

The Rising Importance of a National Brand for Organizations

Part 2: Brand Canada

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Part 1 Recap: Context & Impact

A good national brand exudes *soft power*: the ability to influence behaviour by persuasion, rather than coercion. A country may obtain desirable outcomes in world politics because other countries – admiring its values, emulating its example, aspiring to its level of prosperity and openness – want to follow it. *Soft power co-opts people rather than coerces them.*¹

Developing a national brand is the task of public diplomacy. It's about building awareness of our mutual interdependence in an interconnected world, and working for a common good. It's also about building relationships of value to *all* parties; seeking the win-win scenario.²

As Simon Anholt states: *"There is only one super-power left on the planet — public opinion."*³

"A country's influence, to a considerable extent, is determined by *what others think of it*. 2017 Anholt-GfK Nation Brands IndexSM study finds that a robust, well-rounded reputation is the key to safeguarding or improving a nation's overall reputation.

More often than not, dominant nations lead on multiple dimensions. Consistency in image is crucial – seldom does a signature strength lift a nation's reputation into the top overall. Furthermore, relying on a single strength can create volatility in a nation's reputation year after year.

In the wake of a *substantial* drop in global perception of the USA, Germany retook the top overall ranking, while France climbed to second place. The UK regained the ground lost last year after the Brexit vote to hold onto third place, while Japan jumps into the top five for the first time since 2011, standing fourth-equal with Canada."⁴

Canada remains # 1 in the world for the second consecutive year in *three* of six categories measured in the study; People, Governance, and Immigration/Investment.

If you would like to read Part 1: Branding Context & Impact before reading Part 2, it can be found online at: <https://irc.queensu.ca/articles/rising-importance-national-brand-organizations-part-1>

¹ Nye, Joseph. (2004). *Soft Power: The Means to Success in World Politics*. New York: Public Affairs.

² Public Diplomacy Explained: What it means and why it matters. (2004, February 19). The Place Brand Observer. Retrieved July 24, 2018, from <https://placebrandobserver.com/what-is-public-diplomacy/>.

³ Ibid.

⁴ Germany reclaims top nation brand ranking with USA dropping to sixth place. Retrieved July 24, 2018, from <http://www.gfk.com/insights/press-release/germany-reclaims-top-nation-brand-ranking-with-usa-dropping-to-sixth-place/>.

Part 2: Brand Canada

Research

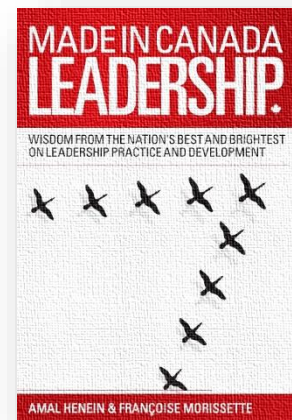
In 2004, my colleague Amal Henein and I, undertook a pan-Canadian research project seeking answers to the following questions:

- How is Canadian Leadership different from that of other countries?
- How effective is the Canadian Leadership brand and how can we expand our capacity to lead?
- How can we ensure Canada has an abundant supply of capable leaders?
- How can we strengthen our leadership presence and impact, particularly in the international arena?

To discover a wide variety of perspectives and paint a complete picture, we set out to interview two key groups likely to have expertise on these topics:

- Successful leaders in all sectors of the economy and regions of the country (295 interviewees)
- Leadership development professionals in variety of settings and sectors (66 interviewees).

Throughout the research, we ensured regional, linguistic and diverse representation: gender, age, ethnic background, people with disabilities etc. The research resulted in *Made in Canada Leadership*,⁵ published in 2007 in both official languages.⁶



Findings⁷

Descriptions were remarkably consistent across the country, with differences of emphasis. Most respondents described a 'core' Canadian leadership style, coloured by regional 'flavours'. However, they stressed that we must become more aware of our style. The lack of a common understanding can result in us operating in the dark and underestimating ourselves.

