



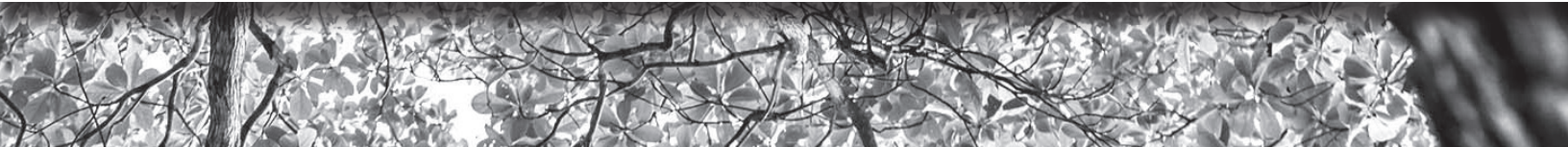
LEADER CHARACTER PRACTITIONER CERTIFICATION PROGRAM



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.



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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 INSTRUCTORS:



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” and “The Character Compass” 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.



DR. COREY CROSSAN

Corey Crossan is a research and teaching fellow at The Oxford Character Project where she develops and facilitates character development programs for students, industry, and university partners. Her research examines how character can be developed, how it can be embedded into organizations, and its impact on performance and well-being. Her research in Exercise Science inspired her unique application of exercise and habit development that shed light on what it takes to implement a daily practice of character development. Corey's love for elite performance developed as she competed in elite athletics for most of her life, highlighted by competing as a NCAA Division 1 athlete. Corey translated her understanding of elite performance into a passion for helping individuals and organizations develop sustained excellence. She is the co-founder of Virtuosity Character, a mobile software application created to support the daily, deliberate practice of character-based leadership development.

PROGRAM STRUCTURE

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

Program fees: \$9900

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.

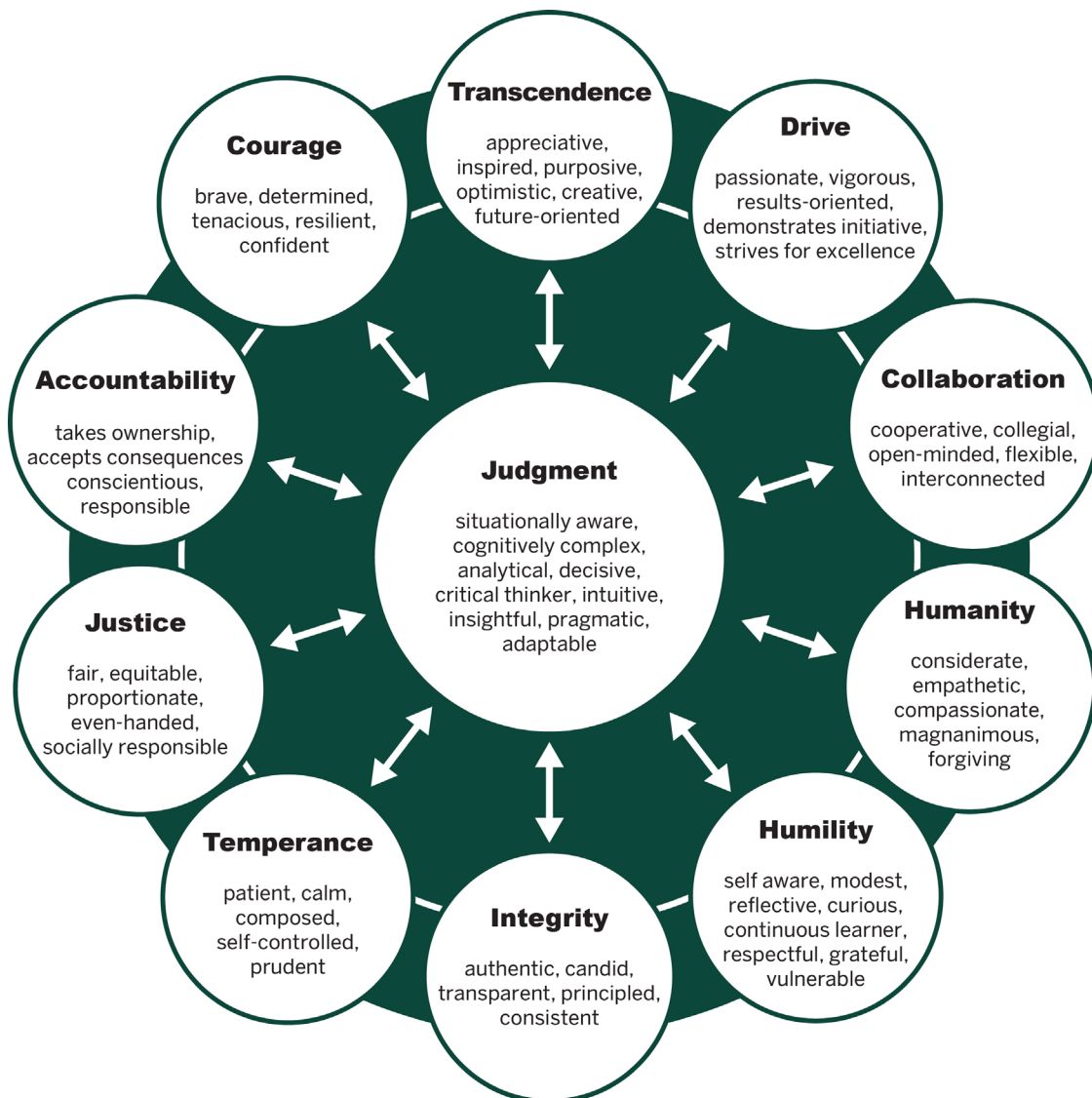
There will be opportunities throughout the sessions to assess knowledge, understanding, and teaching delivery so that participants can be accredited as Certified Leader Character Practitioners.



