



Presented by OSLER

## 2024 CONFERENCE SUMMARY

Ottawa

Toronto

Vancouver

Calgary



EMPOWERING  
WOMEN  
TODAY FOR AN  
EQUITABLE  
TOMORROW

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# THE ART OF LEADERSHIP WOMEN

Presented by **OSLER**

We would like to extend our deepest gratitude for making the 2024 edition of The Art of Leadership Women an overwhelming success! Over 7,000 passionate leaders from across the country gathered in Ottawa, Toronto, Vancouver, and Calgary to celebrate and empower women in leadership.

Influential leaders recognize that leadership is a continuous process that demands a growth mindset. To assist you on your leadership journey, we have created a comprehensive conference summary to encourage your continued development.

Within these pages, you will discover a collection of ideas that serve as powerful catalysts for transformation. This summary is a springboard for action, designed to ignite your creativity, fuel your determination, and propel you toward meaningful change. Take a moment to reflect upon the profound insights shared by our inspiring speakers and apply them to your unique world. Let this summary serve as your compass, guiding you toward positive change within your own life and the organizations you lead.

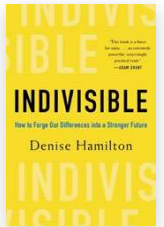
Thank you for entrusting us with your growth, and may your leadership journey be illuminated by boundless opportunities and extraordinary accomplishments. Together, let us shape the future of leadership and create a world where empowered women thrive.





# DENISE HAMILTON

Founder of WatchHerWork, Diversity & Inclusion Strategist, and Work Futurist



## REDEFINING DEI, ALLYSHIP, MENTORSHIP, AND THE FUTURE OF WORK

Denise Hamilton emphasized the critical need to recognize and dismantle structural barriers that hinder diversity and inclusion within professional settings. Drawing from her extensive experience, Hamilton illuminated how seemingly innocuous changes in competition formats, such as shortening pitch durations, can inadvertently marginalize certain groups. This underscored the necessity for leaders to remain vigilant to these disparities and actively work towards equitable solutions.

Central to Hamilton's discourse was the pivotal role of effective communication in leadership. She advocated for simplicity in language to foster clarity and diminish potential misunderstandings, stressing that clear communication is foundational to promoting an inclusive environment. Furthermore, Hamilton highlighted the importance of de-escalating conflicts through thoughtful engagement rather than exacerbating tensions. Addressing the prevalent phenomenon of outrage culture, she cautioned against succumbing to external manipulations. She urged individuals to regulate their emotional responses judiciously, promoting a culture of reasoned dialogue and understanding in the workplace.

Throughout her presentation, Hamilton interwove poignant personal anecdotes to indicate the significance of proactive engagement and tangible actions over passive observation. Reflecting on her experience during the 9/11 tragedy, she highlighted the transformative power of personal initiative amidst

crisis, emphasizing the importance of leadership in times of uncertainty. Drawing parallels to historical figures like Harriet Tubman, Hamilton invoked their resilience and determination to inspire courage in confronting challenges and effecting meaningful change.

*We need to give our attention to looking for unnecessary hurdles, unnecessary barriers that people have to step over, and good leaders, indivisible leaders, are intentional about looking for those things.*

Hamilton articulated the imperative of inclusivity in workplace practices when responding to audience inquiries. Emphasizing the value of persistence in advocating for change, Hamilton encouraged attendees to foster supportive networks and challenge antiquated norms hindering professional

advancement. She emphasized the transformative impact of inclusive practices on individuals, organizational culture, and performance.

Addressing working mothers' unique challenges, Hamilton offered pragmatic advice on navigating career responsibilities while balancing familial obligations. Drawing from personal experiences, she highlighted the importance of organizational flexibility and supportive environments in facilitating professional success amidst personal commitments. Hamilton emphasized the necessity of self-advocacy and aligning with allies who champion diversity and inclusion, empowering attendees to navigate and shape their professional environments effectively.

In conclusion, Hamilton issued a compelling call to action for leaders to embrace their agency and influence within their respective spheres. She urged attendees to envision and actively pursue a future of equity, inclusivity, and resilience. Encouraging a shift from passive consumption to proactive engagement, Hamilton challenged her audience to harness their collective influence to drive positive transformations within their organizations and communities. She reiterated that leadership is not solely about individual achievement but about fostering environments where everyone can thrive and contribute meaningfully.