"As Canadians, we are reflective of our culture; polite, at times not quite aggressive enough, but respectful. However, we underestimate our own ability when we should not. It can also prevent us from seizing opportunities." (Joseph Randell, President and CEO, Air Canada Jazz)⁸

⁵ Henein, A. & Morissette, F. (2007). *Made in Canada Leadership*, Wiley Canada.

⁶ The French version is entitled: *Leadership, Sagesse, Pratique, Développement*, Éditions de l'Université de Sherbrooke.

⁷ Quotes from interviewees reflect titles they held at publication time. Current reality would likely be different.

⁸ Joseph Randell, President and CEO, Air Canada Jazz, quoted in *Made in Canada Leadership*, p. 220.

Clarifying and communicating national identity is the reason leading edge Sweden and Australia created national brand websites which have been very successful in fostering greater understanding, collaboration, and learning between countries.

Brand Canada: Trademarks

We discovered that our Canadian Leadership Brand is characterized by two trademarks: *inclusion*, and *process expertise*.

Inclusion

Many respondents shared their delighted surprise at discovering the positive view of Canadian leadership due to our inclusive style: “We have a natural humility. Our moderate and inspired leadership is rooted in empathy with a sense of purpose. We are admired and judged based on the way we work.” (John Furlong, CEO, Vancouver 2010 Olympic and Paralympic Winter Games)⁹

Our history and reputation reinforce inclusion: we never set out to rule the world, therefore, are not viewed as conquerors. This enables us to get along with small and large powers, developed and developing countries, without being suspected of ulterior motives. Moreover, our political stability and balanced views project safety and moderation instead of fanaticism or extremism. People are open to our influence...¹⁰

Process Expertise

Our second trademark is *process expertise*, such as soliciting input, rallying diverse perspectives, building teams, resolving conflicts and leveraging complementary abilities. Process allows people to interact effectively and democratically in order to reach sound and satisfying decisions. It’s about reframing issues and pulling themes until a common platform emerges, ensuring discussions don’t become polarized or personal as well as using solid and democratic methods for consulting, problem-solving and decision-making.



In 2017, Toronto Rap artist Drake installed this billboard in LA. It sparked a global conversation. Image retrieved from <http://dailyhive.com/vancouver/drake-billboard-la-praises-canada>

⁹ John Furlong, CEO, Vancouver 2010 Olympic and Paralympic Winter Games, quoted in *Made in Canada Leadership*, p. 217.

¹⁰ Slingerland, C. (September 2016). Drake wants everyone to 'get along like they do in Canada'. Exclaim. Retrieved September 24, 2018, from http://exclaim.ca/music/article/drake_wants_everyone_to_get_along_like_they_do_in_canada.

Process skills weave various threads into a consensus, and uncover win-win solutions that have a chance to last. Because of our size, federative structure and diversity, we have learned to value and hone process skills.

Brand Canada: Signature

“We started out as communities with different languages, cultures, religions and laws, and created a nation. More than a century later, Canada is an immensely successful country by almost any measure. And we are truly global, with an unimaginable mix of peoples, faiths, customs... Over the years, we created institutions and developed understandings that have allowed differences to thrive. We have evolved a ‘live and let live’ attitude which serves us well.” (Ken Dryden, MP; Former Minister, Social Development, Canada).¹¹

We view diversity as an asset, and we are right: research has consistently proven that diverse teams outperform less diverse ones. Basically, the richness of perspectives and thinking styles reduce blind spots, and improve solutions’ quality. Diverse viewpoints also prevent discussions from becoming polarized or reduced to simplistic dimensions. “Diverse teams are more likely to constantly re-examine facts and remain objective. They may also encourage greater scrutiny of each member’s actions, keeping their joint cognitive resources sharp and vigilant.”¹²

Analogies are useful in branding: let’s use a food one. Canada is not a stew where everything ends up tasting the same, but a salad where each vegetable retains its identity, texture and flavour. However, the ingredients are bound together by a dressing, comprised of our values, mission, vision, trademarks, brand attributes etc. Our signature dressing adds a common identity layer to all Canadians regardless of their ethnic background, country or province of origin, religion, gender, age, profession, first language etc.

