

LEADERS *of* TOMORROW

FACULTY OF APPLIED SCIENCE AND ENGINEERING, UNIVERSITY OF TORONTO

Engineering Student Leadership Development Program

Faculty of Applied Science and Engineering

University of Toronto

Fall Report 2008

January, 2009

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EXECUTIVE SUMMARY

During the fall semester of 2008 the Leaders of Tomorrow program (LOT) offered 72 events and training opportunities providing 3997 student contacts in the Faculty of Applied Science and Engineering, showing an increase from the fall 2007 semester which offered 58 events providing 1556 student contacts.

A Co-curricular Certificate program on 'Team Skills' was launched for undergraduates in years 2 to 4. 126 students applied to participate and 40 were admitted. Participants attended four interactive workshops, engaged in guided reflective practices, and completed a final paper.

A new 'Curriculum Infusion' initiative began. Through the development and delivery of six lectures: Engineering Leadership, Developing Your Potential, Leading in Teams, Developing Vision, Leadership and Citizenship, Reflection and Personal Growth, the LOT office is bringing the message of leadership into courses of every level across the Faculty.

APS 501: 'Leadership and Leading in Groups and Organizations' taught by Professor David Colcleugh was offered for the second time. There were 120 applicants, and 40 fourth year and graduate students were selected. Plans are underway to translate the course curriculum into a new textbook.

Leaders of Tomorrow: Graduate (LOT:G) has expanded to become a Faculty-wide initiative. Four events took place this semester with 240 student participants. A highlight for LOT:G is a three day 'High Impact Leadership Training' Series with a focus on emotional intelligence facilitated by Annahid Dashtgard, Executive Director of Anima Leadership.

To benchmark LOT progress, and to improve our success, Leaders of Tomorrow expects to participate in the Multi-Institutional Study of Leadership in partnership with Student Life Programs. This well-known study is administered by Dr. Susan Komives' research group at the University of Maryland.

Finally, the LOT office has expanded significantly. Anitta Satkunarajah, Deborah Peart (part-time) and Emily Reed (part-time) joined the team and have begun to champion several new initiatives.

The Leaders of Tomorrow program is a Faculty-wide, comprehensive, student leadership development program supported by funding from the Provostial Academic Initiatives Fund, 2006-2010. Our Vision is: **"An engineering education that is a life-long foundation for transformational leaders and outstanding citizens"**

CO-CURRICULAR CERTIFICATE PROGRAM

This fall the LOT office launched the Engineering Co-Curricular Leadership Certificate. 126 students applied and 40 were selected. The first level of the certificate program consisted of four interactive workshops focusing on Team Skills:

Workshop 1: Discovering Your Leadership Strengths

Workshop 2: Conflict Transformation

Workshop 3: Group Facilitation Skills

Workshop 4: Diversity and Equity in Teams

A pre- and post-survey was administered to assess changes to student's leadership confidence. The post survey results indicate an increase in the level of leadership confidence after completing the program. (See Appendix F for full results of the Pre- and Post-survey)

Survey Question	Pre-Program Response Average	Post-Program Response Average
I am familiar with techniques that I can use to resolve conflict.	4.3	6.3
I am confident in my ability to facilitate a group/meeting.	4.7	6.2
I consider myself a leader.	4.9	6.3

(on a scale of 1-7, 1 being very little and 7 being very much)

Plans for Level 2 of the certificate are under development and will be launched next fall.

CURRICULUM INFUSION LECTURES

The Curriculum Infusion initiative involves the delivery of six leadership lectures in undergraduate classrooms. This fall the LOT office presented the first lecture: "Engineering Leadership" six times reaching to a total of 1350 students. (Please see Appendix D)

Class	Number of Students	Lecture Delivered
CHE-EDC 430	130	Engineering Leadership
CHE 324	120	Engineering Leadership
APS 111	700	Engineering Leadership
MIE 258-1	170	Engineering Leadership
MIE 258-2	170	Engineering Leadership
CHE 211	60	Engineering Leadership

Dates have been set for the delivery of lecture two: "Developing your Personal Potential" in Spring 2009.

