INTENTIONAL LEADERSHIP

THE BIG 8 CAPABILITIES
SETTING LEADERS APART

Rose M. Patten
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Praise for *Intentional Leadership*

“Having worked closely with Rose M. Patten for close to three decades, through a time when Canadian institutions have been repeatedly acknowledged among the tallest trees in global finance, I have awaited the arrival of this book with great anticipation. Patten has a deep understanding of the power of decision frameworks in problem-solving, in business strategy, and on broad issues. She argues persuasively for the reconciliation of divergent stakeholder interests through rigorous, observation-based thinking while maintaining an empathetic view of human motivation. In a world defined by uncertainty and polarization, she builds a compelling case for intentional leadership and explains eight capabilities for leaders to achieve their full potential, both in early and in accomplished stages of leading.”

**William Downe, C.M., Former CEO, BMO Financial Group**

“Rose M. Patten is an incredible resource on the subject of leadership, with hands-on experience in a multitude of highly successful organizations in the business and the public sectors. As a superb leader herself, a lifetime student in both the art and the science of leadership, and a natural innovator, Patten offers approaches that are progressive and cutting-edge yet thoughtfully grounded. Having viewed her in action from a wide variety of stances, I can’t think of a more authoritative source on the subject of leadership and can personally attest that her ideas deliver huge and lasting benefits for individuals and organizations.”

**Donald Guloien, President, Guloien Capital, and Former President and CEO, Manulife**
“Rose M. Patten is a proven senior leader in the banking sector and in academia. Her depth and diversity of experience resonates throughout this book. Patten provides powerful leadership observations and a leadership framework attuned to the complex challenges facing all leaders today. Unlike some books that put forward easy, snappy answers, *Intentional Leadership* looks at the enduring and fundamental pillars of leadership – making it more relevant and meaningful.”

**Wilma Vreeswijk, Former Deputy Minister/President, Canada School of Public Service**

“While there are numerous books on leadership, this work stands out as it is built on a variety of real-life experiences. Leaders across sectors were interviewed, many at the height of the COVID-19 pandemic, resulting in very timely insights on leading through disruption and change. This easy-to-read book makes clear that in this complex and rapidly evolving world, leadership requires an open mind, adaptability, and resilience. Rose M. Patten makes clear that leading today requires a good understanding of oneself, clear personal values, and the ability to collaborate with a diverse set of partners.”

**Vivek Goel, President and Vice Chancellor, University of Waterloo**

“In a world of dramatic change, leaders must change too! This is the key message of Rose M. Patten’s *Intentional Leadership*, and one that I wholeheartedly support. At the Center for Creative Leadership, we have long developed leaders who make a difference in their organizations and in the world through the power of creative, human-centered leadership. These qualities are now more important than ever as leaders face a host of complex challenges that
require new capabilities. As Patten writes, ‘leadership is not timeless. What got us to here in the past has changed.’ She outlines key shifts in the context of work that require leaders – both experienced and new – to become more intentional about how they lead and to cultivate new mindsets and practices for leading. I have had the pleasure of working with Patten over the years to develop BMO’s top leaders. In every instance, she has shown herself to be a passionate expert, advocate, and advisor. In this book, she draws from her lifetime of experience in distinguished business and academic positions to provide a valuable resource and leadership framework enabling leaders to meet the challenges of today and tomorrow.”

**Mark Holt, Organizational Leadership Practitioner, Center for Creative Leadership**

“Why should you read this new book on leadership? First, because traditional business models and management and leadership practices need updating. Rose M. Patten proposes the concept of intentional leadership – with a focus on eight capabilities for leading effectively, grounded in the new workplace reality. Second, because this book is easy to read and grasp. Its structure, with short chapters and a logical flow of learnings, makes it an appealing and digestible read. And third, because the author is credible on the subject. Throughout her successful career – in the vanguard of female Bay Street financial executives, rising to the executive committee of BMO Financial Group in addition to other distinguished leadership positions – Patten has exemplified stellar leadership and personified the qualities and capabilities she advocates for in this book. To be clear, if you are in a position of leadership – in the private, public, or nonprofit sector, or if you have a general interest in the subject – you should read this book.”

**Anne Golden, Canadian Administrator, and Former President and CEO, the Conference Board of Canada**
“The title of this book is so telling. Rose M. Patten has a rich background as a leader in corporations and public institutions. Beyond her direct leadership roles, she has selected and developed leaders, mentored leaders, and built relevant institutional leadership capabilities. It is an impressive record. But what makes Patten uniquely impressive is that she is constantly – intentionally – thinking about what is needed now and as the context changes.”

James Fisher, Professor Emeritus, Rotman School of Management

“I have watched Rose M. Patten’s responses, in real time, to the changing demands that leaders constantly face. It is clear, for those leaders who embrace change, that Patten’s intentional leadership practices are timely, compelling, and straightforward. She makes a powerful case for being an intentional leader and going beyond instinct and yesterday’s assumptions. Patten also explains eight critical capabilities – the ‘Big 8’ – to address pressing challenges in human-centric leading and dynamic strategic environments. This is a must-read for anyone who wants more from their leaders, embraces self-renewal, and strives to increase their own impact. Patten offers practical and tested insights in a range of leadership contexts, gained in her own distinguished and diverse leadership career, and that of other accomplished leaders. At BMO Financial Group, we have adopted and implemented the ‘Big 8’ capabilities, and we see the importance of practicing intentional leadership.”

Mona Malone, Chief HR Officer and Head of People and Culture, BMO Financial Group
Dedicated to Thomas Di Giacomo, my husband, friend, and forever advocate who is with me every step of my journey – in career and in life – his love, care, and humor are limitless.