

Business Ethics and the HR Professional

Dr. Mark Reno
MA, MBA, MEd, PhD

Executive In Residence Associate
Ivey Business School Globally Responsible Leadership Initiative
mreno@ivey.ca <http://www.gqli.org>



Objectives

1. Investigate the nature and central challenges of business ethics.
2. Explore the critical role of HR professionals and the HRPA Code of Ethics in the responsible conduct of business.
3. Examine common challenges faced by HR professionals in practicing ethical HR management.
4. Introduce important ways to support responsible HR management practices.



Objectives

1. **Investigate the nature and central challenges of business ethics.**
2. Explore the critical role of HR professionals and the HRPA Code of Ethics in the responsible conduct of business.
3. Examine common challenges faced by HR professionals in practicing ethical HR management.
4. Introduce important ways to support responsible HR management practices.



What is Business Ethics?

Business ethics and responsibility involve acting in accordance with **generally accepted** principles, norms, and standards of ethics and responsibility for business conduct.

We shall use “ethics” and “responsibility” interchangeably.



Business Ethics & Responsibility

Economic character – the rules, norms, and standards specific to business activities, such as; the conduct of lenders & borrowers, buyers & sellers, employers & employees.

Organizational character – these business activities take place within complex organizational contexts, which impose special obligations, such as; reporting and fiduciary responsibilities.



Two Fundamental Questions

1. To **whom** should corporations be accountable?
 - What is the **scope** of responsibility?
2. For **what** should corporations be accountable?
 - What is the **content** of responsibility?



Corporate Responsibility Debate

Shareholder Primacy

- **Scope:** Business should be operated for the interest of the shareholders - managers must strive to maximize shareholder value.
- **Content:** Comply with laws and regulations set by society.
- **Norms:** Managers should do “responsible” things - to the extent they have net benefits for shareholders.



The Fundamental Problem

The interest of [businessmen] is always in some respects different from, and even opposite to, that of the public ... any new law or regulation of commerce... ought never to be adopted, till after having been long and carefully examined ... with the most suspicious attention. It comes from an order of men ... who have generally an interest to deceive and even oppress the public.

- Adam Smith: (1776) *In Inquiry Into The Nature and Causes of the Wealth of Nations, Volume 1*



The Prescription

If free-markets are to work effectively, corporate and individual interests must serve broader stakeholder interests. [Business ethics]...involves the essential commitments that enable and enhance free-market exchanges and reduce their harmful effects.

- Krueger, Shriver & Nash. 1997. *The Business Corporation & Productive Justice.*



Corporate Responsibility Debate

Stakeholder Primacy

- **Scope:** Businesses exist within societies and ecologies, and have duties to not harm, and to contribute to their well-being.
- **Content:** Comply with laws and regulations as well as economic, social and environmental standards of responsibility.
- **Norms:** Managers should do “responsible” things that serve multiple stakeholders – people, planet & prosperity.



Ethics is Essential

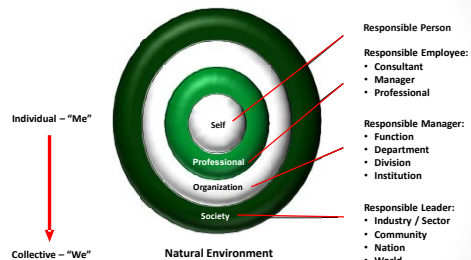
Societies and environments degraded by irresponsible business practices cannot support collective well-being.

Businesses cannot survive & thrive within toxic societies and environments.

Integrating economic success with social and environmental responsibility is essential to our survival and collective well-being.



Broad Scope of Responsibility



Full Range of Responsibility



Source: Carroll, A.B. 2004. *The Thinking Manager's Source*. *Academy of Management Executive*

IVEY Business School
 EQUALLY RESPONSIBLE LEADERSHIP Institute
 HRPA Human Resources Professionals Association

Tough Responsibility Questions



Personal: *How should I conduct myself?*
Professional: *What should I, as a professional, do?*
Organizational: *What should we as an organization do?*
Societal / Environmental: *What should we collectively do?*

Natural Environment

IVEY Business School
 EQUALLY RESPONSIBLE LEADERSHIP Institute
 HRPA Human Resources Professionals Association