# DENISE HAMILTON



REDEFINING DEI, ALLYSHIP, MENTORSHIP, and the FUTURE of WORK

**SHAKE UP** how we do THINGS!

DEI is a VALUE, not just a "program"

INCLUSION SKILL CONTINUUM 10  
 "We have to let people GROW"

THE WORK needs us to BRING OTHERS ALONG

It's up to YOU to fix the FOUNDATION

Be an OWNER, not a RENTER

Value the UNUNIQUENESS of EVERYBODY...and now their MAGIC contributes to the WHOLE!

INDIVISIBLE

LET the Story CHANGE

It's "EARTHSET" not sunset



Listen to ECHOES

Look for places where actions may create unintended HARM

Be INTENTIONAL with your words

Don't be afraid of WORDS

WAIT...how I could have used my own words to ESCAPE???

**DON'T BELIEVE** everything you THINK

Think about the STORIES that shape us and can LIMIT our possibilities

Don't follow the DISAPPOINTMENT of the PAST to rob you of the POSSIBILITIES of TOMORROW



This takes COURAGE... push through challenge

If we are INDIVISIBLE, we can be INDESTRUCTIBLE!

Make S.P.A.C.E for those who are DIFFERENT than us

FIGHT HOMEOSTASIS

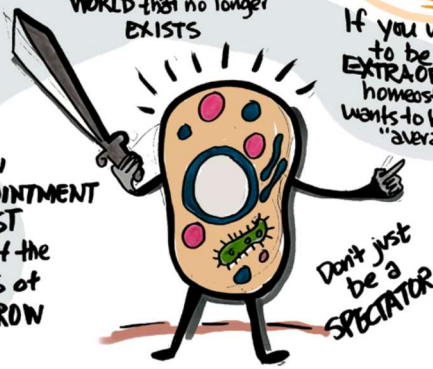
Experts fail because they are experts in a WORLD that no longer EXISTS

If you want to be EXTRAORDINARY homeostasis wants to keep you "average"



We need to SURVIVE the WAR on WORDS

Simplify S.L.O.W D.O.W.N



DO SOMETHING!

What is your LOCUS of CONTROL?

5' FOOT RULE...pick up trash

...cook food for first responders

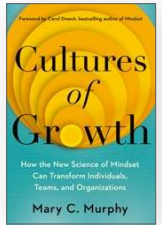
Am I ALIGNED with my values?

What's my GOAL here?



# DR. MARY MURPHY

*Award-Winning Social Psychologist, Endowed Professor at Indiana University, and Growth Culture Expert*



## EMPOWERING CULTURES OF INNOVATION, GROWTH, AND PERFORMANCE

Dr. Mary Murphy offered profound insights into cultivating growth mindsets and fostering inclusive, high-performance cultures. Drawing from her extensive research and practical examples, she illuminated the transformative power of mindset in organizational and personal development.

She began by emphasizing the critical distinction between fixed and growth mindsets. In a fixed mindset, individuals believe abilities are innate and unchangeable, often leading to fear of failure and reluctance to take on challenges. Conversely, a growth mindset thrives on the belief that skills and intelligence can be developed through dedication and effort. This foundational concept, popularized by psychologist Dr. Carol Dweck, fosters resilience, innovation, and continuous improvement within teams and organizations.

Highlighting the impact of organizational culture, Dr. Murphy underscored that individual mindsets operate within broader cultural contexts. Cultures entrenched in notions of innate genius tend to stifle diversity and innovation, favouring traditional stereotypes and limiting opportunities for underrepresented groups. In contrast, cultures embracing growth mindsets celebrate learning, encourage risk-taking, and nurture collaborative environments where diverse perspectives thrive.

Supported by compelling research, Dr. Murphy shared findings from studies demonstrating the tangible benefits of a growth mindset culture. Under Satya Nadella's leadership, companies like

Microsoft exemplify how intentional cultural shifts can enhance resilience, innovation, and inclusivity. By redefining evaluation criteria, promoting learning over perfection, and fostering psychological safety, these organizations outperform their peers and attract and retain diverse talent crucial for sustained success.

