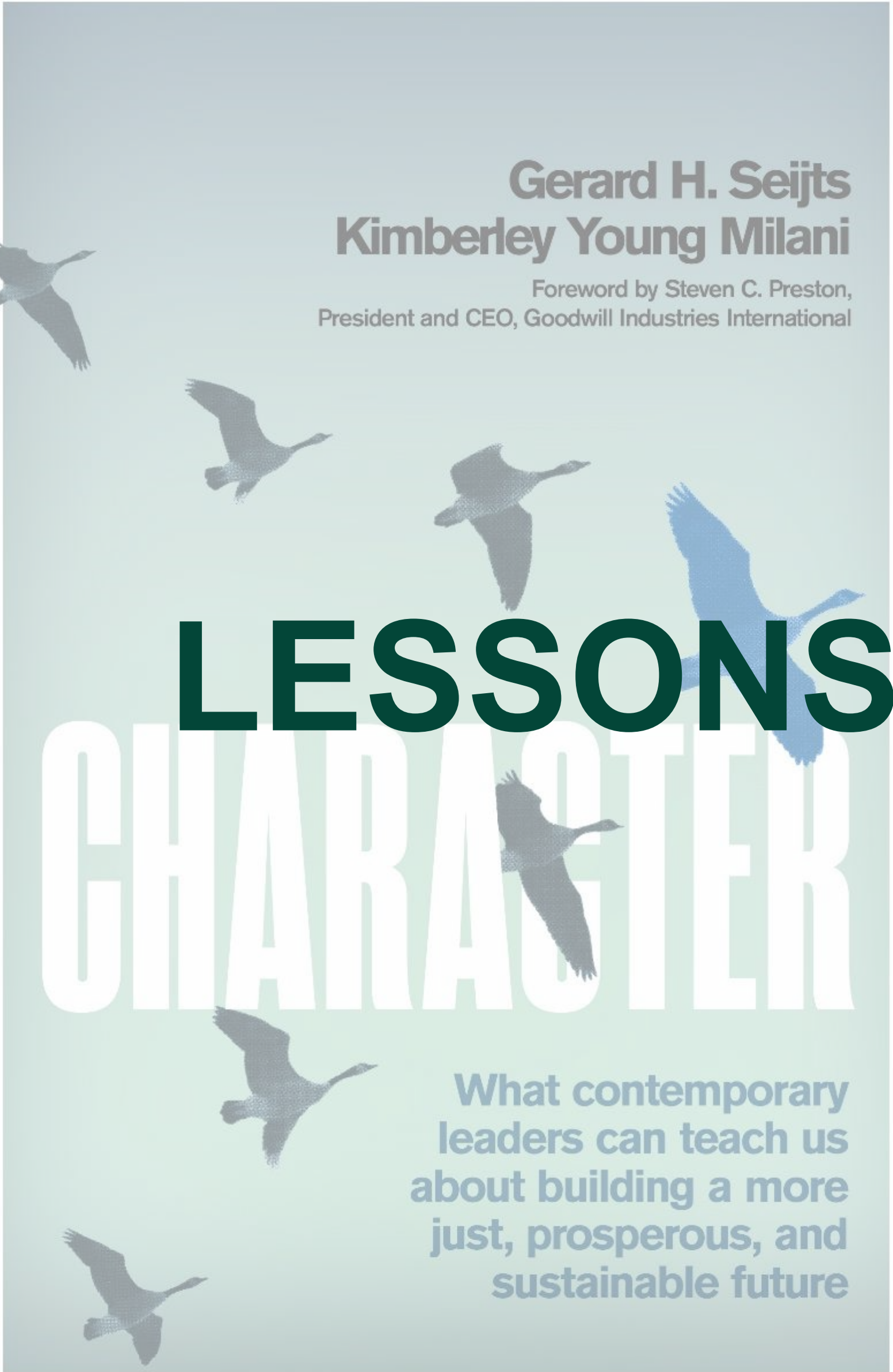
TRANSCENDENCE



OUR THESIS

In an era of disruptions and converging crises, our world is in dire need of **leadership** that is **visionary, courageous, solution-seeking and collaborative**, that **instills hope, trust, and inspires** others, and that is willing to compromise so that today's decisions ensure the ability **for tomorrow's flourishing**.

We need **leaders with the judgment** necessary to balance urgent, complex, and competing stakeholder interests, **and the strength of character** to wisely navigate an uncertain and volatile world.



