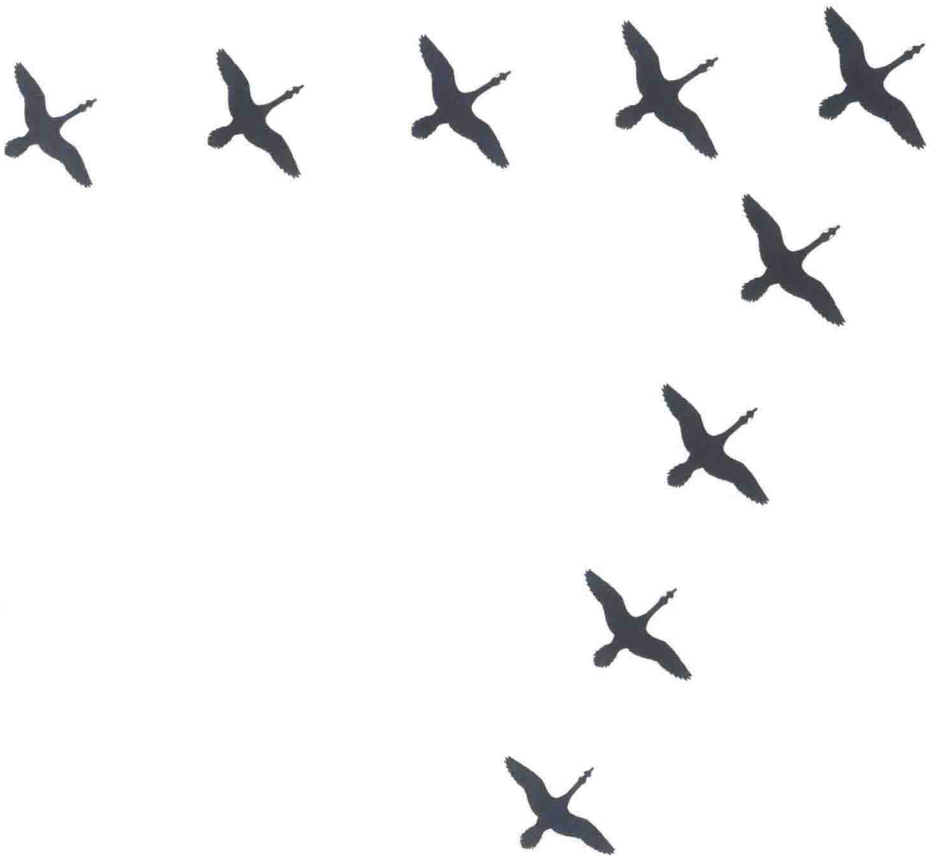


MADE IN CANADA LEADERSHIP



WISDOM FROM THE NATION'S BEST AND BRIGHTEST
ON LEADERSHIP PRACTICE AND DEVELOPMENT



AMAL HENEIN & FRANÇOISE MORISSETTE

JOSSEY-BASS™

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AMAL HENEIN & FRANÇOISE MORISSETTE



John Wiley & Sons Canada, Ltd.

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MADE IN CANADA **LEADERSHIP**

Praise for *Made in Canada Leadership*

“As an energy delivery company that takes great pride in our commitment to sustainable development, Enbridge recognizes that the leading, sustainable corporations of tomorrow must create an internal culture where leadership is fostered and nurtured at all levels. *Made in Canada Leadership* provides the roadmap for corporations seeking to secure their long-term future as industry leaders through the development and empowerment of any great company’s strength—its people.”

—Patrick D. Daniel, President & CEO, Enbridge Inc.

“*Made in Canada Leadership* makes a compelling case for a strategic and concerted approach to individual and collective leadership development to build our country’s leadership. If we want the right supply of leaders, we need to develop leadership in all sectors and at all levels. It is a long-term commitment and a collaborative endeavour. I am personally committed to rise to the challenge and engage in the leadership development movement and I hope others will join us in this quest for leadership.”

—Denise Amyot, Vice-President, Leadership Network
Public Service Human Resources Management Agency of Canada

“Developing elite athletes who can win at the international level demands more than time, effort, resources, money and raw talent. It requires support systems that are effective and strategic and the mentoring of coaches who understand how to maximize not only the athletes’ physical potential but also their mental preparation. A similar case can be made for leader development. *Made in Canada Leadership* looks at what is needed to transform our leadership development efforts from amateur to major league. A must read!”

—Chris Rudge, CEO and Secretary General, Canadian Olympic Committee

“In our global world, human assets increasingly constitute *the* competitive advantage; and to succeed, quality leadership is required. However, leadership development is not a casual undertaking, but a long-term investment and a shared responsibility. Nurturing future leaders offers significant ROI for all concerned: high returns for the organization and fulfilled leaders. *Made in Canada Leadership* provides an essential guide to the secrets of growing leaders from a strategic and Canadian perspective.”

