



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

# Visioneering

**I**Lead's vision, values, philosophy, and mission

**I**Lead | Institute for Leadership Education in Engineering

## Background

Over five days between November 25, 2011 and January 25, 2012, the Institute for Leadership Education and Engineering (ILead) team met to engage in collaborative strategic planning. Our goal was to chart a direction for the development of our Institute: to discover meaning (Why are we undertaking this work?); to develop our processes (How do we work together?); and to determine what we want to achieve (What are our goals?). Team building exercises deepened our relationships with each other and with the Institute.

We employed Dr. David Colcleugh's Levels of Thought planning framework. Through this process we sought to discover our values and beliefs, to formulate our operating philosophy, to articulate our vision for the future. With this in hand, we were then poised to create concepts and projects to manifest the vision, to devise strategies for action, and to enumerate measures of success. Our mission was to set the stage for ILead for the next several years of its development.

**Rethinking engineering thinking.**

## Our Vision

“Engineers leading change to build a better world.”

## The Values (that light our path)

Education and Lifelong Learning;  
Realizing Personal Potential;  
Mindfulness and Reflection;  
Service and Contribution;  
Compassion and Appreciation.

## The Philosophy (that guides our actions)

Engineers are uniquely positioned to create innovative solutions to many local and global challenges. Leadership skills complement technical capabilities and enhance translation of those capabilities into work that benefits society. By establishing path-breaking programming and pedagogy based on pedagogical research and best practice wherever we find it, the Institute is developing leadership learning opportunities for all

engineers and cultivating a new generation of leader-engineers. Emerging from the Institute’s unique learning environment where personal growth is empowered, creativity is encouraged, humility guides learning, diverse perspectives are invited, and exuberance is contagious, the leader-engineer will lead the change required to build a better world.

## The Mission (that sets our direction)

To develop curricular, co-curricular, and extra-curricular programming for leadership education for undergraduate and graduate students in engineering; to conduct research on the pedagogy of leadership education in engineering; to conduct research on leadership practice in engineering-intensive enterprises; to reach out to others to develop a community of practice dedicated to advancing engineering leadership.

# Values

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## Education and Lifelong Learning

# Beliefs

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Engaging in lifelong learning allows for greater personal fulfillment and contributions to society.

A culture that promotes lifelong learning will catalyze the growth and potential of our team and our students.

Passionate educators inspire a deeper engagement in both the material they teach and the process of learning itself.

# Principles

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We will develop educational experiences that have positive impacts on their participants and on society at large.

We will promote continuous learning as a means of personal growth and development.

We will be aware of the impact our attitudes and actions have on those we teach.

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## Realizing Personal Potential

Social change begins with personal change.

We can only lead others to the extent we can lead ourselves.

Authentic leadership comes from embracing who we are.

We will provide students with opportunities for personal growth.

We will encourage our students to recognize their inherent leadership potential.

We will promote greater self-awareness as a foundation of effective leadership.

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## Mindfulness and Reflection

Honest self-appraisal and constructive feedback ensure personal growth and superb work.

The willingness to look inward leads to self-awareness and mindfulness in our work and interactions.

Thoughtful reflection keeps us connected to our high-level vision.

We will learn from our mistakes and understand our goals.

We will self-assess regularly and provide each other with constructive feedback to ensure that our output meets our high standards.

We will encourage self-reflection and introspection.

We will be mindful of how our values, vision and mission manifest themselves in all of our work.

We will approach oncoming challenges with lessons learned and a big picture, long-term outlook.

# Values

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## Service and Contribution

Engineers are uniquely situated to implement innovative solutions to global challenges.

We will educate leader-engineers to be conscious of the need to serve and improve the lives of people.

Leadership is a core component of an engineer's ability to translate their technical skills into application-specific practice that benefits society.

We will seek and encourage an understanding of the synergies between engineering and leadership.

Service and contribution provide valuable learning experiences that in-class activities cannot.

We will demonstrate the value purposeful service brings to one's education and life.

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## Compassion and Appreciation

A positive team environment is the foundation of an effective, high-performing organization.

We will acknowledge and celebrate each other's strengths and contributions.

When team members feel valued they will contribute more effectively and enthusiastically.

We will trust in the abilities and judgement of our team members.

To work effectively one must enjoy both their work and the environment in which they work.

We will foster a culture of kindness.

Work-life balance is an important component of appreciating the value individuals bring to the organization.

We will support a healthy work-life balance.

Unique and unforeseeable circumstances may occur which inhibit individuals' abilities to work effectively.

We will be understanding and supportive of our team and students.

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## Creativity and Innovation

Thinking creatively creates opportunities for the 'break-through' changes that will build a better world.

We will encourage the pursuit of bold, novel ideas and tangential investigations and learning.

Innovative approaches to leadership education are necessary to attract the attention of like-minded stakeholders.

We will recognize that creativity and innovation are desirable attributes and will grow our institute accordingly.

# Values

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## Creativity and Innovation

# Beliefs

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Openness to the unfamiliar is necessary for productive creativity.

# Principles

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We will consider conventional and unconventional approaches to challenges.

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## Diversity

There are barriers to leadership erected by social inequities.

We will empower underrepresented voices.

Empowering diversity is essential for empowering authentic leadership.

We will challenge assumptions about leadership and allow different perspectives and approaches to enrich our work.

Our programming must reflect and empower the diversity of our students.

We will strive towards inclusive programming, practices, and processes.

Understanding the diversity of our stakeholders and ourselves will give us greater insight into the development of effective leadership education.

We will seek to understand those who are different from ourselves.

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## Discovery and Creating Knowledge

A focus on discovery will generate new approaches to knowledge creation.

We will pursue opportunities for high-impact exploration.

The pursuit of new ideas creates and maintains a stimulating, fulfilling learning environment.

We will accept and work with the ambiguity that is intrinsic to engineering and leadership.

A progressive approach to knowledge sharing will promote and support institutional change.

We will share knowledge so as to increase impact and foster a community of learning.

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## Collaboration

Collaboration sparks and shapes break-through ideas.

We will seek synergistic partnerships and work in teams whenever possible.

Our peers are one of our greatest resources.

We will solicit the perspectives, opinions, and feedback of others in our work.

# Values

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## Collaboration

Collaboration adds value to the work we do by encouraging self-awareness of our biases and limitations.

Collaboration allows for a multiplicity of perspectives to be voiced and valued.

# Principles

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We will remain open to conflicting ideas and seek integrative solutions.

We will respect and learn from the visions, values, and perspectives of our collaborators.

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## Excellence in Execution

The efficient deployment of resources will lead to optimal results.

Adherence to best practices in our research, teaching, and program delivery will add value for our students and stakeholders, and reflect on our reputation.

Operational excellence is key to our success.

We will manage our resources effectively so that they may have the highest possible impact.

We will pursue rigorous methodologies in our research and best practices in our instruction.

We will be passionate and determined in our pursuit of excellence at all levels.

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## Exuberance

A vibrant and vivacious culture leads to greater creativity and productivity.

A playful, uninhibited approach will appeal to like-minded stakeholders and generate ideas that will shape ILead.

Enthusiasm and openness are contagious and will have significant positive impacts on our work.

We will bring dynamism, creativity, and passion to all that we do.

We will explore exciting and unconventional ideas with enthusiasm.

We will reject cynicism and embrace the notion that anything is possible.

**Transforming education, transforming engineers**

**Institute for Leadership Education in Engineering**

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