*In embracing a growth mindset, we not only empower ourselves to surpass our perceived limits but also inspire those around us to embrace challenges as opportunities for collective growth and innovation.*

Turning theory into action, Dr. Murphy offered practical strategies for cultivating growth mindsets within teams and organizations. She emphasized the role of leadership in creating environments that promote psychological safety, encourage experimentation, and celebrate learning from failures. Inclusive decision-making, mentorship programs,

and continuous feedback loops empower individuals to embrace challenges and contribute to collective growth.

Acknowledging the pervasive challenge of imposter syndrome, particularly among women and minorities, Dr. Murphy advocated for supportive environments where individuals feel valued and empowered. In cultures prioritizing growth and learning, imposter syndrome diminishes as individuals see setbacks as growth opportunities rather than inadequacy indicators.

Dr. Murphy concluded with a call to action, urging attendees to become agents of change by creating microcultures of growth within their spheres of influence. By fostering inclusive communities that celebrate diversity, embrace learning, and challenge conventional norms, leaders can drive meaningful cultural transformations that lead to greater organizational resilience, innovation, and ethical leadership.

In summary, Dr. Murphy's keynote offered a compelling vision for leadership in the 21st century: one that prioritizes growth mindsets, champions inclusivity, and cultivates environments where every individual can thrive. By adopting these principles, leaders enhance organizational performance and contribute to a more equitable and resilient society.







# ZAHRA AL-HARAZI

Former Ambassador to UNICEF, Award-Winning Entrepreneur, and Purpose-Driven Leadership Expert



## PURPOSE DRIVEN LEADERSHIP, FINDING RESILIENCE, AND OVERCOMING ADVERSITY

Zahra Al-Harazi, renowned for her dynamic leadership journey, delivered a keynote that resonated deeply with attendees. Her insights, drawn from personal experiences and professional achievements, offer a compelling roadmap for aspiring leaders aiming to navigate challenges and drive meaningful change.

Zahra's journey began with a leap into the unknown when she moved from Yemen to Canada. Her boldness in facing unfamiliar environments and cultural adjustments highlighted the importance of embracing risk. She shared how stepping outside her comfort zone opens new doors and fuels personal growth and resilience.

Navigating personal and professional challenges, Zahra highlighted the pivotal role of finding purpose. From feeling isolated to carving out a career path in graphic design, every setback became a stepping stone towards self-discovery. Her emphasis on aligning personal values with professional pursuits not only accentuates the transformative power of purpose-driven leadership but also inspires the audience to find their own purpose.

Reflecting on her rise in the competitive advertising world, Zahra emphasized the value of hustle and persistence. She recounted how curiosity and a relentless pursuit of knowledge propelled her from entry-level roles to leadership positions quickly. Her story inspires leaders to adopt a growth mindset and actively seek opportunities for learning and advancement.

Zahra's journey wasn't without its share of setbacks, including personal hardships and professional challenges. Her resilience in the face of adversity serves

as a testament to the importance of perseverance and adaptability in leadership. She encouraged leaders to view obstacles as opportunities for growth and to cultivate a resilient mindset that fosters innovation and continuous improvement, empowering the audience to face their own challenges with confidence.

*Embrace risk, cultivate resilience, and define your purpose. True leadership begins when you dare to challenge yourself beyond comfort.*

Transitioning from corporate success to entrepreneurial ventures, Zahra emphasized the significance of building a purpose-driven career. Her founding of Skillet, a startup focused on experiential learning for families, exemplifies her commitment to making a meaningful impact. By integrating passion with business acumen, she exemplifies how leaders can create ventures that align with their values and contribute positively to society, inspiring the audience to pursue their own purpose-driven careers.

Throughout her journey, Zahra stressed the importance of cultivating a supportive network. From mentors who guided her career to peers who encouraged her during challenging times, she highlighted how strong relationships foster personal and professional growth. Her advocacy for nurturing a diverse network of mentors and collaborators resonates with leaders seeking to build robust support systems.

An advocate for gratitude, Zahra shared how adopting a thankful mindset enhances leadership effectiveness. By acknowledging achievements and expressing gratitude for opportunities, leaders can cultivate a positive workplace culture and inspire team members to strive for excellence.

Zahra Al-Harazi offered a profound exploration of leadership principles rooted in resilience, purpose, and continuous learning. Her journey from a newcomer to a celebrated entrepreneur and mentor embodies the transformative impact of embracing challenges with courage and determination. As leaders reflect on her insights, they are empowered to embrace risk, cultivate resilience, and lead purposefully in their respective endeavours.