LEADERS IN *CHARACTER*



Cameron Bailey
CEO, Toronto
International Film
Festival



Ericka Cheung
Theranos Whistleblower
& Co-Founder, Ethics in
Entrepreneurship



Joan Chittister, OSB
Benedictine Nun,
Theologian & Author



Lyse Doucet
Chief International
Correspondent, BBC



Tracy Edwards, MBE
International Sailor &
Founder, The Maiden
Factor



Lady Brenda Hale
President (Ret.),
Supreme Court of the
United Kingdom



Julia Hoggett
CEO, London Stock
Exchange



Alan Jope
CEO (ret.), Unilever



Adam Kahane
Director, Reos Partners



David Kipping
Assoc. Professor of
Astronomy, Columbia
University



Ben Lamm
Co-founder & CEO,
Colossal Biosciences



Bruce Lourie
President, Ivey
Foundation



Gennadiy Mokhnenko
Pastor & Member of
Chaplains' Battalion,
Mariupol, Ukraine



Maria Ressa
CEO, Rappler & Nobel
Peace Prize Laureate



Mary Robinson,
Former President of
Ireland & Chair, The
Elders



**The Hon. Murray
Sinclair**
Former Canadian
Senator & Chair, TRC



Neil deGrasse Tyson
Astrophysicist, Author, &
Broadcaster



The Elders never actually said, "The Seven Teachings are wisdom, love, respect, bravery, honesty, humility and truth." Instead, what they would do is tell you a story...then at the end of it, they would say, "And that's why it's important [to be]..."

~ The Honourable Murray Sinclair
Canadian Senator (retired); Chief
Commissioner, of Canada's Truth and
Reconciliation Commission

Stories are like a doorway and a mirror.

~From *Character*





I'll tell you right now, I don't care about legacy. I just care that the world is better off for me having lived in it. I don't need credit for that ... I care about the enlightenment of other people ... I don't need to be remembered. Bury me in an unmarked grave and let the worms eat me, as I've said many times. Give back to the flora and fauna that I've dined upon in my whole life. There is no legacy here.

~Neil deGrasse Tyson

Astrophysicist, author, and Director,
Hayden Planetarium, American Museum of
Natural History

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"We are driven by our purpose: to make sustainable living commonplace. It's why we come to work. It's why we're in business. It's how we inspire exceptional performance."

~Alan Jope
Former CEO, Unilever





It is always easier to do the right thing, even if it seems hard. You learn this with the more crises you have had to manage. Even if it is difficult in the moment, the comfort and the confidence that it is the right thing to do is much more sustaining than having done the convenient thing in the short term.

~Julia Hoggett

CEO of the London Stock Exchange

CALL TO ACTION

- 17 global leaders from across sectors and backgrounds shared their wisdom, insights and experiences to reveal how character-infused leadership can be the game changer the world needs right now, and how you can be a part of that change.
- Can character be developed?
- Learn how to develop agile behaviours that stimulate and develop high performing teams, drive value-based delivery, and achieve sustainable results.

A close-up photograph of a lit matchstick. The matchstick is positioned vertically on the left side of the frame. The tip is dark and charred, with a small flame visible. A plume of white smoke rises from the tip, drifting towards the top left corner. The background is a solid, deep black, which makes the white smoke and the light-colored wood of the matchstick stand out.

Character, like oxygen,
is most noticeable when
it is missing.

- Richard Reeves



It feels, at times, that we treat character as though it is a residue, rather than the main substance of our lives. Why are we leaving this vital part of ourselves to chance?