LEADERSHIP DEVELOPMENT WORKSHOPS AND SUPPORT FOR LEADERSHIP INITIATIVES

Highlights of the Fall include:

The LOT Faculty Office designed a workshop entitled ‘Leading with Integrity’ which was presented to 200 first year Engineering Science Students. 11 faculty and staff members were trained as facilitators, and the workshop was presented simultaneously to 10 groups of 20 students. This was also a wonderful opportunity to engage with more faculty and staff.

LOT has been playing a supportive role for a new and exciting initiative called ‘The Oath for Future Generations’ which is based on Jacques Yves Cousteau’s ‘A Bill of Rights for Future Generations’. This initiative has been led by Dr Kim Pressnail of Civil Engineering, with support from Lisa Romkey, Assistant Chair of Engineering Science, Gabe D’Eleuterio, Engineering Science Faculty, as well as a group of remarkable students. Momentum is building around the inclusion of an Oath as part of engineering graduation ceremonies. This optional Oath encourages students to make choices throughout their lifetime that promote sustainability and the health of the planet. (Please see Appendix I for a draft of the oath)

New Curriculum was developed in the area of emotional intelligence. A workshop entitled ‘Leadership is a Choice’, which involved an exploration of courage and self-confidence, was offered to graduate students. Additionally, workshops on emotional intelligence were offered a number of times to students in APS 501, Women in Science and Engineering, and students in the department of Mechanical and Industrial Engineering.

MARKETING AND COMMUNICATION

The LOT Office has made strides to promote Leaders of Tomorrow and increase our visibility to students in the Faculty and also to the University community. With greater attention to graphic design, LOT launched a very successful poster series for the certificate program and for other events that took place this fall (See Appendix G and H). In addition a monthly calendar of events has been created and is displayed prominently outside the LOT office.

LOT was selected to participate in a poster presentation at an Office of Teaching Advancement (OTA) conference entitled: “Teaching and Learning Outside the Classroom” This was an opportunity to share our achievements with the broader University of Toronto community. (Please see Appendix C)

A work study student has been hired to assist in increasing the visibility of LOT through print media. She has been writing articles and taking photographs at many LOT events. We intend to have her articles printed in newspapers both for student and faculty/staff audiences.

A FALL HIGHLIGHT FROM EACH DEPARTMENT/DIVISION

HIGHLIGHT: ENGINEERING SCIENCE

Engineering Science kicked off the fall semester with a large scale 'Engineers for the World' First Year Day that began with a keynote address by Stephen Lewis. All first year students, staff and faculty from the Faculty attended the talk. Following the talk students were divided into 10 groups of 20 and participated in an Engineers Without Borders Workshop entitled 'Water for the World' and then a workshop designed by the Leaders of Tomorrow Office entitled 'Leading with Integrity.' Students in the EngSci working group did an amazing job of organizing and coordinating this large scale event.

HIGHLIGHT: CHEMICAL ENGINEERING

Chemical Engineering spearheaded an All Party Discussion on the Carbon Tax issue during the period leading up to the Federal elections. 120 students attended this student-mediated panel. The panelists included Liberal Candidate Christine Innes, Paul Bretscher representing the NDP candidate Olivia Chow and Stephen LaFrenie representing the Green Party. A follow up Carbon Tax debate among students also took place.

HIGHLIGHT: MECHANICAL AND INDUSTRIAL

Mechanical and Industrial Engineering hosted a successful kick-off information session to educate and promote LOT to 75 students. The student working group is planning community service-oriented initiatives for the winter term.

HIGHLIGHT: ELECTRICAL AND COMPUTER ENGINEERING

Electrical and Computer Engineering offered five seminars on Engineering Entrepreneurship during fall semester. A collaborative LOT/IEEE Mentorship Program has also been organized by ECE.

For a complete list of Department/Division events, please see Appendix B.

LOT: GRADUATE

The Leaders of Tomorrow: Graduate expanded in June 2008 from the Department of Chemical Engineering and Applied Chemistry to the entire Faculty of Applied Science and Engineering. At the end of 2008, there were approximately 15 active members on the organizing committee.