# ZAHRA AL-HARAZI

#TheArtOf



I've come a LONG WAY...

EVERYONE Needs something different



You only learn how STRONG you are when STRENGTH is your ONLY CHOICE - Bob Marley

## It took GRIT



I learned that from my MOM

## It took STANDING OUT

What makes you DIFFERENT makes you UNIQUE



PURPOSE DRIVEN LEADERSHIP, FINDING RESILIENCE and OVERCOMING ADVERSITY

It's important to UNDERSTAND WHO you are

It's OK to be INTELLECTUALLY PROMISCUOUS



## It took BELONGING

Certainty, Significance, Variety, Love, Connection, Contribution, Growth



This can be hard work

The lessons of the past were DRILLED into my head

## It took RESILIENCE

It is a LEARNED trait

Take baby Steps

## MOTIVATION

Can be conscious or non-conscious



## It took HUSTLE



## It took RISK

I had asked questions



## It took SELF-REFLECTION

Where do you want to SPEND your time?

CURATE your LIFE



## It took a FAN CLUB

18 minutes a day to improve your life

## It took a PURPOSE

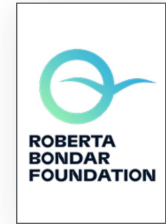
## GRATITUDE

belief and



# DR. ROBERTA BONDAR

*Astronaut, Neurologist, Scientist, Photographer,  
and First Canadian Woman in Space*



## EVALUATING RISK, SHIFTING PERSPECTIVE, AND OPENING POSSIBILITIES

Dr. Roberta Bondar encapsulated a journey of resilience, leadership, and environmental stewardship that resonates deeply with leaders aiming to inspire and innovate within their organizations. As Canada's first female astronaut and neurologist, Dr. Bondar seamlessly intertwines her experiences in space with her passion for Earth and leadership principles, offering invaluable insights for leaders at all levels.

Her keynote begins with a vivid recount of her space mission, emphasizing the transformative power of perspective. Viewing Earth from space, Dr. Bondar experienced a profound shift in perspective, which she advocates as essential for leaders. This perspective shift enables leaders to see beyond immediate challenges, fostering creativity, empathy, and a broader vision for their teams and organizations.

A central theme in Dr. Bondar's talk is resilience. She shares personal anecdotes, including a career-threatening injury before her space flight, highlighting the importance of perseverance in adversity. Her ability to navigate setbacks with resilience emphasizes a crucial lesson for leaders: resilience is not just about bouncing back but about using challenges as opportunities for growth and innovation.

Moreover, Dr. Bondar emphasizes the role of communication in leadership. Drawing from her

experiences as a scientist, astronaut, and now as a visual storyteller through her photography, she underscores the power of effective communication in inspiring action and fostering understanding. For leaders, this means conveying ideas clearly, listening actively, and adapting communication styles to resonate with diverse audiences.

*Leadership is about embracing change, fostering resilience, and seeing beyond the horizon to inspire innovation and sustainable progress.*

Environmental stewardship emerges as another pivotal theme. Dr. Bondar's passion for the environment, reflected in her conservation efforts and aerial photography projects, highlights the importance of integrating sustainability into leadership practices. She challenges leaders to consider the long-term

impact of their decisions on the environment and society, advocating for ethical leadership grounded in environmental responsibility.

Throughout her keynote, Dr. Bondar peppers her narrative with practical advice for leaders. She encourages them to embrace change and innovation, drawing parallels between scientific discovery and leadership evolution. Leaders can drive innovation and adaptability by fostering a culture of curiosity and continuous learning within their teams, which is crucial in today's rapidly changing world.

In conclusion, Dr. Roberta Bondar's keynote is a masterclass in leadership, resilience, and environmental consciousness. Her ability to blend personal anecdotes with profound insights makes her message compelling and actionable for leaders seeking to enhance their leadership journey. By embracing perspective shifts, practicing resilience, prioritizing effective communication, and integrating environmental stewardship, leaders can not only navigate challenges but also inspire their teams toward meaningful and sustainable success in a rapidly evolving global landscape.