Brand Canada: Critical Success Factors

“As the world gets smaller, more complex and interdependent, the importance of integrating various perspectives, achieving win-win solutions, and collaborating with diverse people increases. Canadians are uniquely positioned to succeed due to our:

- Experience and success in managing diversity
- Federative structure, which requires leveraging and harmonizing regional differences
- Size, which forces us to reach out across great distances
- History, which taught us that for solutions to last, they must work for all parties

¹¹ Ken Dryden, MP; Former Minister, Social Development, Canada, quoted in *Made in Canada Leadership*, p. 221.

¹² Rock, D. & Grant, H. (2016, Nov. 4). Why diverse teams are smarter. *Harvard Business Review*. Retrieved September 26, 2018, from <https://hbr.org/2016/11/why-diverse-teams-are-smarter>.

- Collective values that drive political stability and moderation: Peace, Order and good Government.
- Bilingualism, which gives us an edge over unilingual countries, and teaches us about managing complexity and making it work.
- Reputation: lack of imperialistic baggage; track record in defending democracy and in peacekeeping.”¹³

Brand Canada: Mission

Hayley Wickenheiser, former Captain of Canada’s Women Olympic Hockey Team and our most decorated Olympian, declared when inducted into Canada’s Walk of Fame in 2014: *For Canada, “it’s one thing to be the best in the world; it’s another thing to be the best for the world.”*¹⁴ Canada has no world *domination* agenda, it has a world *inspiration* one: the peaceful, inclusive country offering hope and sanctuary, moving toward possibilities, and pulling together when times are hard: a *large* country with a *small* population and a *big* heart.

For instance, think of how Canadians rallied to help during the 2013 Calgary Floods, the 2016 Fort McMurray Fires, and in the aftermath of the devastating 2018 Broncos’ bus crash in Saskatchewan. Not only did the victims demonstrate exceptional courage and resilience, the general public went out of its way to provide support and help. In many cases, these tragedies built and reinforced community bonds.



Cartoon by Bruce MacKinnon, retrieved from: <https://globalnews.ca/news/4137694/humboldt-broncos-bus-crash-cartoon/>

This now famous cartoon by Halifax Chronicle Herald artist Bruce MacKinnon highlights Canadian solidarity: “While it’s hard to find any positives when so many young lives are lost,” MacKinnon said. “Tragedies have a way of bringing people together. Canadians want to feel like they can do something positive.”¹⁵

Not only does our helpful spirit manifest during tragedies, it also shows up in everyday life: in December 2017, two Nova Scotia friends walking on a beach, spotted a beached whale. They

¹³ Henein, A. & Morissette, F. (2007). *Made in Canada Leadership*, Wiley Canada. p. 229.

¹⁴ 150 Inspirational Quotes from Canada’s Walk of Fame Inductees. (n.d.). Retrieved September 26, 2018, from <https://www.canadaswalkoffame.com/media-galleries/news/150-inspirational-quotes-from-canadas-walk-of-fame-inductees>

¹⁵ Russell, A. (2018, April 11). Powerful cartoon resonates with Canadians following Humboldt Broncos tragedy. Retrieved Sept 26, 2018, from <https://globalnews.ca/news/4137694/humboldt-broncos-bus-crash-cartoon/>

quickly asked for help on Facebook. Soon, hundreds of volunteers arrived and together, they saved the stranded mammal. When asked by a reporter why he joined the effort, a volunteer responded ‘Why not? Why wouldn’t we help?’ This [video](#)¹⁶ went viral as a prime example of the Canadian Brand. In adversity, we pull together and other countries recognize it. Under pressure, we remain level-headed, calm and reasonable, a reputation reinforced by the deportment of our militaries, aid workers and diplomats.