The first event of the fall was a kick-off meeting in early October 2008. This event drew over 100 students from across the Faculty to hear more about what Leaders of Tomorrow: Graduate was offering for the 2008-2009 academic year.

The first seminar of the year entitled “Engineering and Ethics” was delivered by Professor David Colcleugh. The second seminar, held in November 2008, was entitled “Leadership is a Choice” and was led by Annie Simpson. This event showcased the themes that Leaders of Tomorrow Graduate wants to focus on in the upcoming year, namely emotional intelligence and leadership of self.

A three-day series entitled: “High Impact Leadership Training”, facilitated by Annahid Dashtgard, of Anima Leadership began this term. 40 students have committed to attend a three full-day sessions over the course of the 2008/2009 academic year. The first session was held in November 2008. Participants for the series were chosen from an application and screening process based on their ability to attend all three workshops and their commitment to improving their leadership skills. Feedback from students after the first session was overwhelmingly positive.

In Spring 2009, the other two high impact leadership workshops will take place as well as a series of seminars such as ‘How to Get your P.Eng’, ‘How to Conduct an Effective Work Search’ and ‘How to Lead your Thesis’, targeted at the greater graduate student population.

U OF T LEADERSHIP NETWORK

The U of T Leadership Network, a group of leadership educators, both faculty and staff, met twice this fall semester to collaborate on various initiatives. Francoise Morissette, M.Ed., P.C.C. from Queen’s University presented on her book Leadership Made in Canada.

Current projects for this group include a leadership audit to identify opportunities for collaboration and growth as well as a one-day leadership institute in Summer 2009 and a national leadership conference in Fall 2009.

PARTICIPATION IN THE MULTI-INSTITUTIONAL STUDY OF LEADERSHIP

As a way to benchmark our progress and to improve our success, the LOT office, in partnership with the U of T Student Life Programs Office expects to participate in the Multi-Institutional Study of Leadership (MSL) led by Dr. Susan Komives and her team at the University of Maryland. The University of Toronto will be the first Canadian university to take part in this highly regarded study. Up to 4000 engineering students will be surveyed along with 500 students from New College. The study explores the role of higher education in developing leadership capacities with a special focus on specific environmental conditions that foster leadership development.

“The purpose of the MSL is to contribute to the understanding of university student leadership development—with special attention to the role of higher education in fostering leadership capacities. The study addresses individual institutional considerations while contributing to a broad understanding of student needs and outcomes, effective institutional practices and the extent of environmental influence in leadership development” <http://www.leadershipstudy.net/>

This report is co-authored by:

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APPENDIX A
LOT FACULTY WIDE EVENTS

LEADERS *of* TOMORROW

FACULTY OF APPLIED SCIENCE AND ENGINEERING, UNIVERSITY OF TORONTO

Fall 2008 Events organized, led or supported by the LOT Office

Date	Event	No. of Participants
September 4	EngSci First Year Day: Leading with Integrity Workshop	200
September 5	Curriculum Infusion Lecture: CHE-EDC 430	130
September 8	APS 501 First Class	40
September 15	APS 501 – Facilitation	40
September 17	Alumni Mentorship Reception	50
September 22	APS 501 Emotional Intelligence	40
September 23	Galbraith Scholars Reception	120
September 24	Certificate Launch Reception	40
September 28	Success 101: Conflict Resolution	25
September 29	APS 501 Myers-Briggs	40

October 2	LOT Faculty Wide Working Group Meeting	10
October 3	Toolkit Conference: Diversity & Inclusivity Workshop	20
October 3	OTA Conference - Poster Presentation	50
October 4	Toolkit Conference: Work & Conflict Styles Workshop	15
October 8	LOT Certificate Workshop: Leadership Styles	40
October 8	Curriculum Infusion Lecture: CHE 324	120
October 8	LOT CHEM: All Party Carbon Tax Debate	120
October 10	Curriculum Infusion Lecture: Engineering Strategies and Practice	700
October 15	MIE Working Group Meeting	66
October 22	LOT Certificate Workshop: Conflict Transformation	40
October 24	LOT Faculty Wide Student Working Group Meeting	12