# DR. ROBERTA BONDAR

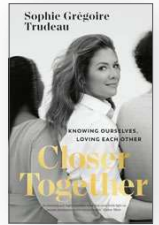
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# SOPHIE GRÉGOIRE TRUDEAU

*Mental Health Advocate, Gender Equality Champion,  
and Award-Winning Humanitarian*



## EMOTIONAL LITERACY, MENTAL HEALTH, AND LEADING WITH COURAGE

Sophie Grégoire Trudeau, drawing from her personal experiences, underscored the significance of emotional intelligence, self-care, and empathy in effective leadership. Her insights, deeply rooted in her journey, resonated with the audience and her commitment to fostering healthier, more connected leadership styles was palpable.

Grégoire Trudeau began by highlighting the critical role of emotional intelligence (EI) in leadership. She stressed that EI is about understanding emotions and managing them effectively, both in oneself and in others. Drawing from her journey, she emphasized the need for leaders to cultivate self-awareness, which she described as the foundation of emotional literacy and leadership maturity.

According to Grégoire Trudeau, EI enables leaders to navigate challenges with resilience and empathy. By understanding their emotional triggers and responses, leaders can foster healthier work environments and build stronger, more cohesive teams. This self-awareness, she argued, is crucial for making informed decisions and maintaining authenticity in leadership roles.

Grégoire Trudeau's keynote was centred on the power of empathy in leadership. She passionately advocated for leaders to cultivate empathy, not just towards their team members but also towards themselves. She stressed that empathetic leaders, by understanding the needs and perspectives of others,

can foster a culture of trust and collaboration within their organizations.

*Empathy is not just about understanding others; it's about connecting with them authentically and leading from a place of genuine understanding and compassion.*

Grégoire Trudeau shared personal anecdotes to illustrate how empathy has shaped her own leadership journey. She emphasized the transformative impact of listening with genuine intent and responding with compassion. She challenged attendees to prioritize empathy in their leadership practices, viewing it not as a weakness but as a cornerstone of effective leadership.

Another key takeaway from Grégoire Trudeau's keynote was the crucial role of self-care in sustaining effective leadership. She highlighted that leaders often overlook their own well-being in the pursuit

of organizational goals, which can lead to burnout and hinder their ability to lead effectively. Grégoire Trudeau advocated for a holistic approach to self-care, encompassing physical, mental, and emotional well-being.

She shared practical strategies for integrating self-care into daily routines, such as mindfulness, regular exercise, and setting boundaries. Grégoire Trudeau emphasized that self-care is not selfish but essential for maintaining resilience and preventing burnout, enabling leaders to show up fully present and engaged in their roles.

Grégoire Trudeau concluded her keynote by calling on leaders to champion inclusivity and create supportive environments where diverse voices are valued and empowered. She highlighted the importance of intersectional feminism in leadership, advocating for gender equality and broader social justice initiatives within corporate settings.

She challenged attendees to examine their biases and privileges and urged them to take concrete actions to create more equitable workplaces where all individuals feel respected, heard, and valued.

In summary, Sophie Grégoire Trudeau's insights inspired attendees to prioritize emotional intelligence, compassion, and empathy in their leadership journeys, focusing on creating inclusive and supportive environments where all individuals can thrive.



# SOPHIE GRÉGOIRE TRUDEAU



EMOTIONAL LITERACY, MENTAL HEALTH and LEADING with COURAGE

THANK YOU for showing up today!



Sit with our PAIN

Catch... Pause... Repair  
We live in a world where we are REACTING to what's around us

What does your heart TRULY need?

We are only as SICK as our secrets  
...Healing involves the HEART



Emotions are normal

We still live in STRUCTURES that don't fully allow women to flourish



We are IMPAIRING brains of our children  
few opportunities for low RISK experiences



We need to TEACH emotional literacy to our kids

Little Sophie wore capes that little girls shouldn't HAVE to WEAR



We are all ONE TRAUMA away from each other



Let's have AUTHENTIC Conversations

The way we TREAT ourselves is the way we LEAD ourselves

We need to RESET & RE-WIRE our nervous system

COME HOME to yourself closer together

Never COMPARE each others suffering  
mental health issues don't DISCRIMINATE

LOVE cannot happen without PRESENCE

STRESS is a dysfunctional relationship to the PRESENT MOMENT

Just BE instead of DO

HUMAN CONNECTION is KEY to EVERYTHING

Remember to PLAY too!

# BILL WILLIAMS

## Closing Remarks

Indivisible!

The only ones who can change the world are the ones who think they can!

