

In Conversation With highlights the voices of leaders who are navigating change, building resilient teams, and shaping the future of our markets.

In Conversation With...

Leslie Byberg



REFLECTIONS ON

Leadership, Learning, and Change

Can you tell us about your career journey, and what led you to your current role as Executive Vice President, Strategic Regulation, at the OSC?

I didn't begin my career with a master plan. I trained as a lawyer simply because the work interested me. Early on, I found myself drawn to the investment management space, just as the industry itself was starting to grow and evolve. That curiosity opened doors from private practice to industry, policy work, and eventually to the Ontario Securities Commission.

What kept me moving forward was a desire to learn to manage people, to take on new challenges, and to understand how the capital markets serve people in very real ways.

Over time, I made several lateral moves within the OSC – stepping outside my comfort zone and into areas where I wasn't the expert.

Those experiences ultimately led me to my current role, where my focus is on looking ahead: helping the organization prepare for emerging risks, future market developments, and long term impact.

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Reflections on Leadership, Learning, and Change

Can you share how the relationships with your mentors and champions have shaped your path, and why they mattered?

Mentors and sponsors were absolutely critical to my career – not just for encouragement, but for perspective. You can be capable, hardworking, and committed, but still not see the full range of opportunities available to you. Mentors helped me navigate unfamiliar situations, while sponsors helped create visibility and, at times, gave me the push I needed to take the next step.

Some of the best advice I received was uncomfortable at the time – including being told to leave roles I loved in order to grow. I trusted the people giving me that advice, and I’m grateful that I listened. What I learned is that you don’t build a career alone. Having people who are willing to be honest with you, advocate on your behalf, and help you see beyond your own self doubts can make a meaningful difference.

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How would you describe your leadership style, and how has it evolved over the course of your career?

I would describe my leadership style as collaborative. I’m someone who listens carefully, asks questions, and values diverse perspectives before making decisions. I rely on the expertise of the people around me – my role isn’t to do their jobs, but to understand them well enough to support their decision making.

That said, my leadership style has evolved. Early in my career, I was very hands on, and

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learning to let go – to delegate, trust, and step back – was one of the most challenging adjustments for me. As my roles became broader, I had to shift from being deeply involved in the work to creating the conditions for others to succeed. What hasn’t changed is my belief in continuous learning and improvement, openness to experimentation, and the importance of creating a safe environment where people feel supported to learn and innovate.

Looking back, what have you enjoyed most about your time at the OSC, and what do you think you will miss most?

Without hesitation, the people. The work has been challenging, meaningful, and constantly evolving – but it’s the people that have made the experience truly special. I’ve had the privilege of working with incredibly talented, thoughtful, and committed colleagues, and of being part of an organization that plays an important role in protecting investors and supporting fair, well functioning capital markets.

As I look ahead, I’ll miss the daily interactions, the collaboration, and the sense of shared purpose. If there’s one thing I hope to carry forward, it’s knowing that the work we do – and how we support one another along the way – really does matter.