~From *Character*

ANATOMY



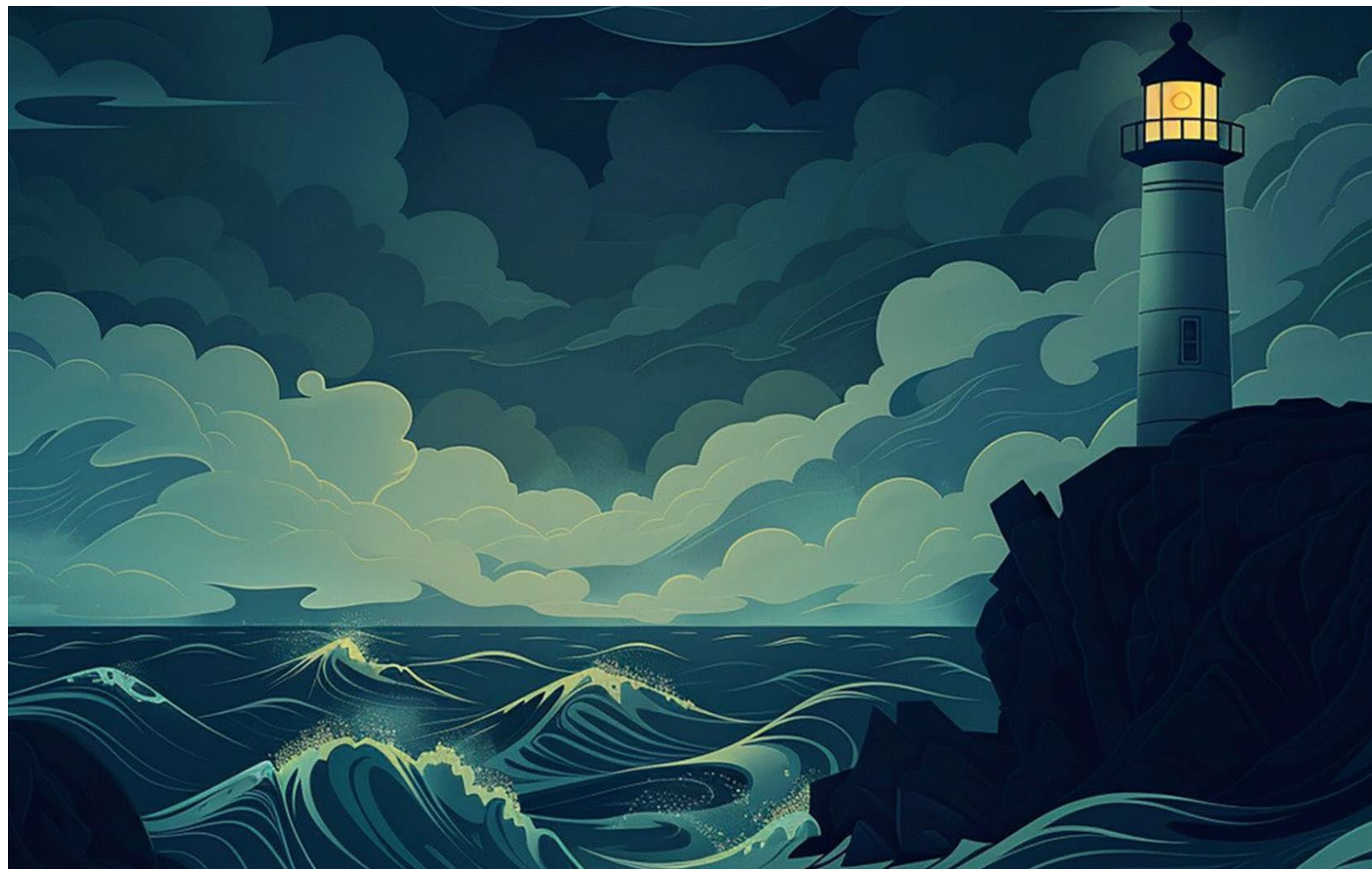
DEVELOPMENT/EXERCISE

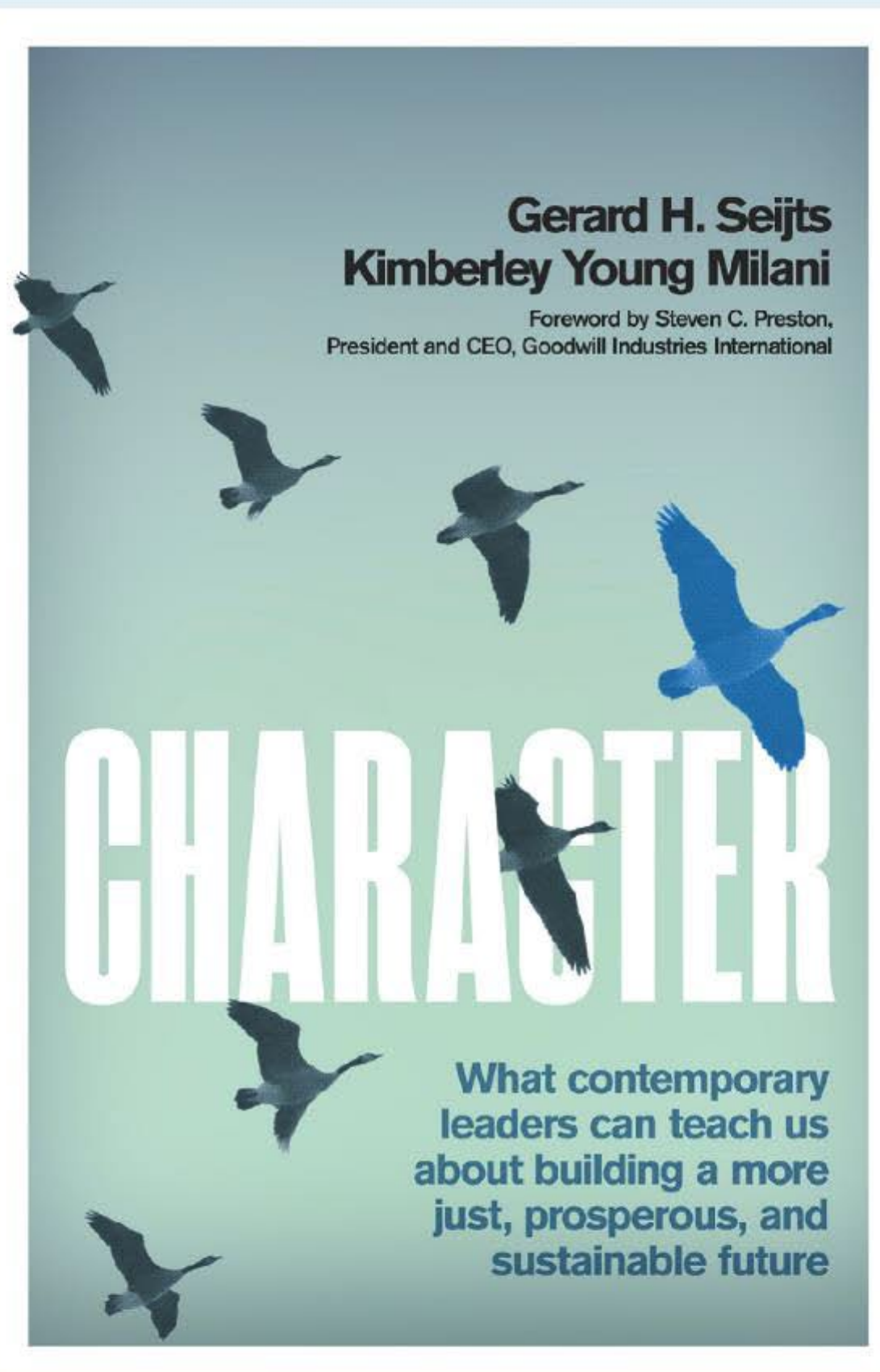


APPLICATION



We encourage leaders to be a beacon of hope in today's stormy seas, lighting the way for others, and reassuring them that solid ground is present and will be found again.





CHARACTER: What Contemporary Leaders Can Teach Us About Building a More Just, Prosperous and Sustainable Future

**Gerard Seijts &
Kimberley Young Milani**

\$38.95 CDN 

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CHARACTER



Character is something intrinsic to us all; it forms and reveals who we are. Unbeknownst to many, character is foundational to our judgement, behaviour, and leadership. As we tackle the grand challenges of our time, strength of character guides us to make better decisions, creates greater well-being, and contributes to human flourishing. For those who lead—whether in the public, private, not for profit or education sectors—a greater understanding of character will challenge your thinking, inspire new ideas, and elevate your personal and professional performance.

Character: What Contemporary Leaders Can Teach Us About Building a More Just, Prosperous and Sustainable Future provides an exceptional opportunity to become a better leader by applying the extraordinary yet down-to-earth insights from the authors' accessible scholarship and the interviews of truly distinguished leaders whose lessons on building stronger societies through character-based leadership are moving, powerful, and evergreen.

THE AUTHORS

Gerard Seijts is a professor of Organizational Behaviour and was a founding member and inaugural Executive Director of the Ian O. Ihnatowycz Institute for Leadership at the Ivey Business School, Canada. He received his PhD from the University of Toronto.

Kimberley Young Milani is the Director of Ivey's Ian O. Ihnatowycz Institute for Leadership and the former Director the Institute for Women in Leadership at Brescia University College, Western University. Kimberley is a graduate of the University of Toronto and University of Oxford.



RESOURCES & INFORMATION

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Email us: leadership@ivey.ca

