



**Bonar  
Institute**  
for purposeful leadership

# Programs & Services

355 Lyon Street North  
Ottawa, Ontario Canada  
K1R 5W8

[WWW.BONARINSTITUTE.COM](http://WWW.BONARINSTITUTE.COM)

# You have a job to do. And it won't be easy.

Balancing the demands of managing requirements for diverse groups of stakeholders is more complex than ever. It requires deliberate intent, an unwavering alignment on vision and strategy, and the ability to leverage purposeful leadership as a means to deliver value to stakeholders.

Best intentions aren't enough, and consumers' expectations have created an environment where a misalignment between vision and strategy comes with a very slim margin for error. Delivering long-term value for all stakeholders is a job for the entire organization that demands shared accountability and responsibility. The role that Boards and leadership plays in the delivery of this purpose in a meaningful, relevant, and authentic way is what ensures a brand is more than a logo or a tagline.

Purpose, reputation, integrity, and the creation of a culture of trust and transparency are the new benchmarks of an authentic organization. Profitable performance is an outcome of these key attributes and the ability to sustain an organization's ability to prosper rests with leadership's ability to align with its purpose.

Without such an alignment, the risks to an organization's ability to deliver value and its potential for growth are significant. Effective and engaged leadership is the catalyst for the return on any investment.



James de Gaspe Bonar



# How does the lack of purposeful leadership represent a risk to your business?

Intangible assets now represent between 75-90% of the market value of companies, and reputation is estimated to be about 50% of that value. Your stakeholders—current and potential employee talent, customers, investors, and others assess your reputation based on your behaviour. A good reputation is the best safeguard against reputational risk.

Reputational damage stems from a breakdown of trust. It challenges the perceived strength of a company and its management, and undermines relationships with key stakeholders. A good reputation and risk to reputation both have the same source—your culture. Establishing a culture that is ethical and mindful of risk requires committed leadership, as well as processes, structures and incentives that allow less-tangible values to flourish.

Effective leadership that understands stakeholder expectations and manages the company's intangible assets translates to an organization's P&L and can either appear as increased revenue, profitability and operational efficiencies, or risks that manifest themselves as claims, suits, and/or losses in revenue, retention and share value.

Good governance is the conscience and moral compass of a forward-thinking organization – it guides, leads and ensures responsible behaviour and a culture that is grounded in values.

Brands with purpose deliver a value proposition that is consistent, sustainable, and scalable. Purpose is a product of effective leadership. Brands with purpose unlock the potential for revenue growth by satisfying stakeholder needs.

## Programs & Services

COMPANIES WITH  
AN AUTHENTIC  
PURPOSE  
OUTPERFORM THE  
MARKET BY **42%**.  
THEY DELIVER  
BETTER FINANCIAL  
PERFORMANCE,  
MORE ENGAGEMENT  
AND GREATER  
COMPETITIVE  
ADVANTAGE.

(Sahara Rozenhuler, Power by Purpose:  
Energize Your People to do Great Work,  
Pearson Education, 2020)



# What is Purposeful Leadership?

Leadership is at the heart of an organization's DNA. It's at the core of its intent, the ambition it serves and the vision to become something more than best intentions. An organization's brand is the means to creating value for all stakeholders – shareholders, employees, customers, and partners.



Ensuring the creation and delivery of value is sustainable, scalable, and profitable lives and dies with the integrity of an organization's leadership.

PURPOSEFUL LEADERS CREATE AN ENVIRONMENT WHERE EMPLOYEES FEEL EMPOWERED, COLLABORATIVE, SAFE AND FOCUSED ON VALUE CREATION AND DELIVERY FOR CUSTOMERS AND OTHERS. PEOPLE MATTER.

(Bonar Institute, 2020)

Most successful organizations recognize the role of a shared purpose is what keeps them grounded and on track for long-term success.

Stakeholders proactively seek out organizations that share their purpose and values.

Profit is second only to how an organization delivers performance.

Leadership that is aligned on how organizations act creates a foundation for sustained behaviour.



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# Why is this important?

Simply put, an organization will not realize success if its leaders aren't aligned on purpose.

It's not enough to pay lip service to leadership's role in the creation and delivery of value: it must become fundamental to how it conducts itself in the day-to-day management of the organization.

The ROI on an investment in informed leadership capabilities is a tangible factor that impacts acquisition, retention, and deeper penetration into a book of business.

Strategy and the plans designed to execute against them must be managed and led with purpose if they are to succeed.

These efforts will fail unless they have conviction across the entire organization. This requires a shared responsibility and accountability, one that is unwavering and held to a high standard of excellence.



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EVEN IN THE FACE OF GREAT MARKET PRESSURE, "WISE CHIEF EXECUTIVES AND BOARD MEMBERS SHOULD THINK HARD BEFORE THEY LOOK TO FINANCIAL ENGINEERING TO SAVE THEM. MANAGEMENT BY NUMBERS IS, ULTIMATELY, A SHELL GAME. THE COSTS — REAL, REPUTATION, AND MORAL — AREN'T WORTH IT"

("Why management by numbers doesn't add up", Financial Times, July 14, 2019)

	Average Increase for Twelve Firms with Performance- Enhancing Cultures	Average Increase for Twenty Firms without Performance- Enhancing Cultures
Revenue Growth	682%	166%
Employment Growth	282%	36%
Stock Price Growth	901%	74%
Net Income Growth	756%	1%

## What can you do?

J. Hasket, Harvard Business School

Be proactive. Never doubt what a group of like-minded individuals can accomplish. And never underestimate how poor leadership and governance can negate progress and destroy positive momentum.

Bonar Institute has developed a series of programs that are designed to address the functional capabilities of leadership and create a purposeful approach to establishing a foundation of value-driven engagement for all stakeholders.