—Paul Juniper, Director, Industrial Relations Centre, Queen’s University

*This book is dedicated to all the leaders who made
a difference in Canada's history,
particularly these heroes of the war of 1812:
General Isaac Brock, Tecumseh,
Charles-Michel d'Irumberry de Salaberry and Laura Secord.
May their leadership and courage never be forgotten.*

Leadership allowed me to make a difference. If a thousand individuals each make a small difference, together, we make a huge difference. In the past, people fought for the advantages we enjoy today. We also have to do our part.

Johanna Maria Bates-Van der Zeijst

President, Johanna M. Bates Literary Consultants Inc.

FOREWORD

Since time immemorial, the success of any collective endeavour has depended largely on the strength and calibre of leaders. Driven by a vision and compelled to share it, leaders enable groups and individuals to surpass the limits of their current reality.

Today, we need a critical mass of leaders to overcome the challenges we face and to fulfill our collective ambitions. This book will stimulate our thought process by examining this important issue.

In order to benefit from the experience of established leaders, the authors interviewed remarkable individuals across Canada in a variety of sectors. They also consulted leadership development professionals in order to identify the best practices, that is, what is new, innovative, effective and inspiring in the field of leadership development across the country.

Moreover, they researched leadership practice and development in co-operatives, whose framework and operational model offer an original approach to community involvement and ownership. In Canada, this sector is flourishing, with four of every ten Canadians belonging to a co-operative. In Québec, due to the deep roots planted by Desjardins, the proportion is higher: seven out of ten people belong to a Desjardins financial services co-operative.

The authors were also interested in finding out more about the Canadian brand of leadership in order to leverage its distinctive attributes on the international scene and generally strengthen Canadian leadership.

THE MANY FACES OF LEADERSHIP

Integrating these various perspectives, this book takes into account all aspects of leadership development, in which individuals, organizations and societies all have a role to play, as they share a collective responsibility.

The book considers the means to awaken leadership potential and nurture the development of the competencies required for leadership. It also examines the ways people can contribute to the success of valued projects and the organizations that strive to implement them.

Moreover, it shows how organizations can create an environment that values leadership and is conducive to its emergence. Does this mean creating a supportive culture that allows experimentation and accepts the inevitable ensuing mistakes? Does it also mean implementing programs and infrastructures, thereby fostering leadership practice and development?

For example, our organization's founder, Alphonse Desjardins, exhibited a determined and inclusive leadership style when he implemented the *caisse populaire* model and enlisted associates. For all of us at Desjardins, he continues to be a great source of inspiration. Moreover, his leadership qualities enabled him to contribute to the creation of the first credit unions in other parts of Canada and the United States, where he is widely acknowledged as a pioneer of co-operative development. At Desjardins, we continue our founder's tradition by paying particular attention to the conditions required for leadership success, as we know that the growth and sustainability of our organization rely, for the most part, on our employees and leaders.

At the social level, the book examines how to broaden our collective awareness of the importance of leadership and how to foster its development. How can we raise the population's interest in this topic? What processes and systems can be put in place to identify potential leaders and support them adequately, thereby increasing our development prospects?

By encapsulating the experience and expertise of exceptional leaders and professional experts, this book presents a unique opportunity to explore leadership issues, identify leadership potential and enhance the growth of vibrant leadership in our organizations and communities.

Desjardins is proud to be associated with this stimulating initiative.

Happy reading,

Alban D'Amours
President and CEO
Desjardins Group

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First, we want to thank all the leaders interviewed for generously sharing their time and wisdom. Many also opened doors to other respected leaders. Several cheered us on the sidelines and made useful suggestions to improve the project. Without you all, this book could not have become a reality. A list of interviewees is included in Appendix II.

Second, we want to thank the leadership development professionals who shared their experience and expertise. Your input shaped our thinking and opened our minds. Your passion for leadership development was nothing short of electrifying. A list of participating organizations is included in Appendix III.

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This book is based on aggregated data collected from interviewees, subsequently interpreted and modelled. We take full responsibility for any mistakes contained, and for any contentious conclusions.

A.H. & F.M.

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INTRODUCTION

Leadership is like art: the artist sees beauty where another person only sees reality. Likewise, the leader sees energy. His job is to capture this energy and to use and channel it for the task at hand. It's a transformational process, akin to alchemy.

Antoni Cimolino

General Director, The Stratford Festival of Canada

THE CASE OF THE MISSING LEADERS

In recent years, much noise has been made in the media and elsewhere about a leadership ‘crisis.’ Apparently, a lack of leadership quality and quantity currently prevails: supply simply cannot meet present and future demand. A leadership deficit is indeed worrisome, because, more than any other factor, leadership affects the success or failure of an enterprise. Organizations and nations must have access to a steady pipeline of proficient leaders to achieve their goals and embrace the future with confidence.