Don't believe everything you think! Vicks VapoRub has no medicinal value?

Let the story change from sunset to earthset!

Be an owner not a renter, and DO SOMETHING.

Remember the five-foot rule. Not the world, our country, your province but your community!

Let go of a Culture of Genius and embrace a Culture of Growth!

There are two mindsets: fixed or growth. Don't have a fixed mindset about a growth mindset. Have a mindset reset!

What did you fail at this week?

Individual mindset is not enough. We are all culture creators!

Who could I be?

Build environments that foster trust, innovation, learning and performance!

What it takes?

Understanding who you are! Why are you here? What are you supposed to be doing?

It takes hunger, it takes grit, it takes belonging, it takes standing out, it takes creativity, it takes resilience, it takes change, it takes hustle, it takes self-reflection, it takes purpose, it takes action, it takes fun, it takes belief, it takes gratitude, AND SH\*T HAPPENS! So find YOUR voice.

Inspiration, aspiration, plan, strategy, opportunity, execution, revision, evolving.

Curiosity, creativity, confidence, communication. I'd add comedy!

Learn to tell stories.

It's about attitude, not altitude.

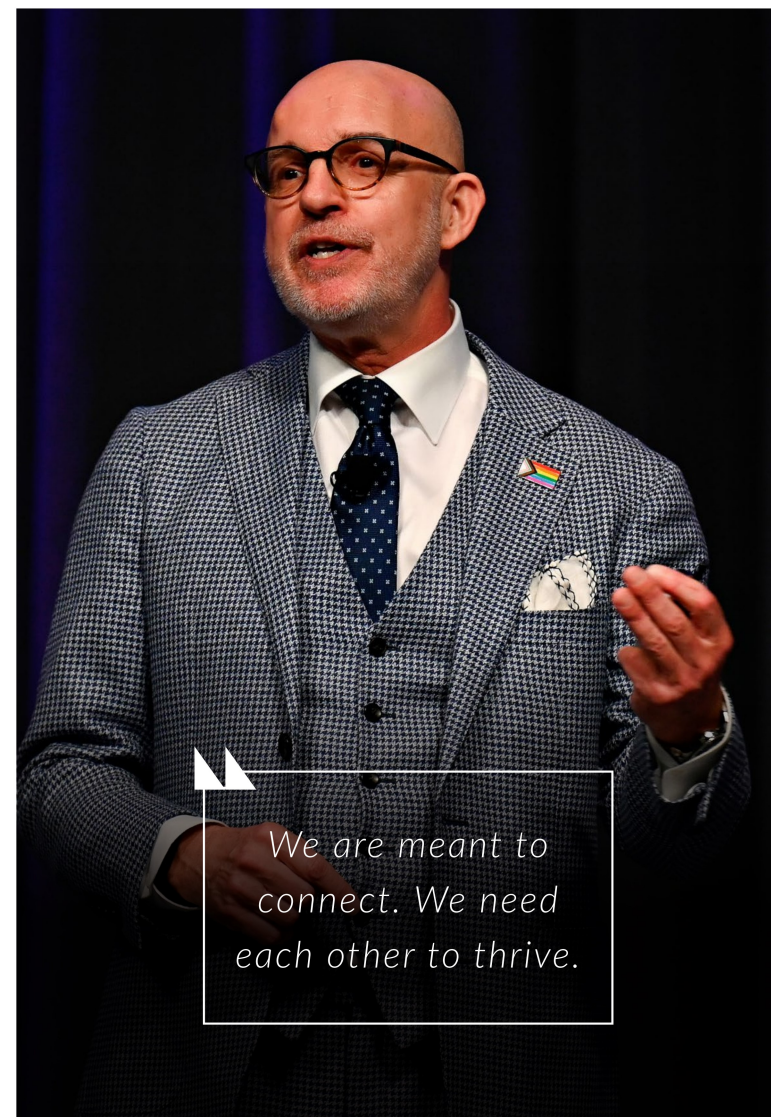
Different biases provide different opportunities!

Some of the best lessons come from a girl in a pith helmet with binoculars.

We are all one trauma away from each other!  
Be disciplined and sit in silence.

Know yourself and love each other!

We are Closer Together!



*We are meant to connect. We need each other to thrive.*





THE ART OF  
**LEADERSHIP**  
WOMEN

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