

Does your organization recognize the importance of effective leadership as our industry advances towards a low carbon economy?

Leader Character Workshop – Canadian Oil & Gas Industry Executives

Petroleum Technology Alliance Canada (PTAC) invites your organization to participate as a sponsor in the upcoming Leader Character Workshop, being hosted in Calgary, AB in June 2018. Drawing on extensive research involving over 2,500 global business leaders, a team of Ivey Business School researchers have created the Leader Character Workshop, designed to shed light on the mystery of leader character; what is it, why is it important, can we measure it, and how can we develop it? The goal of this Workshop is to demonstrate how leaders can begin to make better judgment calls through a character approach, and have participants walk away with the sense that they have the tools and capacity to develop character in themselves, others, and their organization. This workshop has garnered international acclaim in both private and not-for-profit spheres, including the financial sector, aerospace and defense, regulatory bodies, healthcare, and competitive sports.

Leaders make decisions every day ranging from seemingly simple task to difficult ones that impact the lives of themselves, their employees, the organization, and society. These decisions are often plagued by missing information and uncertainty that require the leader to judge one course of action over another. In other words, leaders are required to make judgment calls. But, who makes the judgment call—or, more specifically, the *character* of the leader who makes the call—matters.

This workshop will support the leaders of the Canadian oil and gas industry, and help them respond to current pressures and demands, and lead their corporations toward sustained excellence.

The Canadian Oil and Gas Industry

The Canadian oil and gas industry is facing tough times. Top executives must meet overwhelming challenges in their day-to-day operations. The industry has also faced growing environmental and social pressure and energy executives are called to demonstrate and maintain leadership in the face of these complexities. The key to our industry's continued prosperity will depend on the character of its leaders. While federal regulations and management policies govern specific actions, and cost-benefit analyses support decision-making, in the end, leaders must make judgment calls. Leaders need to make judgments on how regulations and policies are enacted and how to weight costs and benefits. A leader's character will directly impact their adherence to organizational values, their decisions to prioritize long-term goals or short-term gains, their evaluation of ethical issues, and their capacity demonstrate extraordinary performance. Enhancing leaders' judgment will improve the performance of all levels of the organization, from entry level to the top echelons of leadership, and

contribute to the long-term sustainability of the broader industry and society.

What Will Participants Learn?

In this interactive 2-hour workshop, participants will be introduced to ‘leader character’ and how they can begin to cultivate the dimensions of character in their everyday lives, inspire character in others, and use it to navigate the rapidly shifting energy sector, guiding organizations to even greater success.

Using the ‘3Cs’ of leadership as a starting point, this workshop will begin by exploring what makes good leaders. With the use of a self-assessment tool, participants will understand their unique character makeup, and receive insights into their character strengths and potential areas of growth. A series of tools are then used to help participants understand how they can identify character strengths and weaknesses in themselves and in others. Finally, participants will begin to explore how they can develop character and strategies for embedding aspects of ‘leader character’ in their team members, and in their organizations.

This workshop will inspire participants to foster a culture of character in their own organizations, and give them the practical tools to do so. At the end of the workshop, participants will be able to:

- Define ‘leader character’ and how it significantly enhances the quality of a leader’s judgment;
- Identify their own character strengths and areas of growth.
- Gain an awareness of what might undermine or strengthen their character in their daily context;
- Begin to discover ways to embed leader character in their life and their organization.

Leader Character Experts

Dr. Mary Crossan is a Distinguished Professor at the Ivey School of Business where she teaches emerging business leaders in the PhD, MBA, undergraduate, and Executive Programs. She firmly believes that a leader’s ability to innovate is critical to success in a rapidly changing business environment. Together with the Second City Improvisation Company, she created the nationally recognized “Improvise to Innovate” program, which helps leaders develop the tools and techniques required to take flexible and responsive strategic action. Her research on leadership character, improvisation, and strategy has been widely published in top business journals, such as the Strategic Management Journal, Academy of Management Review, Organization Science, and the Journal of Management Studies. International clients across sectors have adopted her techniques including HSBC, Mattel Asia, Bank of Montreal, TD Bank Financial Group, CIBC, Sears Canada, Sun Life, and Grand & Toy. She is eager to extend her expertise to leaders in the energy sector.

Dr. Gerard Seijts is the Executive Director of the *Ian O. Ichnatowycz Institute for Leadership* at the Ivey School of Business. He is an internationally recognized expert on ‘leader character’, and he has designed leadership strategies for governments in Canada and Hong Kong who are navigating the treacherous terrains of transformation and change. Gerard has consulted with clients across sectors, including Aecon, Intact Financial Corporation, OMERS, Ontario Teachers’ Pension Plan, Maple Leaf Foods, J.D. Irving Limited, Hutchison Ports, Cigna, A.S. Watson, and Bank of China Hong Kong. Gerard teaches EMBA, MBA, and undergraduate courses on leadership, leading change, organizational behavior, performance management, and staffing. He brings decades of teaching expertise to this workshop.

Dr. Amir Bahman Radnejad is an Assistant Professor of Strategy at Sigmund Wies Business School, Pennsylvania, USA, where he researches sustainable development and innovation strategies in the energy industry and teaches strategy, entrepreneurship and international business. He is a visionary and engaging leader with more than 10 years of high profile progression and recognition for top leadership performance, delivering strategic, consultative business advice to clients seeking to enter various global markets coupled with expertise in areas of revenue/profit generation, new business development and market share expansion. He has been featured on different radio and TV programs (e.g., WKOK radio and CNBC) and has been an invited speaker at prestigious universities such John Hopkins University (USA) and University of Tehran (Iran). He earned his Ph.D. in Strategy & Global Management from the University of Calgary, Canada, Masters in Innovation Management and Entrepreneurship from University of Manchester, UK, and BSc in Chemical Engineering from University of Tehran, Iran.

Dr. Brenda Nguyen is an Assistant Professor of Organizational Behavior at the Ivey Business School, where she trains business graduates on leadership development, and ethical decision making. Her passion has been to deliver strategies and recommendations that will enhance the performance of Alberta businesses now and in the future. Her clients have included the Petroleum Human Resource Council, the Construction Owners Association of Alberta, the Alberta Securities Commission, and the Edmonton Economic Development Corporation. She has spoken about leader character at international conferences (e.g., the Academy of Management conference), and she brings her decision-making expertise, in which she’s published in prestigious academic journals (e.g., International Journal of Selection of Assessment), to this workshop.

For more information on this workshop and sponsorship opportunities, please contact:

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