*Equity, Diversity & Inclusion

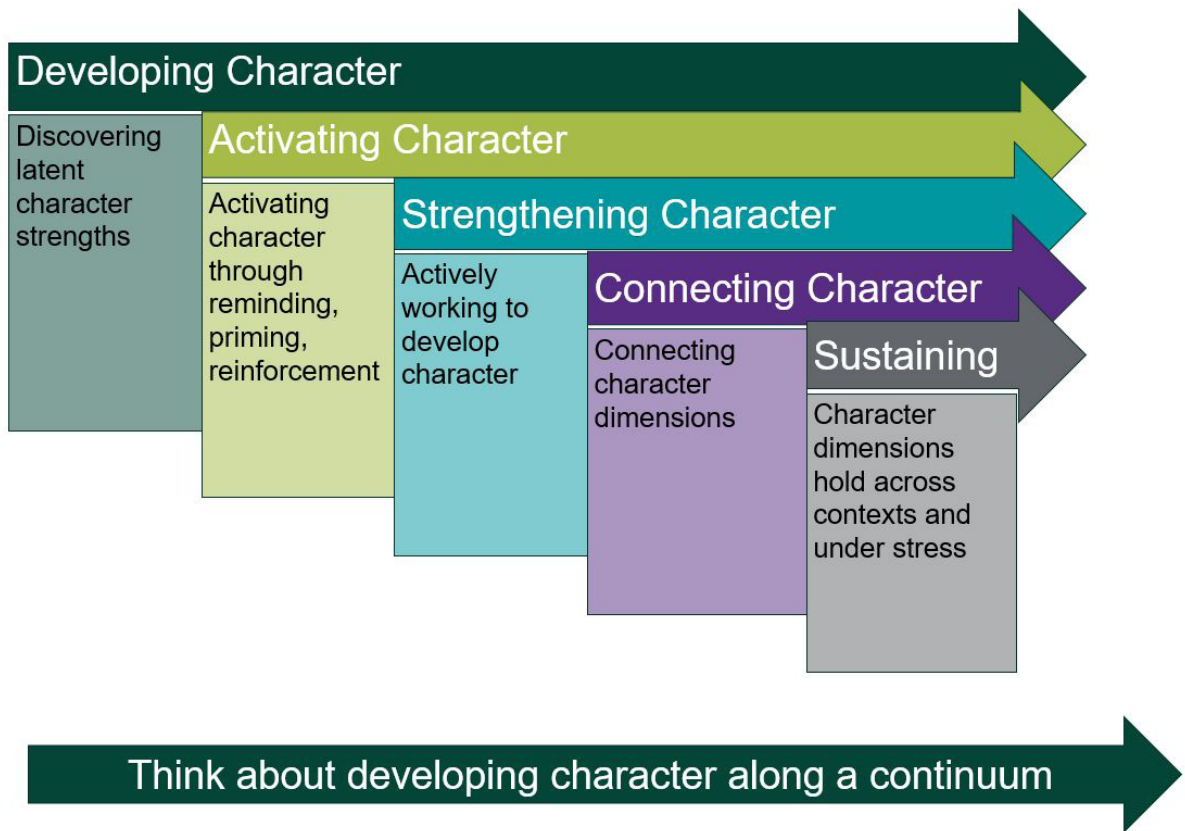
AWARENESS

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

SCHEDULE & PREPARATION

MODULE TWO - DEVELOPMENT

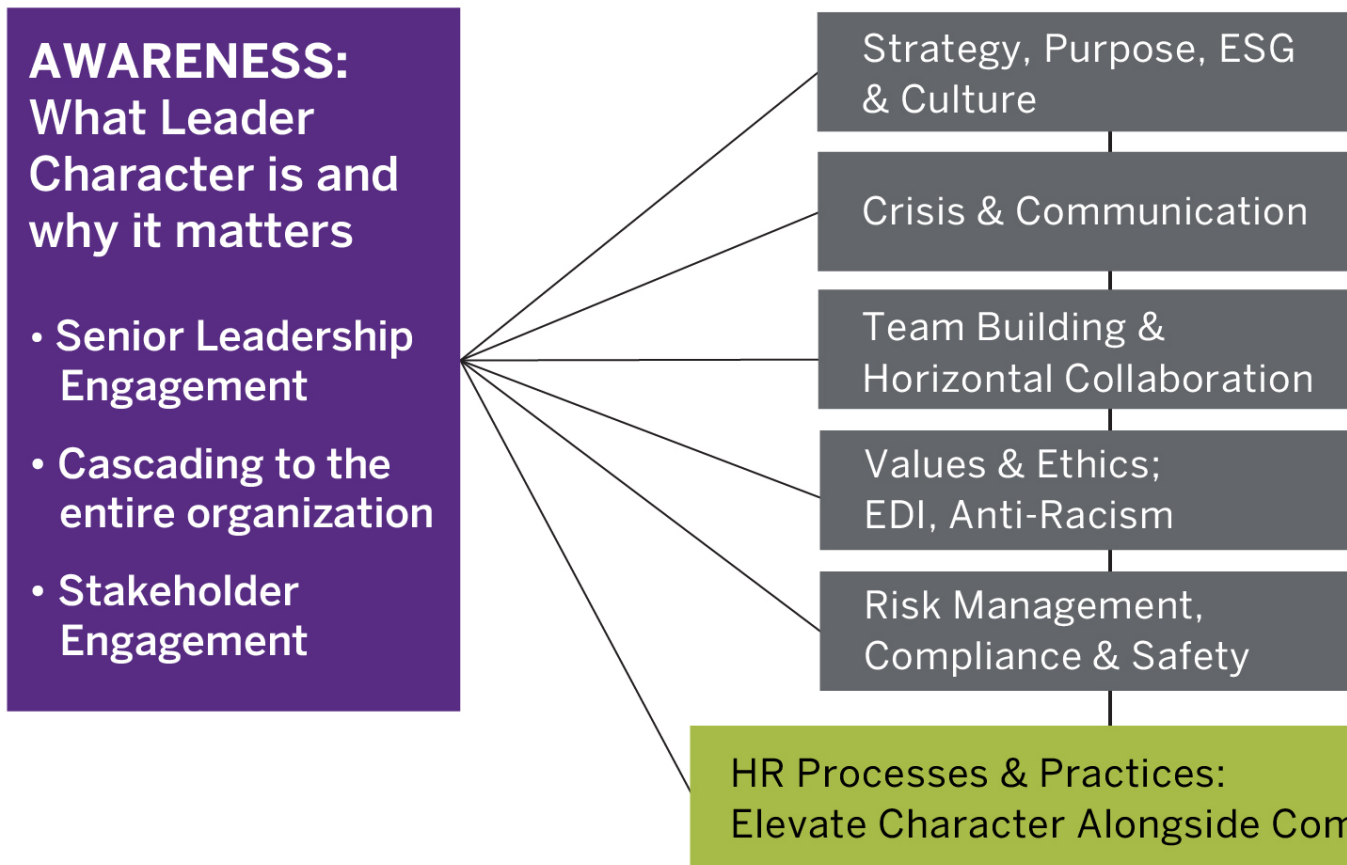
AM/ PM	SESSION DATE	TOPIC	ADVANCED READINGS
AM	Day Four	LCIA/Coaching	Sigma Assessment Technical Note
PM	Day Four	Habit Development	<p><i>Towards a Model of Leader Character Development: Insights from Anatomy and Music Therapy</i> (Journal of Leadership & Organizational Studies) <i>by M. Crossan, C. Ellis & C. Crossan</i></p> <p><i>The Aristotelian Conception of Habit and its Contribution to Neuroscience</i> (Frontiers in Human Neuroscience) <i>by J. Bernacer & J. Murrillo</i></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