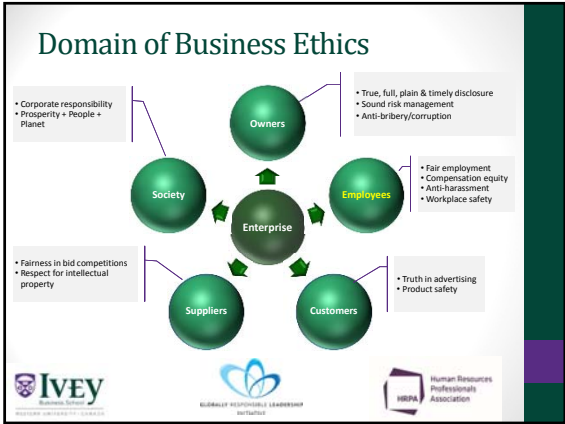
Tough Responsibility Questions



What are my/our relevant responsibilities:

- Economic?
- Legal?
- Ethical?
- Good Citizenship?

IVEY Business School
 EQUALLY RESPONSIBLE LEADERSHIP Institute
 HRPA Human Resources Professionals Association



- ### Objectives
1. Investigate the nature and central challenges of business ethics.
 2. **Explore the critical role of HR professionals and the HRPA Code of Ethics in the responsible conduct of business.**
 3. Examine common challenges faced by HR professionals in practicing ethical HR management.
 4. Introduce important ways to support responsible HR management practices.
- Logos: IVEY Business School, KILBUCK RESPONSIBLY LEADERSHIP INSTITUTE, HRPA Human Resources Professionals Association



What is "Professionalism"?

The diagram consists of three overlapping circles: a blue circle at the top labeled 'Competencies' (Functional, Enabling), a green circle at the bottom left labeled 'Character' (Traits, Strengths, Virtues), and a red circle at the bottom right labeled 'Commitment' (Values, Engagement, Sacrifice). The intersection of all three circles represents 'Professionalism'.

Logos at the bottom: IVEY Business School, EQUALLY RESPONSIBLE LEADERSHIP INSTITUTE, and HRPA Human Resources Professionals Association.

Competencies, Commitment & Character

- **Competencies count** – they determine what a person **can** do!
- **Commitment is critical** – it determines what a person **wants** to do!
- **Character matters** – it determines what a person **will** do!

Logos at the bottom: IVEY Business School, EQUALLY RESPONSIBLE LEADERSHIP INSTITUTE, and HRPA Human Resources Professionals Association.

What is "Professionalism"?

The diagram shows a single blue circle labeled 'Competencies' (Functional, Enabling) overlapping with the other two circles from the previous slide, though they are mostly obscured.

Logos at the bottom: IVEY Business School, EQUALLY RESPONSIBLE LEADERSHIP INSTITUTE, and HRPA Human Resources Professionals Association.







What is "Competency"?

What if we were to define competency not as "the quality of being adequately or well-qualified physically or intellectually" but instead as "demonstration that you are firing on all pistons, giving it your all?"

- Austin. 2015. *Competency Drift – What's the Link Between Competency and Disengagement?*



What is "Professionalism"?



Why Commitment?

Even the strongest supervision cannot guarantee good conduct...

*Essential will be the rediscovery of **core values**, and ultimately this is a question of personal responsibility...*

*...living the **right values** will be the most important challenge.*

- Mark Carney



The Scope & Range of Commitment



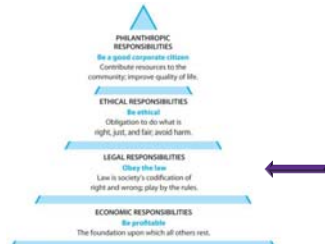
Natural Environment
Broad Scope



Full Range



Legal Commitment



Source: Carroll, A.B. 2004. The Thinking Manager's Source. Academy of Management Executive



Legal Commitment

HR professionals operate in an environment that is already heavily regulated, for example:

- The Employment Standards Act (2000)
- Ontario Labour Relations Act (1995)
- Occupational Health and Safety Act (1990)
- Accessibility for Ontarians with Disabilities Act (2005)

HR professionals must commit to practicing in compliance with these laws.



Legal Commitment

Prior to November 2013, HR professionals were also regulated by The Human Resources Professionals Association of Ontario Act (1990).

This was a private act proposed by the HRPPO and *acquiesced to* by the Ontario Legislature.