Brand Canada: Values

Values have an enormous influence on behaviours. Visualize a stained glass window, each piece of a different design and colour, held together with strong metal. The metal represents values, providing the structure that keeps the pieces together. Canadian values can be organized in three groups: individual, community and country:

Individual	Community	Country
<ul style="list-style-type: none"> ▪ Respect and dignity of all persons ▪ Rights and freedoms 	<ul style="list-style-type: none"> ▪ Democratic principles ▪ Abidance of lawful authority. 	<ul style="list-style-type: none"> ▪ Order ▪ Good government ▪ Peace
PEOPLE FIRST +	SOCIAL JUSTICE =	STABILITY ¹⁷

If individuals are respected and well-treated, communities can be built on democratic principles and citizens will abide by lawful authority. The result is a peaceful and orderly country, ruled by good government. Each of the three categories is governed by an organizing principle: People First + Social Justice = Stability, the basis of Canadian society.

Individual rights are balanced by collective responsibility for the care and well-being of community. “Our cultural heart is compassion, as evidenced by our safety nets.” (Dr. Gary McPherson, C.M., Executive Director, Canadian Centre for Social Entrepreneurship, University of Alberta)¹⁸

¹⁶ CBC News: The National. (2018, January 1). Beached whale rescued in Nova Scotia. Video retrieved September 26, 2018, from <https://www.youtube.com/watch?v=5uGFCmax3nw>

¹⁷ Adapted from *Duty with honour: The profession of arms in Canada*. (2003). Ottawa: Canadian Forces Leadership Institute. p. 33.

¹⁸ Dr. Gary McPherson, C.M., Executive Director, Canadian Centre for Social Entrepreneurship, University of Alberta, quoted in *Made in Canada Leadership*, p. 231.

Brand Canada: Architecture

The brand is about *Courage with Care*. To achieve maximum potency, they must be balanced. For instance, how can we express *care* effectively in international aid, peacekeeping and health care? How can we express *courage* and take a stand on environmental stewardship, gender equality and Aboriginal autonomy? We will be at our best when we consciously develop, affirm and express these voices in a concerted, deliberate and assertive manner.

The five cornerstones that shape our leadership brand synergize to create dynamics in constant evolution. However, there are consistent themes: Our temperament leads us to suggest instead of dictate, build bridges instead of forcing issues. We are perceived as moderates, able to navigate between right and left, and negotiate positions everyone can live with. This ability to keep to the middle and rally people serves us well in an increasingly diverse and interdependent world.

Cornerstones



PEACE: Collaboration, problem-solving, conflict resolution. Key word is *Harmony*: It's about meeting common interests.

As Canadians, we are privileged to enjoy peace and deeply appreciate it. We understand that a bad deal for one party will eventually sour it for all, and therefore we try to find workable solutions, ideally through *consensus*, and if not, through *compromise*.

Peace is our *most important* value, the anchor for the whole architecture. As such, it is the dominant tone of our Leadership Brand and the key to unlocking our culture.

Peace is who we are, what we cherish, what we will put our lives on the line for. For instance, career diplomat and former Prime Minister Lester B. Pearson invented Peace Keeping to solve

the Suez Canal crisis. In 1957, he won the Nobel Peace Prize for his efforts. Since then, Canada has been involved in numerous peace keeping missions all over the world.

At a profound level, we understand that peace is the prerequisite for prosperity, security, justice and well-being. Therefore, we work for it within and outside our borders in official and non-official ways.

DIVERSITY: Ability to seek, respect and integrate various perspectives and work with different people. Key word is *Inclusion*. It's about building consensus.

Diversity means creating a large enough container for everyone to participate. When societies choose to exclude some of their citizens based on ethnic background, physical ability, religion, colour, etc., they waste valuable contributions and plant the seed of social unrest and revolution. As history has amply demonstrated, exclusion leads to resentment, outrage and violence. If change cannot happen by *evolution*, the excluded group makes sure it happens through *revolution*.