October 27	APS 501: Personal Values and Mission	40
October 28	Galbraith Scholars Lecture Series	60
October 28	Emotional Intelligence Lecture for WISE & EngSci	22
October 29	Curriculum Infusion Lecture – MIE 258	170
October 30	Curriculum Infusion Lecture – MIE 258	170
November 3	U of T Leadership Network – <u>Made in Canada</u> Presentation by Francoise Morissette	17
November 5	LOT Certificate Workshop: Facilitation Skills	40
November 6	LOT Faculty Wide Event: ‘Who Could You Be in the World?’	30
November 10	Facilitation Skills Workshop at UT/Scarborough Campus	15
November 12	LOTG: Leadership and Courage	35

November 13	Galbraith Scholars Talk	55
November 17	Curriculum Infusion Lecture: CHE 211	60
November 19	LOT Certificate Workshop: Diversity & Inclusivity	40
November 20	LOT Faculty Wide Event: Event Planning Workshop by Drew Dudley	20
November 24	EQ and Leadership for MIE	12
November 26	Facilitation Workshop for Eng Sci.	10
November 27	Oath for Future Generations: World Café	30
December 3	LOT Faculty Wide Working Group Meeting	7
December 3	LOT Certificate Workshop	40

Number of Student Contacts: 2791



Leaders of Tomorrow Graduate Fall Events

Date	Event	No. of Participants
October 2, 2008	LoT:Graduate Kickoff	120
October 6, 2008	Engineering and Ethics	35
November 13, 2008	Leadership is a Choice	45
November 22, 2008	High Impact Leadership Workshop 1	40

Number of Student Contacts: 240

APPENDIX B
LOT DEPARTMENT/DIVISION EVENTS



Division of Engineering Science Events

Date	Event Title & Description	No. of Participants
September 4	Orientation day for first year students: full day of activities with a focus on leadership and the E4TW theme	270 first year students, 60 volunteers and 25 EngSci LOT working group members
October 28	Emotional Intelligence Workshop	30
November 26	Facilitation Workshop	10

Number of Student Contacts: 395

Student Working Group Meetings

September Meeting	Monthly meeting for working group, included debrief on Sep 4 event	14
October Meeting	Monthly meeting for working group, invited any interested EngSci students to join	25
November Meeting	Monthly meeting for working group	12
December Meeting	Planning Meeting for January leadership panel	6

Number of Student Contacts: 57



Department of Mechanical and Industrial Engineering Events

Date	Event Title & Description	No. of Participants
September 17, 2008	LOT Information Session	75
September 18, 2008	Grad Studies Breakfast	15
November 24, 2008	Emotional Intelligence Workshop	12
November 26, 2008	Ace the Interview	50

Number of Student Contacts: 152

Student Working Group Meetings

September 24, 2008	Working Group Meeting #1	25
October 15, 2008	Working Group Meeting #2	20
November 5, 2008	Working Group Meeting #3	13

Number of Student Contacts: 58

LEADERS *of* TOMORROW

CHEMICAL ENGINEERING AND APPLIED CHEMISTRY, UNIVERSITY OF TORONTO

Department of Chemical Engineering and Applied Chemistry Events

Date	Event Title & Description	No. of Participants
September 15	First Year LOT Introduction	25
October 9, 2008	Carbon Tax Debate	120
October 16, 2008	Carbon Tax Follow up Debate	15
November 4, 2008	Networking I Tutorial	12
November 12, 2008	Networking II Tutorial	15
November 19, 2008	Cross Cultural Communications Talk	2
November 26, 2008	Alumni Breakfast	9 alumni; 20 students

Number of Student Contacts: 209



Department of Chemical Engineering and Applied Chemistry

Student Working Group Meetings

September 18	Working Group Meeting	35
October 1	Working Group Meeting	17
October 29	Working Group Meeting	8
December 3	Working Group Meeting	14

Number of Student Contacts: 74

LEADERS *of* TOMORROW

ELECTRICAL AND COMPUTER ENGINEERING, UNIVERSITY OF TORONTO

Department of Electrical and Computer Engineering Events

Date	Event Title & Description	No. of Participants
November 21, 2008	Leadership, Communication and Engineering Employment - Seminar given by Jose Pereira, Director, Engineering Career Centre	9
September 23, October 7, October 30, November 12 and November 25	Engineering Entrepreneurship Seminars	60