Legal Commitment

On November 6, 2013, the Ontario Legislature passed by Royal Assent: *Bill 32 - An Act respecting the Human Resources Professionals Association*.

This was a public act which replaces the previous private act, and it now *represents the will* of the Ontario Legislature.

The Ontario Legislature's rationale for regulating HR professionals by a public act is important...



Legal Commitment

1. *there is residual risk, mostly to employees, that current legislation cannot entirely control;*
2. *this residual risk results in a potential for harm to individuals who do not have the means to protect themselves;*
3. *HR professionals have a specific and identifiable role in managing employment relationships and the workplace, such that, there are specific and identifiable harms that may result from the practice of the HR profession.*

- Balthazard. 2015. *The Rationale for Regulating HR Professionals in Ontario*.



Legal Commitment

The reasons for passing the Human Resources Professionals Association Act (2013) can be summarized in 6 themes:

1. Greater employer compliance with existing and future employment and workplace legislation.
2. A robust professional regulatory body for HR professionals.
3. HR management to be guided by better employer-employee relations.



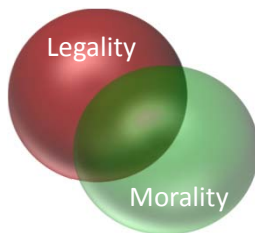
Legal Commitment

4. Greater independence, integrity, trustworthiness and public confidence in HR professionals.
5. Public choice between regulated and unregulated HR practitioners.
6. Checks and balances to ensure the HRPAs act in the public interest.

- Balthazard. 2015. *The Rationale for Regulating HR Professionals in Ontario.*



The Law and Ethics



Do Ethics and Law Coincide?

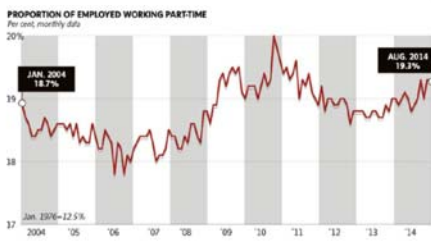
Not all legally permissible or mandated behavior is moral.

Not all moral behavior is enshrined in or mandated by the law.

Consider the system of “vulnerable workers and precarious work” that has evolved in Ontario and across Canada over the past few decades.



Vulnerable Workers & Precarious Work



The Globe and Mail, October 4, 2014.
The 15-hour workweek: Canada's part-time problem



Vulnerable Workers & Precarious Work

“Gaps in the ESA have enabled employers to...evade core labour standards and...have pushed workers beyond the protection of the ESA. Non-standard forms of work are growing...Employers are able to deprive workers of employment rights, benefits, and protections because work arrangements do not conform to the standard employment model underlying employment standards, policies, and practices.”

- Workers' Action Centre. 2015. *Still Working On The Edge*



Vulnerable Workers & Precarious Work

"The number of part-time jobs has risen much faster than that of full-time jobs. Many people...are trapped in part-time work...many of the full-time, better-paid jobs have been permanently lost...In 2014, 33 percent of workers had low wages compared to only 22 percent a decade earlier. Ontario is developing a low-wage economy."

- Workers' Action Centre. 2015. *Still Working On The Edge*



Vulnerable Workers & Precarious Work

"...It's not just low-wage workers who are being affected....it's creeping into middle-income occupations too, with insecure work growing in the arts, education, health care and information technology sectors, in both the private and public sectors."

The Globe and Mail. October 4, 2014. *The 15-hour workweek: Canada's part-time problem*



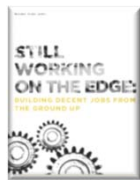
Vulnerable Workers & Precarious Work



<http://www.lco-cdo.org>



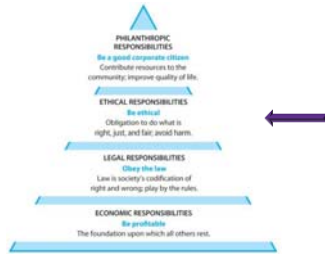
<http://www.unitedwaytv.com/document/doc?id=91>



<http://www.workersactioncentre.org>



Ethical Commitment



Source: Carroll, A.B. 2004. The Thinking Manager's Source. *Academy of Management Executive*



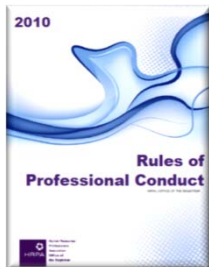
Ivey Ring Pledge



Ivey is the only business school in Canada that requires its graduates to commit to personal integrity & ethics. Since 2004, 8000 graduates have taken the *Ivey Ring Pledge*.