Immigration, space, history, values and wise leadership have resulted in Canada's decision to value diversity. It took us decades of ground breaking legislation and changing attitudes. Because Canada chose the mosaic over the melting pot, our society is a rich, textured and complex tapestry. This decision has a profound effect on our leadership style and produces attributes like inclusive, respectful, equitable, flexible, tolerant and collaborative.

POSSIBILITY: Can-do attitude and resilience to make it happen. Key word is *Creativity*. It's about finding a way forward.

As a young country, we have a sense of the possible. Moreover, history has showed us that people can succeed despite overwhelming odds. We have made remarkable progress since our inception, and generally enjoy prosperity, quality of life and a good reputation. Possibility keeps our culture positive and hopeful, instead of resigned and bitter. It is a prerequisite for crafting visions and taking risks. Possibility manifests in innovation, problem-solving, thinking out of the box, etc.

From winning literary prizes to organizing award-winning exhibits, we do it all! Possibility produces attributes such as creative, hopeful, resourceful, innovative, resilient and confident. "Out of nothing, we can create something fantastic. We are possibility addicts!" (Cora Tsouflidou, President, Chez Cora/Cora's)¹⁹

¹⁹ Cora Tsouflidou, President, Chez Cora/Cora's, quoted in *Made in Canada Leadership*, p. 234.

The belief in possibility, along with the accompanying sense of hope, is the seed of greatness. It is where everything starts. Without it, people become resigned, paralyzed and cynical. It's up to us to keep the flame of possibility alive!

For instance, Ottawa based Shopify has been selected by global giant Amazon as their sales platform, beating all other competitors.

In August 2017, Shopify reported that more than 600,000 merchants were using its platform, with total gross merchandise volume exceeding \$55 billion.²⁰ Check out this [video](#)²¹ to see how they are also re-inventing the workplace: free lunches every day, resident massage therapists, music rooms, and roof gardens.

PROFESSIONALISM: Competence, know-how, accountability. Key word is *Quality*. It's about doing what we do well.

Professionalism is a leadership requirement and it means much more than expertise. It is a combination of *savoir-faire*, effectiveness, discipline and appropriate behaviour. But acting professionally is more than competence; it's about behaving in a manner befitting the role. For instance, judges who have no values lose credibility, and therapists who share their own problems with patients cross the line. Professionalism means playing the part *and* looking the part. It also means having a code of ethics and clarity of purpose: Who are you serving and how? For example, you wouldn't want to undergo a major surgery with a surgeon who doesn't value life...

To describe our professionalism, respondents used words like knowledgeable, competent, effective, diligent, accountable and perseverant.

Like our national animal, the beaver, we can think and act across large systems, and we persevere until the job is done. "Canadians are very resourceful in difficult situations. We get things done. We look at situations differently and are extremely creative. As a result, we are widely respected." (Mel Benson, Board Member, Suncor Energy Inc.)²²

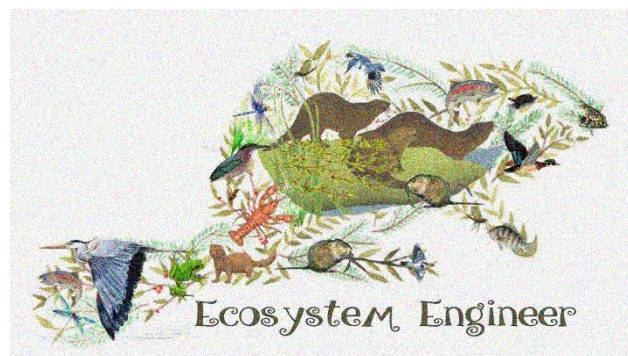


Image retrieved from <https://www.martinezbeavers.org/wordpress/tag/beavers-and-blandings-turtles/>

²⁰ Shopify. Retrieved from Wikipedia on Sept 26, 2018, from <https://en.wikipedia.org/wiki/Shopify>

²¹ Calgary Herald. (2016, April 8). Shopify's Toronto office makes space for introverts and extroverts. Retrieved September 26, 2018 from <https://www.youtube.com/watch?v=BY0PvspGCC4>

²² Mel Benson, Board Member, Suncor Energy Inc., quoted in *Made in Canada Leadership*, p. 234.