### OUR APPROACH:

- Fully tailored and personalized to meet your needs.
- Every engagement begins with a deep understanding of an organization's unique pain points and opportunities.
- Strategic collaboration from a multi-disciplinary team to ensure every investment delivers quantifiable results through setting clear goals and establishing objective measures.
- Confidential, responsive, and professional partnership to drive leadership development

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**12.6%: PROPORTION  
OF SUDDEN STOCK  
PRICE DROPS THAT  
ARE RELATED TO  
REPUTATION, IMAGE,  
PRICING AND PRESENCE  
IN THE MARKET"**

(Oliver Wyman, 2014)







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# How can we help?

Our programming is designed to provide flexibility and direction based on what will have the greatest impact on performance.

## **PURPOSEFUL LEADERSHIP FOR MANAGEMENT**

- Manage effectively in disruptive times.
- Embrace the radically changing nature of business.
- Manage risk relating to board management, succession planning, investments and acquisitions

## **PURPOSEFUL DIRECTORS, PURPOSEFUL BOARD**

- Transition from transactional to purposeful leadership.
- Deliver on multi-stakeholder and social responsibility imperatives.
- Embed best practices in ethics and compliance.

## **ANALYSIS & IMPACT: A PROCESS TO GENERATE OVERALL BUSINESS SUCCESS WITH PURPOSE**

- Foster innovative cultures that will shift the workplace from volatility, uncertainty, complexity and ambiguity to one grounded in vision, understanding, clarity and agility.

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AN EFFECTIVE CULTURE CAN  
ACCOUNT FOR UP TO **50%** OF THE  
DIFFERENTIAL OF PERFORMANCE  
BETWEEN ORGANIZATIONS IN  
THE SAME SECTOR. (J. Haskett)



# How can you get engaged?

We have developed two primary types of engagement models designed to meet our clients where they are, and from there, proceed with purpose towards a framework that unlocks potential and realizes objectives.

### FLAGSHIP PROGRAMS

A custom-designed blend of consulting, analysis, training, and executive coaching and mentoring that delivers impact at all levels of the organization.

**90%** OF COMPANIES'  
MARKET VALUE IS  
DERIVED FROM  
INTANGIBLES INCL.  
LEADERSHIP,  
CULTURE, BRAND  
AND REPUTATION

(Alex Edmans, London Business School)

PURPOSEFUL LEADERSHIP	ORGANIZATIONAL RISK AND OPPORTUNITIES	PERFORMANCE IMPROVEMENT
<b>Generate Greater Impact Through Sense of Purpose:</b> <i>Move from transactional leadership to purposeful leadership</i>	<b>Thrive, Don't Just Survive:</b> <i>Develop optimal skills to manage complexity and abrupt disruption</i>	<b>Target Innovation Efforts and Successes:</b> <i>Develop and foster innovation cultures</i>
<b>Stakeholders Forcing Businesses to Act:</b> <i>Take appropriate action within a multi-stakeholder relationship model and a well-articulated and authentically motivated purpose.</i>	<b>Empower Your Organization to Excel in the LongTerm:</b> <i>Manage leadership risk and opportunities (boards, management, succession planning, investments and acquisitions).</i>	<b>Leaders Show Up During a Crisis:</b> <i>The resilience imperative – leadership leading from the front with deliberate intent and purpose.</i>





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# Modular Programs

An a-la-carte approach that provides options from a comprehensive menu of live and digital training, coaching and mentoring modules.

"THE IMPACT ON SHARE PRICE FROM REPUTATION RISK CAN BE 6X THE AMOUNT OF THE FINE."  
(Oliver Wyman)

PURPOSEFUL LEADERSHIP	ORGANIZATIONAL RISK AND OPPORTUNITIES	PERFORMANCE IMPROVEMENT	In addition, Bonar has developed Modular Coaching and Mentorship Programs designed to provide: <ul style="list-style-type: none"><li>• Six-step results-driven coaching to create impact, and develop a performance results mindset</li><li>• Confidential sounding board and trusted advisor</li><li>• Situational coaching and mentoring</li></ul>
Finding Balance Through Mindfulness: A Program for Purposeful Leaders.	Creating a Culture of Engagement and Mobilization amid Disruption.	Leadership is Persuasion & Influence: One Conversation at a Time.	
Creating High Performing, Cohesive and Purposeful Teams.	Embracing Diversity and Inclusion in the Workplace.	Master the 10 Key Character Traits and Behaviours of Purposeful Leaders.  Prioritize Time Management in a World of Disruption.	



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# Proven Methodology for Engagement

Your journey consists of either modular training or an integrated approach combining diagnostics and analysis, customized advisory and consultative engagements, training, coaching and mentoring.

All programs include targeted assessment tools to ensure optimal results. All services and courses are offered virtually or in-person.

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A "HEALTHY CULTURE"  
INCREASES NET  
INCOME BY **756%**  
OVER 11 YEARS.

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(HBR)

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## Programs & Services

1

### Diagnosis

- Choices of Chance and their Impact
- Challenges and Opportunities
- Unique Pain Points

2

### Report and Recommendations

- Objectives, Values, Purpose Alignment (OVP)
- Goals and Action Plans
- Co-Design Programs

3

### Training

- Increased Learning and Agility
- Improved Lateral Coordination

4

### Coaching/Mentoring

- Increased Learning and Agility
- Improved Lateral Coordination



# How do you get started?

Effective leadership is based on acting with deliberate intent. Your organization and the stakeholders you serve demand and expect an investment in a sustainable foundation for growth and the delivery of value.

Your journey to purposeful leadership starts here:

info@bonarinstitute.com  
613-404-8455