Ethical Commitment



The overarching objective of HRPAs regulatory function is to protect the public by ensuring that human resources professionals in Ontario are **competent**, act in an **ethical** manner, and are of **good character**.



Ethical Commitment

The HRPAs *Rules of Professional Conduct* provides:

1. a code of ethics (IV)
2. rules of professional conduct, (V)
3. standards of practice (VI – IX)

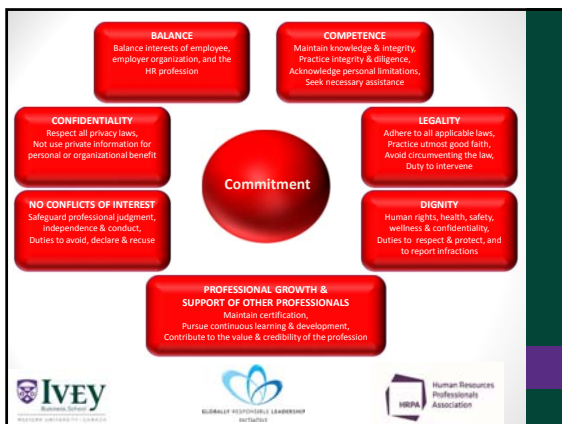
The code of ethics is fairly broad, the rules of professional conduct are more specific, and the standards of practice are quite specific.

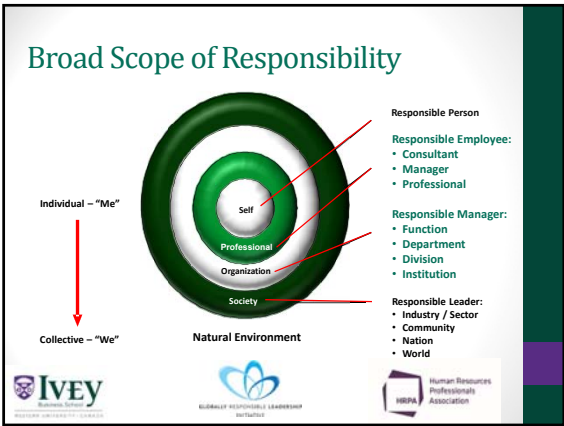


Ethical Commitment

1. The **code of ethics** sets out the principles that guide member conduct. It tends to be directional.
2. **Rules of professional conduct** define member behaviours – the general *'do's and don'ts'* of professional practice.
3. **Standards of practice** are detailed guidelines for specific professional activities.












 **United Nations Global Compact**

Human Rights


1. Businesses should support and respect the protection of internationally proclaimed human rights; and
2. Make sure that they are not complicit in human rights abuses.

 **United Nations Global Compact**

Labour

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. The elimination of all forms of forced and compulsory labour;
5. The effective abolition of child labour;
6. The elimination of discrimination in respect of employment and occupation.


  

 **United Nations Global Compact**

Environment




7. Businesses should support a precautionary approach to environmental challenges;
8. undertake initiatives to promote greater environmental responsibility; and
9. encourage the development and diffusion of environmentally friendly technologies.

 **United Nations Global Compact**

Anti-Corruption

10. Businesses should work against corruption in all its forms, including extortion and bribery.

 **United Nations Global Compact**

 **United Nations Global Compact**

 **United Nations Global Compact**

UN GLOBAL COMPACT MANAGEMENT MODEL

Framework for Implementation

HUMAN RIGHTS
LABOUR
ENVIRONMENT
ANTI-CORRUPTION



<http://www.unglobalcompact.org>

PRME Principles for Responsible Management Education



Ivey was the first business school in Canada to sign on to the **UN Global Compact** and to the **UN Principles For Responsible Management Education**.