“Beavers are nature’s ecosystem engineers: their dams help to control the quantity and quality of water downstream, which both humans and animals use. Their ponds and flooded areas create habitat for many plants and animals. They dramatically change the environment, and those changes can last for hundreds of years, even after the beavers have moved on.”²³

PRINCIPLE: Ethical and sound foundation for leadership practice. Key word is *Integrity*. It’s about living by our values.

We strive to do the right thing, sometimes to a fault. Principle is the foundation that supports our actions, and we invest time and energy in clarifying it. Principle develops attributes such as ethical, honest, fair, trustworthy, decent and upright. Principle doesn’t guarantee success, but it guarantees reputation. The most gratifying form of success is the one that comes from a combination of creativity, professional standards and strong ethics. Internationally, we are viewed as the good ones: modest, decent, fair, folks who play by the rules. Mostly, it is to our advantage: better to make decisions that you can live with in all conscience, than to win on shady moral ground. For an interesting read on our ‘rise to greatness’, check out Conrad Black’s book on the history of Canada.²⁴

Interviewees shared many stories about being selected for international projects or winning competitive bids, largely because of their nationality. They reported frequently hearing statements like these:

- “Canada has North American know-how and a social democratic conscience.”
- “You have the best passport in the world. Make sure it stays that way!”
- “We want to work with you because you make us feel part of the team, not like second-class citizens.”
- “We chose you because we can count on you. You won’t let us down.”²⁵

Here’s a one such story: “Canada is the third-largest exporter of engineering services in the world. We are recognized worldwide for our competence and perceived as very strong. We easily outrank our competitors in bids because of our inclusive and democratic approach. My successful African experience has helped me understand why we are so sought-after in international projects. I am now opening offices in Asia and South America!” (Kazimir Olechnowicz, President and CEO, CIMA+)²⁶

²³ Hall, A. (2016, September 16). Defenders of Wildlife Blog, Exploring with Beavers, Nature’s Ecosystem Engineers. Retrieved September 26, 2018, from <https://defendersblog.org/2016/09/exploring-with-beavers-natures-ecosystem-engineers/>

²⁴ Black, C. (2016). *Rise to Greatness The History of Canada from the Vikings to the Present*. McClelland & Stewart. Reviewed by Poitras, J. (2014, November 10) *Rise to Greatness The History of Canada from the Vikings to the Present*. Retrieved September 26, 2018, from <https://www.canadashistory.ca/explore/books/rise-to-greatness>

²⁵ Henein, A. & Morissette, F. (2007). *Made in Canada Leadership*, Wiley Canada. p. 226.

²⁶ Kazimir Olechnowicz, President and CEO, CIMA +, quoted in *Made in Canada Leadership*, p.234.

Intensity

These attributes, derived from the brand cornerstones, can be plotted on a spectrum of intensity: High (at its best), Medium (average) and Low (poorly actualized):

- High represents the ideal, attained by some, part of the time, but not consistently by everyone.
- Medium is where most people sit most of the time.
- Low is where all of us fall some of the time in our bad moments, where people begin their development, or where those unaware of the attribute or uninterested in it reside permanently.

When a culture is aligned, the majority of people demonstrate the attributes to a medium or high level, with some outliers having behaviours that clash with the majority. The ideal, of

CORNERSTONE	Not doing it	Low	Medium	High	Overdoing it
PRINCIPLE	No scruples	Minimum conscience	Above board and correct	Highest standards	Don Quixote
PROFESSIONALISM	Doesn't have a clue	Barely functional	Fully functional	A true Pro	Perfectionism
POSSIBILITY	Why bother trying?	Let's try	We can do it	We'll find a way, no matter what	Champion of lost causes
DIVERSITY	Reject differences	Accept differences	Value differences	Leverage differences	Chaos: anything goes
PEACE	I am right and you are wrong	I am open to hearing your point of view	I see both sides	Let's find a solution we can both live with	Give in at all cost ²⁷

course, is high, and not surprisingly, respondents wished for brand attributes to be displayed more consistently, at a higher level of intensity, by more people. It's important to set the bar high.