Number of Student Contacts: 69

Student Working Group Meetings

October 8, 2008	LOT IEEE Mentorship Program - Introductory Meeting	18
November 27, 2008	LOT IEEE Mentorship Program – 2 nd Meeting	22
September 19, 2008	Working Group Meeting	6
October 3, 2008	Working Group Meeting	4
October 17, 2008	Working Group Meeting	5
October 31, 2008	Working Group Meeting	5
November 14, 2008	Working Group Meeting	4
November 26, 2008	Working Group Meeting	3

Number of Student Contacts: 67

APPENDIX C
OTA CONFERENCE POSTER
(ADAPTED FROM 4" X 6")

LEADERS *of* TOMORROW

FACULTY OF APPLIED SCIENCE AND ENGINEERING, UNIVERSITY OF TORONTO

Greg Evans ■ Doug Reeve ■ Annie Simpson ■ Anitta Satkunarahaj ■ Deborah Peart

Vision

'An engineering education that is a life-long foundation for transformational leaders and outstanding citizens'

- Leadership development is an important, emergent component of student experience in the Faculty of Applied Sciences at the University of Toronto.
- Leaders of Tomorrow started in 2002 in the Department of Chemical Engineering and was implemented faculty-wide in 2006.

Curricular Initiatives

APS 501H1: Leadership and Leading in Groups and Organizations

- APS 501H1 was offered for the first time in September 2007.
- Professor David Colcleugh, former CEO and President of Dupont Canada taught this course.
- The first offering had 86 applicants; this year there were over 120 applications.
- Out of a pool of 120 students, 40 were selected based on an assessment of their leadership experience and motivation to learn.

Infusion Lectures:

- Six Infusion Lectures are being developed for presentation within existing courses:
 - Engineering Leadership
 - Developing Your Potential
 - Leading in Teams
 - Developing Vision
 - Leadership and Citizenship
 - Reflection and Personal Growth
- Reaching classrooms will engage more students in leadership, and help to promote a leadership culture within the Faculty.

Departmental Programs

- Department programs offer events throughout the year tailored to the interest of their students.
- The purpose is to build community in departments while offering opportunities for students to both gain experience in organizing events, and to deepen their awareness and appreciation of leadership.
- Student working groups in each department help to plan and implement the events.
- All six departments within the Faculty of Engineering have appointed a faculty and staff member to support their Leaders of Tomorrow program.

Mission

Design, develop, implement, and evaluate the concepts, strategies, and components of a world-class engineering leadership development program that:

- Enables students to gain knowledge, skills, and experience that increase their ability and motivation to effect positive change and benefit society.
- Provides students with opportunities to develop their leadership ability by observing, experiencing and reflecting on the leadership process within their groups and communities.
- Provides extra-curricular, co-curricular and curricular components for students throughout their undergraduate and graduate experience.
- Engages faculty, staff, and alumni.

So that it promotes the development of exemplary local, national and global citizenship, and provides a foundation that will inspire and guide students throughout their lifetimes.



Leadership Groups and Program Partners

U of T Leadership Network:

- A network of leadership educators, both faculty and staff has recently formed with representatives from across the University.
- This community of practitioners discusses topics of shared interest such as - teaching leadership, assessment of leadership education, professional development and potential conferences.

Office of Student Life:

- Staff contribute to committees: program planning and event facilitation.

Beliefs

- Leadership can be learnt and therefore it can be taught.
- Improving leadership potential will serve our graduates throughout their professional and personal lives.
- A leadership program will attract students with an interest in leadership, and produce stronger graduates.
- Students who are more engaged will have a better university experience.
- Engineers with significant leadership skills and attributes contribute more societal values.
- Offering leadership development education within engineering is an important distinguishing feature for U of T.