IVEY
BUSINESS SCHOOL
UNIVERSITY OF TORONTO

IBR
INTEGRALLY RESPONSIBLE LEADERSHIP
INSTITUTE

HRPA
Human Resources
Professionals
Association

SUSTAINABLE DEVELOPMENT GOALS



Historic New Sustainable Development Agenda Unanimously Adopted by 193 UN Members

IVEY
BUSINESS SCHOOL
UNIVERSITY OF TORONTO

IBR
INTEGRALLY RESPONSIBLE LEADERSHIP
INSTITUTE

HRPA
Human Resources
Professionals
Association

SUSTAINABLE DEVELOPMENT GOALS



IVEY
BUSINESS SCHOOL
UNIVERSITY OF TORONTO

IBR
INTEGRALLY RESPONSIBLE LEADERSHIP
INSTITUTE

HRPA
Human Resources
Professionals
Association



SUSTAINABLE DEVELOPMENT GOALS


How you can find press releases and further information:
<http://www.globalgoals.org/media-centre/>


How you can help spread the word about the goals:
<http://www.globalgoals.org/tell-everyone/>

How you can join a group and take action:
<http://www.globalgoals.org/take-action/>







Network for Business Sustainability

[HOME](#) [FRANCAIS](#) [PARTNERS](#) [LEGAL](#) [SUBSCRIBE](#) [CONTACT US](#)

[About](#) [Knowledge](#) [Community](#) [News & Events](#) [Blogs](#) [For Researchers](#) [Search Q](#)

Academic and industry thought leaders sharing the best sustainability knowledge

Ivey's *Network For Business Sustainability* provides world-class resources to help business leaders create and manage responsible & sustainable enterprises.

<http://nbs.net>





What is "Professionalism"?



Character
Traits
Strengths
Virtues





Why Character?

Somebody once said that in looking for people to hire, you look for three qualities:

1. integrity [character],
2. intelligence [competence], and
3. energy [commitment].

And if you don't have the first, the other two will kill you.

- Warren Buffet



What Caused the 2008 Meltdown?



www.ivey.uwo.ca/research/leadership/



Leadership on Trial - Key Factors

"We seem to lack a moral compass that helps us to make the right decision." - NEW YORK, USA

"Greed is too soft a word. There is an addiction to money." - VANCOUVER, CANADA

"The one thing every professional school should offer - and business schools need additional focus on - is how to build character and integrity." - TORONTO, CANADA



Ivey's Character Research

- What is "good character" in business leadership?
- What elements and dimensions of character are relevant within management contexts?
- How are the elements of character expressed, and how do they interact?
- How can leader character be assessed and developed?



Nature of Character

Virtue Ethics

Good character is

1. *a kind of integration of many strengths,*
2. *aimed at achieving an intended good,*
3. *as directed by practical wisdom*

- MacIntyre, (2007) *After Virtue*



Nature of Character

Positive Psychology

...character strengths and virtues are ubiquitous, and appear to be grounded in evolutionary biology as aspects of human excellence that are means of solving challenges important to the survival of the species.

- Peterson & Seligman, 2004. *Character Strengths and Virtues*, p.13



Character

1. Complex mindset: values, perceptions, beliefs, reasoning, decision-making, conduct
2. Wholehearted acceptance of certain ethical commitments as decisive reasons for conduct
3. Not simply instrumental to avoid punishment or gain reward
4. Not merely conventional because “it’s what people do around here”
5. Being responsible because *that is who I am*



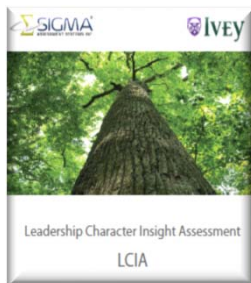
Ivey's Leader Character Model



Seijts, Gandz, Crossan & Reno. 2014. Character Matters: Character Dimensions Impact On Leader Performance and Outcomes. *Organizational Dynamics*