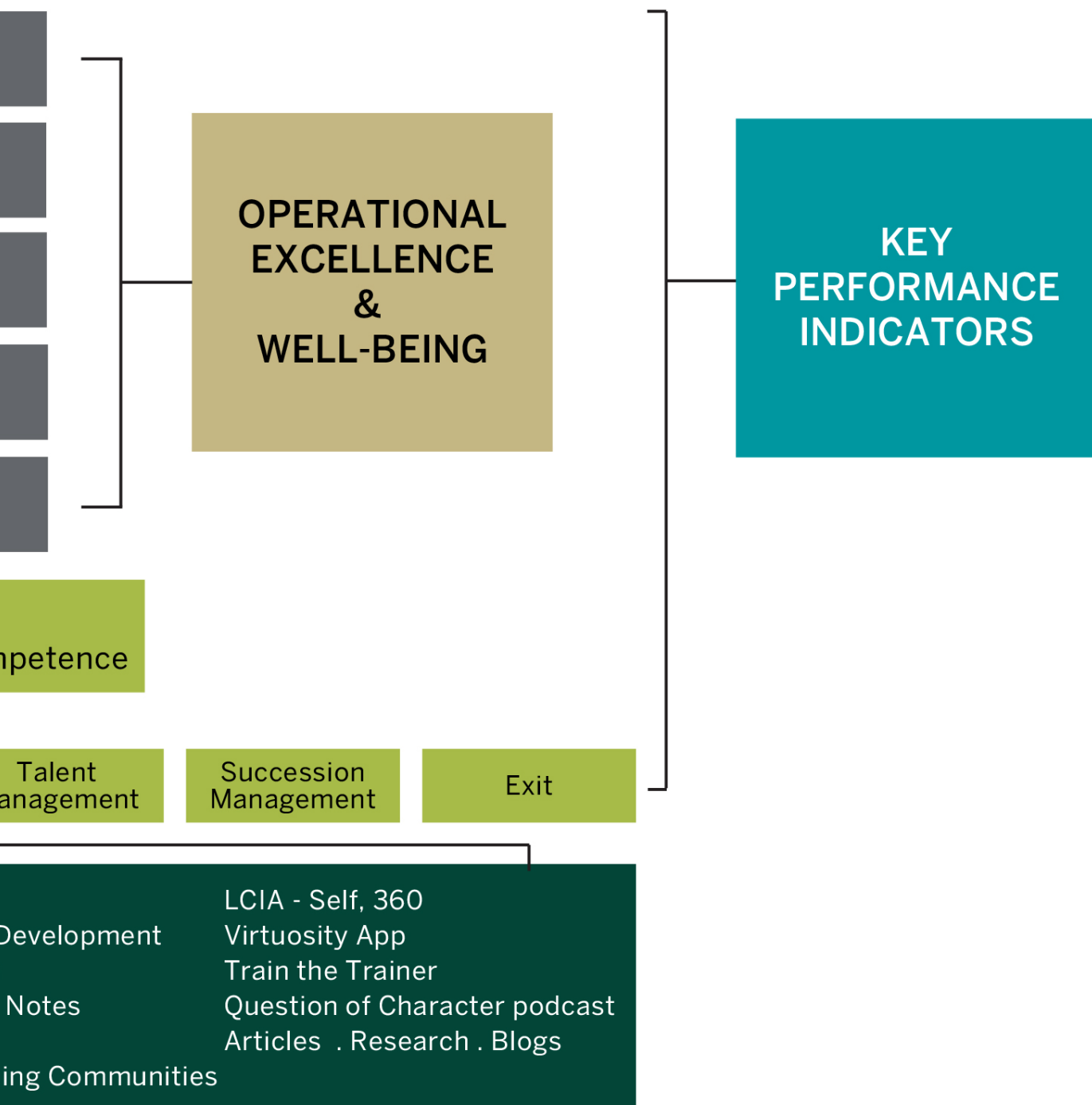
MODULE THREE - APPLICATION

AM/ PM	SESSION 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> (Organizational Dynamics) 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> (Global Risk Institute) 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> (Organizational Dynamics) by G. Seijts, M. Crossan & E. Carleton
AM	Day Thirteen	Equity, Diversity & Inclusion	
PM	Day Thirteen	Recap/ Assessment	

LEADER CHARACTER



STRATEGIC ROADMAP





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