Co-Curricular Initiatives

Co-Curricular Certificate Program:

- Three levels of certification will be offered.
- Level one, launched in September 2008, emphasizes team-skills and consists of:
 - Leading in Teams - Discovering Your Leadership Strengths
 - Leading Through Conflict
 - Facilitation Techniques
 - Diversity and Inclusivity in Teams
 - Reflection Paper
- 126 students applied to participate.

Extra-Curricular Initiatives

- Leaders of Tomorrow staff present workshops on specific leadership competencies, and facilitate team-building sessions with members of student groups.
- These groups include Engineers without Borders, National Society of Black Engineers, MIE Mentorship program, LOT Grads, Orientation Leader Training, and Women in Science & Engineering (WISE).
- The Leaders of Tomorrow office also partners with U of T's Office of Student Life and collaborates on University-wide conferences and events.

Final Message

- In just 2 years the program is gaining wide acceptance.
- In the 2007-2008 academic year, 142 leadership-related events took place, with a total attendance of 4,064 students.
- By combining technical expertise with leadership skills, we believe Engineers will have greater positive impact in the world.

Acknowledgements

The Leaders of Tomorrow program is grateful for funding from the Provost through the Academic Initiative Fund.

APPENDIX D
CURRICULUM INFUSION LECTURE:
ENGINEERING LEADERSHIP

Engineering Leadership:

Curriculum Infusion Lecture Series

A. Engineering Leadership

B. Developing Your Potential

C. Leading in Teams

D. Developing Vision

E. Leadership and Citizenship

F. Reflection and Personal Growth

Learning Objectives

- Develop an introductory level understanding of:
 - the nature of leadership
 - how leadership relates to Engineering
- Introduce self-leadership: help you identify your Values, Talents and Passion
- Help you recognize of your leadership style

Agenda

- The need for Leaders
- Engineering and Leadership
- What is Leadership?
- Leadership can be learnt
- Self leadership: Values, Talents and Passion
- Leadership styles
- Leaders of Tomorrow

Leadership and Engineering

- Consider current local, national and global issues:
 - Transportation
 - Energy
 - Food
 - Health care
 - Climate change
 - Waste disposal

Leadership and Engineering

Solutions for many of these issues:

- depend on technology
- depend on people

Innovation: change through technology

Leadership: change through people

- Change is occurring, and needed, at an accelerating rate

Leadership and Engineering

What type of Engineer do you want to be?

- 1. Utilize technologies to manipulate materials and information and effectively produce outputs for stakeholders**
- 2. All of the above**

And

**Influence people to make changes in their work and lives
So that,
Even more valuable outputs are provided to society**

What is Leadership?

- **Leadership is about you:** leading yourself, finding your strengths, passions and values; having the self-respect to what you believe is right
- **Leadership is about leading others:** helping them find their best, working to common goals, aligning not controlling, pulling instead of pushing.
- **Leadership is about vision:** Seeing a better tomorrow and the path to it, and having the self-confidence and courage to make it happen.
- **Leadership is about positive impact:** creating the future we want to live in

Leadership and Management

Leadership	Management
<p>“Leadership is about coping with change.</p> <p>John Mariotti</p>	<p>Management is about coping with complexity.”</p>
<p>“Leaders are the architects...</p> <p>John Kotter</p>	<p>Managers are the builders.”</p>
<p>“... Leaders are concerned with what things mean to people.</p> <p>Abraham Zaleznik</p>	<p>Managers are concerned about how things get done.”</p>
<p>““Leaders are people who do the right thing;</p> <p>Warren Bennis</p>	<p>Managers are people who do things right.”</p>

Leadership Myths

- Leaders are charismatic and extroverts.
- Leadership only exists at the top of an organisation.
- Leaders are born not made.
- Leadership is a rare skill.

