



UNIVERSITY OF TORONTO
FACULTY OF APPLIED SCIENCE & ENGINEERING
Institute for Leadership Education in Engineering

Purposeful Leadership



Handbook for Student Leaders

Vision, Mission & Strategy
Motivation & Delegation
Personal Development & Mastery
Team Development
Recruitment
Reflection & Awareness
Transition & Succession
External Relations
Leadership Styles
— **Purposeful Leadership**

What do you want to contribute most?

Why does your work matter?

What difference are you making?

One of the most difficult questions to answer about any student organization is “What is the impact of your work?”

Looking back to Motivation & Delegation (section two of the Handbook), there are many different reasons why people join and stay involved in a group. Here we deal with a smaller subset of those motivations: the impact of the work on society.

Citizenship is often associated with voting and politics, but we use it here to refer to the basic human connection and to caring about other people. To be a citizen requires you to think in terms of multiple communities, large and small, to which you belong. Citizenship is much more than membership—it implies active engagement in an effort to serve a community. It implies social or civic responsibility.

Stepping outside your leadership role in your organization, here are three bigger questions:

What do you want to accomplish in the world?
Where does society need you the most?
And finally, what do you have to offer?

This is the only section of this Handbook that explores Societal Leadership, which isn't to diminish the importance of the topic. Rather, it acknowledges the depth and complexity of this subject, and reserves space for further explorations in other resources.

EXERCISE: On Vocation¹

1. Make three lists:

- a) The natural gifts you have (e.g. building relationships, seeing patterns)
- b) The competencies you have (e.g. problem solving, communication)
- c) The skills you have developed (e.g. analysis in Excel, grant writing)

Natural Gifts	General Competencies	Specific Skills

2. In the chart below, list at least 12 things you care deeply about in relation to the world: Use the columns, or anything else, to help you think of as long a list as you can. The first line has a few examples to get you started.

World	Society	Other People	Past	Present	Future

3. What are six ways your gifts and talents can make a difference to the future of any, or all, of these causes?

1	2	3
4	5	6

4. Write a paragraph that states the unique contribution you intend to make to society.

¹Brian Stanfield, *The Courage to Lead*. Chapter 6: Profound Vocation, Page 131-132