²⁷ Henein, A. & Morissette, F. (2007). *Made in Canada Leadership*, Wiley Canada. p. 238.

Brand Canada: Vision & Visibility

Canada has a good thing going: We are sitting on a gold mine and don't know it. Our traditional modesty prevents us from looking at ourselves long enough to see how good we are, and how high we could fly.

Checking ourselves in the mirror doesn't mean becoming self-absorbed and arrogant; it means a reality check. If we don't like something, we can change it. If we really like something, we can make the best of it... We must think strategically about our identity and future. "Take a step back and figure out who we are and what we want to be. We should not just be reacting to situations. Stop reacting and have a plan." (Stuart MacMillan, Founder and Chairman, Ignition Strategies.)²⁸

There is a link between vision and visibility: leaders need to have a vision in order to be visible to themselves and others. Expressing a vision shows leadership and inspires confidence. In fact, it's the first step on the leadership path. Upon reaching the vision or destination, the leader will be hailed as a visionary. Visioning is a fundamental leadership act.

Consequently, creating a vision for Canada's future will make us more visible to ourselves and others. "It's not that there is no identity, but rather that we are unevenly aware of it, or don't share the same awareness. We must know who we are in order to protect what matters. We must define our country better." (Marc Mayer, Director Montréal Museum of Contemporary Art)²⁹

At this crucial juncture in time, when Donald Trump's presidency has caused the US to lose influence, power and allies, we need to differentiate ourselves from our neighbours, affirm our identity, values and role in the world.

Australia has done an outstanding job at this, stating that their country is about '*the relentless pursuit of possibility*' and inviting other nations to join them on this journey. For more information, visit [Australia Unlimited](https://www.australiaunlimited.com/), their national brand website.³⁰ Recently, they released an inspiring [video](#) about their identity aspirations: "*We are a land of unlimited potential, are committed to make the world a better place, and driven to succeed.*"³¹

It's time for Canada to do the same: let's align around our brand and shout who we are to the world: True North, Strong and Free!

²⁸ Stuart MacMillan, Founder and Chairman, Ignition Strategies., quoted in *Made in Canada Leadership*, p. 244.

²⁹ Marc Mayer, Director Montréal Museum of Contemporary Art, quoted in *Made in Canada Leadership*, p. 244.

³⁰ Australia Unlimited. Retrieved July 24, 2018, from <https://www.australiaunlimited.com/>.

³¹ Australia Unlimited. Australia Unlimited brand video. (2016, December 6). Retrieved September 26, 2018, from https://www.youtube.com/watch?v=dVK_EBUgwm4.

About the Author



Françoise Morissette, M.Ed., P.C.C., has been a facilitator at Queen's IRC since 1994, and was made a Fellow in 2006. She played a key role in developing and implementing the Queen's IRC's Organizational Development curriculum and teaches on the *OD Foundations* and *Coaching Skills* programs. Françoise is a Certified Professional Coach, and she leverages coaching in her leadership practice, as well as training leaders and HR professionals on coaching skills.

Françoise is a major contributor to the OD field, with an emphasis on leadership and systems transformation, helping individuals, organizations and communities enhance their leadership capacity for performance and sustainability. In 2016, she certified as a LEADS facilitator. Her work takes her within Canada and internationally.

With HR expert Amal Henein, CHRP, Françoise wrote *Made in Canada Leadership*, the product of a large research project on leadership excellence and development. The book also explores ways to refine and leverage our national leadership brand in the global world. She is a much in demand speaker in both official languages.

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