Ivey's Leader Character Instrument



Character Impacts

View 1: Impact of Character Strengths on Leader Behavior

View	Behavior	Impact
Integrity	Integrity is the quality of being honest and having strong moral principles. It is the state of being upright, truthful, and of acting in accordance with a code of conduct or a set of moral principles. It is the quality of being consistent in one's actions and words, and of being able to be relied upon.	Integrity is the foundation of trust, and trust is the basis of cooperation. When a leader is perceived as being honest and transparent, team members are more likely to follow their lead and work together more effectively.
Self-control	Self-control is the ability to regulate one's emotions, thoughts, and behaviors in the face of temptation. It is the quality of being able to resist immediate gratification in favor of long-term goals.	Self-control enables a leader to remain calm and composed under pressure, and to make thoughtful decisions rather than impulsive ones. This leads to more stable and effective leadership.
Resilience	Resilience is the ability to bounce back from adversity and to maintain a positive outlook in the face of challenges. It is the quality of being able to adapt to change and to persevere in the face of difficulties.	Resilient leaders are better able to handle setbacks and to inspire their teams to do the same. They are able to maintain a positive and optimistic outlook even in the most difficult of circumstances.
Empathy	Empathy is the ability to understand and share the feelings of others. It is the quality of being able to put oneself in someone else's shoes and to see things from their perspective.	Empathetic leaders are better able to connect with their team members and to understand their needs and concerns. This leads to more effective communication and collaboration.
Transparency	Transparency is the quality of being open and honest about one's actions and intentions. It is the quality of being able to share information freely and to be accountable for one's actions.	Transparent leaders are more likely to build trust and to be perceived as more credible and trustworthy. This leads to more effective leadership and to better team performance.

View 2: Impact of Character on Organizations

View	Character	Impact
Trust	Trust is the confidence in the reliability, truthfulness, and honesty of someone or something. It is the quality of being able to rely on someone or something to do what they say and to act in a predictable and trustworthy manner.	Trust is a key component of organizational success. When employees trust their leaders, they are more likely to follow their lead and to work together more effectively. Trust also leads to better communication and collaboration.
Transparency	Transparency is the quality of being open and honest about one's actions and intentions. It is the quality of being able to share information freely and to be accountable for one's actions.	Transparent organizations are more likely to build trust and to be perceived as more credible and trustworthy. This leads to better organizational performance and to a more positive reputation.
Self-control	Self-control is the ability to regulate one's emotions, thoughts, and behaviors in the face of temptation. It is the quality of being able to resist immediate gratification in favor of long-term goals.	Self-control is essential for effective leadership. Leaders who lack self-control are more likely to be impulsive and to make poor decisions. This can lead to organizational failure.
Empathy	Empathy is the ability to understand and share the feelings of others. It is the quality of being able to put oneself in someone else's shoes and to see things from their perspective.	Empathetic organizations are better able to connect with their employees and to understand their needs and concerns. This leads to better employee morale and to a more productive workforce.
Resilience	Resilience is the ability to bounce back from adversity and to maintain a positive outlook in the face of challenges. It is the quality of being able to adapt to change and to persevere in the face of difficulties.	Resilient organizations are better able to handle setbacks and to inspire their employees to do the same. They are able to maintain a positive and optimistic outlook even in the most difficult of circumstances.
Integrity	Integrity is the quality of being honest and having strong moral principles. It is the state of being upright, truthful, and of acting in accordance with a code of conduct or a set of moral principles. It is the quality of being consistent in one's actions and words, and of being able to be relied upon.	Integrity is the foundation of trust, and trust is the basis of cooperation. When an organization is perceived as being honest and transparent, its employees are more likely to follow its lead and to work together more effectively.

Ivey Business School, 2015, Leader Character Insight Assessment.

Developing Leader Character

Learn about the link between character and effective decision making through the Institute's research into leader character.

<http://www.ivey.uwo.ca/leadership/>

Ivey's *Ian O. Ichnatowycz Institute for Leadership* is conducting world-leading research, publishing award-winning papers, and delivering workshops on good character, ethics & responsibility in organizational leadership.

Research to Practice

Leadership Character and Corporate Governance

By paying more attention to what defines "character," directors can improve the quality of leadership in their organizations.

This paper looks at how character strengths impact on the behavior of directors.

What does it mean to be a good leader? In a world where the stakes are so high, it is not surprising that the focus of leadership research is on the qualities that define a good leader. The most common of these is integrity. Integrity is the quality of being honest and of acting in accordance with a code of conduct or a set of moral principles. It is the quality of being consistent in one's actions and words, and of being able to be relied upon.

Other qualities that define a good leader include self-control, empathy, and resilience. Self-control is the ability to regulate one's emotions, thoughts, and behaviors in the face of temptation. It is the quality of being able to resist immediate gratification in favor of long-term goals. Empathy is the ability to understand and share the feelings of others. It is the quality of being able to put oneself in someone else's shoes and to see things from their perspective. Resilience is the ability to bounce back from adversity and to maintain a positive outlook in the face of challenges. It is the quality of being able to adapt to change and to persevere in the face of difficulties.