Acknowledging there is a problem, however, is only the first step. We must move beyond denouncing and despairing, to finding solutions. This book is an attempt to propose viable alternatives for consideration.

Therefore, our research aimed to answer three fundamental questions:

- How can we develop competent leaders?
- How can we ensure Canada has a reliable supply of capable leaders?
- How can we strengthen Canadian leadership?

Research Overview

To explore these queries, we sought advice from the best and assembled a representative sample of 295 exceptional leaders from coast to coast in the following sectors: arts, business, community, co-operatives, public, and sports. These accomplished individuals shared what contributed to their own development, and made recommendations to expand national leadership capacity.

We believe that good leadership is required in all sectors, and that outstanding leaders can be found everywhere. Best practices exist in arts as well as in business, and considerable benefits can be derived from cross-sector pollination. Therefore, this book is intended for all leaders everywhere. Whether you are a corporation executive, a government official, a community activist, an athletic coach, a symphony conductor or a co-op officer, this book is for you. We hope it will facilitate a national dialogue between all parties interested in leadership excellence.

We also wanted the opinion of professionals and to this end, sought 66 experts involved with leadership development programs in community organizations, consulting firms, co-operatives, corporations, institutes, sport organizations, universities and youth programs. These specialists described best practices and provided insight on optimal program infrastructure. Through their observations, we examined the complexity and intricacies of leadership development and pieced together an appropriate blueprint. We trust that their knowledge and expertise will benefit all involved with leadership development in Canada.

Research began in the summer of 2004 and, from the start, proved a labour of love. From an aggregate perspective, approximately 84% of the leaders and organizations we approached agreed to participate. We were overwhelmed by the level of collaboration we received. In our minds, we visualized the project like a chain of people holding hands across a map of Canada.

Speaking to accomplished and passionate people from all over the country was a privilege and an inspiration. From the Atlantic to British Columbia, we encountered exceptional leaders and learned from every one of them. We are grateful to all for taking the time to share their wisdom with us. Of course, we could have interviewed different or additional people. However, we are confident that we assembled a representative sample of the Canadian landscape.

The book showcases models, practices and strategies based on the experience of exceptional leaders and organizations. The focus is on success stories and on what works, instead of failures and problems. Our goal is to inspire individuals and organizations to enhance leadership capacity and provide practical advice on how to do so.

We have used a number of quotes from interviewees to illustrate points, so you will hear the voices of many participants. You will find pearls of wisdom, profound sentiments and touching stories along the way. Our notes filled thousands of pages. We would have liked to quote more, but doing so would have resulted in at least four books. You will find on our website, www.leadership-canada.com, additional information. A list of leaders and programs is provided in Appendix II and III.

A NEW PARADIGM IS REQUIRED

Leadership is crucial to the success of any entity. A great leader can take an average group and bring it to excellence. A bad leader can ruin a great group. On a scale from 1 to 10, leadership is in the 8 to 10 range. Yet, we mostly leave leadership emergence and development to chance.

Decisive Success Factor

As Human Resources professionals, we have observed the powerful impact of leadership throughout our careers. When positive, people can soar to impossible heights; when negative, they plunge to unspeakable lows. Compare for instance, the impact of Churchill and Hitler during the Second World War. In our opinion, leadership is the single most important factor for the well-being and success of any organization. Like a rare gem, quality leadership is extremely precious.

When interviewees shared their admiration and appreciation for the significant leaders in their lives, we could feel the depth of their emotions over the phone lines. Talented Canadian performing artist Gregory Charles puts it well in his smash hit *I Put My Trust In You*: “I believe what you say is true, I have faith in what you do.” Trust is the channel through which leadership flows, the glue that bonds leader and follower, the foundation that enables the relationship to last. Because of the high level of trust required, the leadership relationship, much like love, makes us vulnerable and is imbued with profound meaning.

Critical Mass

In order to ensure an abundant supply of capable leaders in all sectors of the economy, Canada must generate a critical leadership mass. This represents a huge paradigm shift from the hero who appears during a crisis, saves the day and sails into the sunset. Knights in shining armour are simply too few and far between to meet society’s vast leadership needs. A more appropriate paradigm to today’s reality is the Canadian geese flying in a V formation: birds taking turns at leading.

DEVELOPING COMPETENT LEADERS

Leadership development is a major enterprise, not a casual undertaking. Sending someone on a two-day training program simply won’t do; time, caring and respect for the uniqueness of each individual are required.

The most appropriate model for leadership development is the apprenticeship system, because it combines theory, practice and coaching—blending art and science. Apprenticeship acknowledges that proficiency doesn’t happen overnight but evolves progressively. It also recognizes the importance of the master-apprentice relationship, providing extensive exposure to role-modelling and mentoring.

Consequently, the best program configuration follows the apprenticeship model: development occurs from the inside out to foster self-discovery; practice and education reinforce each other, and growth is sustained through support and communities of practice.