These qualities are essential for effective leadership. Leaders who lack these qualities are more likely to be impulsive and to make poor decisions. This can lead to organizational failure.

One way to improve leadership is to pay more attention to what defines "character." Directors can improve the quality of leadership in their organizations by focusing on these qualities. This paper looks at how character strengths impact on the behavior of directors.




Gandz, Crossan, Seijts, & Reno, 2013. *Leadership character and corporate governance. Director, 167*, 15 – 21.

Gandz, Crossan, Seijts, & Reno, 2013. Leadership character and corporate governance. *Director*, 167, 15 – 21.



Objectives




1. Investigate the nature and central challenges of business ethics.
2. Explore the critical role of HR professionals and the HRP Code of Ethics in the responsible conduct of business.
3. **Examine common challenges faced by HR professionals in practicing ethical HR management.**
4. Introduce important ways to support responsible HR management practices.

The Professional Challenge

"...the prevailing business ethic...does not include a significant moral or public service element unless a significant moral or public service element helps to maximize profits"

- Chief Justice of Ontario. 2001. Advisory Committee on Professionalism.

The Professional Challenge

Capture

Compromise**Coercion**

The Professional Challenge

Capture

"The term 'client capture'...[is] 'the propensity for a professional to...render advice which has less to do with professional standards...[than] the commercial interest of both the client and the professional'...The concept...can be easily extended to a situation where the professional becomes an employee.."

- Balthazard. 2015. The Rationale for Regulating HR Professionals in Ontario.

The Professional Challenge

Coercion

"HR professionals could be considered an 'at risk' group...The coercion of HR professionals is a widespread issue...78.1% of HR professionals...felt coerced into doing something they were not comfortable with professionally, and 61.4% reported being put in a difficult professional situation at least occasionally."

- Balthazard. 2008. Between a Rock and a Hard Place: A Survey on the Coercion of HR Professionals.

The Professional Challenge



Compromise

"These situations often have consequences for the HR professional and...these consequences can be dramatic...more often than not, such situations do not bode well for the employment relationship."

- Balthazard. 2008. *Between a Rock and a Hard Place: A Survey on the Coercion of HR Professionals.*



The Professional Challenge

"This is a challenge that all embedded professionals share...HR professionals need to work out how to make public service coexist with the profit motive"

- Balthazard. 2014. *What Does 'Professionalism' Mean for HR Professionals?*



Objectives

1. Investigate the nature and central challenges of business ethics.
2. Explore the critical role of HR professionals and the HRPA Code of Ethics in the responsible conduct of business.
3. Examine common challenges faced by HR professionals in practicing ethical HR management.
4. **Introduce important ways to support responsible HR management practices.**



Develop Your HR Professionalism

The Development Imperative




HR Professionals in Action

Role Models

- Take **responsibility**
- Hold **sound principles** of ethics and responsibility
- Are transparent in value **commitments** and **character**
- Are **consistent** in their words and deeds - especially through adversity
- Are **exemplary** role models

HR Professionals in Action

- **Clear understanding** of their positions for desirable conduct
- **Guidelines** for values, norms, and decisions
- **Training & Development** in organizational values and codes of conduct
- **Support** for those who refuse to engage in undesirable conduct

HR Professionals in Action




- **Specific policies and concrete** procedures to guide members
- **Reinforce** policies and procedures through:
 - Sound **governance**
 - Effective **communication**
 - Application **training & development**
 - Vigilant **monitoring**
 - Prompt **enforcement**





HR Professionals in Action

- **Motivate and reward** individuals at all levels to act responsibly
- **Impose penalties** that are higher than any gains that can be obtained through undesirable conduct

HR Professionals in Action

Role Models

Credos & Codes of Conduct

Policies & Procedures

Evaluation & Rewards

Responsible leaders use all of these methods:

- ✓ Authentically
- ✓ Consistently
- ✓ Competently







United Nations Global Compact




How can you, as *HR Professionals*, become *architects of a better world*?





Thank You!



“To educate a man in mind but not in morals is to educate a menace to society.”

- Theodore Roosevelt

Dr. Mark Reno
 MA, MBA, MEd, PhD
 Executive in Residence
 Ivey Business School
mreno@ivey.ca

Associate
 Globally Responsible Leadership Initiative
<http://www.grlri.org>