Leadership can be Leant

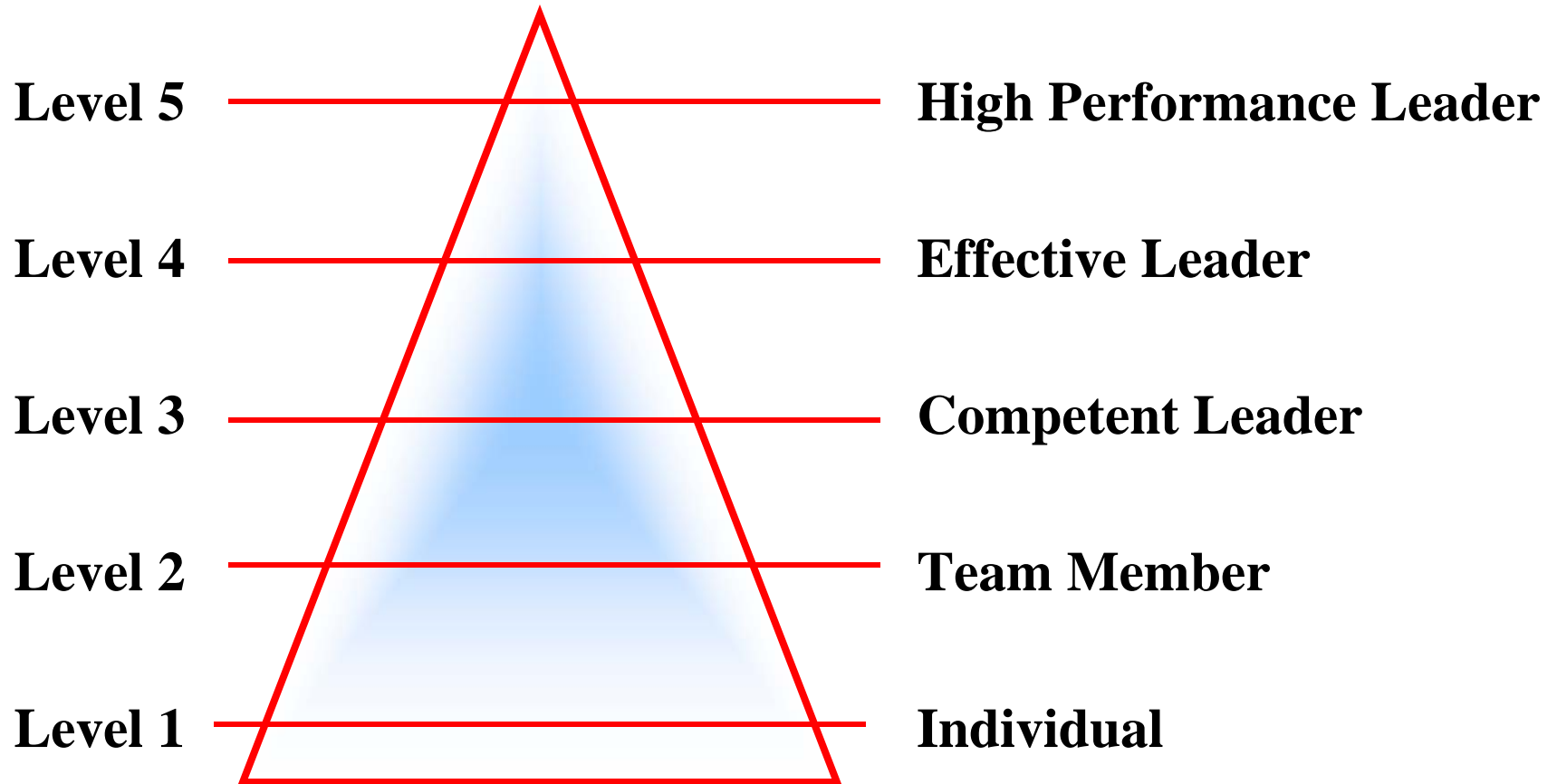
Leadership often begins with raw talent or personality

But

Leadership qualities can be developed and continuously refined by more learning, experience and desire

Leadership is a hierarchy of skills that can be learnt

A Hierarchy of Skills



A Hierarchy of Skills

Level 5 High Performance Leader

Builds **enduring greatness** in organizations through a blend of personal character and professional competence

Level 4 Effective Leader

Catalyzes commitment to and vigorous pursuit of a **clear and compelling vision** stimulating higher performance standards

Level 3 Competent Leader

Organizes people and resources towards the **effective and efficient pursuit of objectives** that change the existing situation

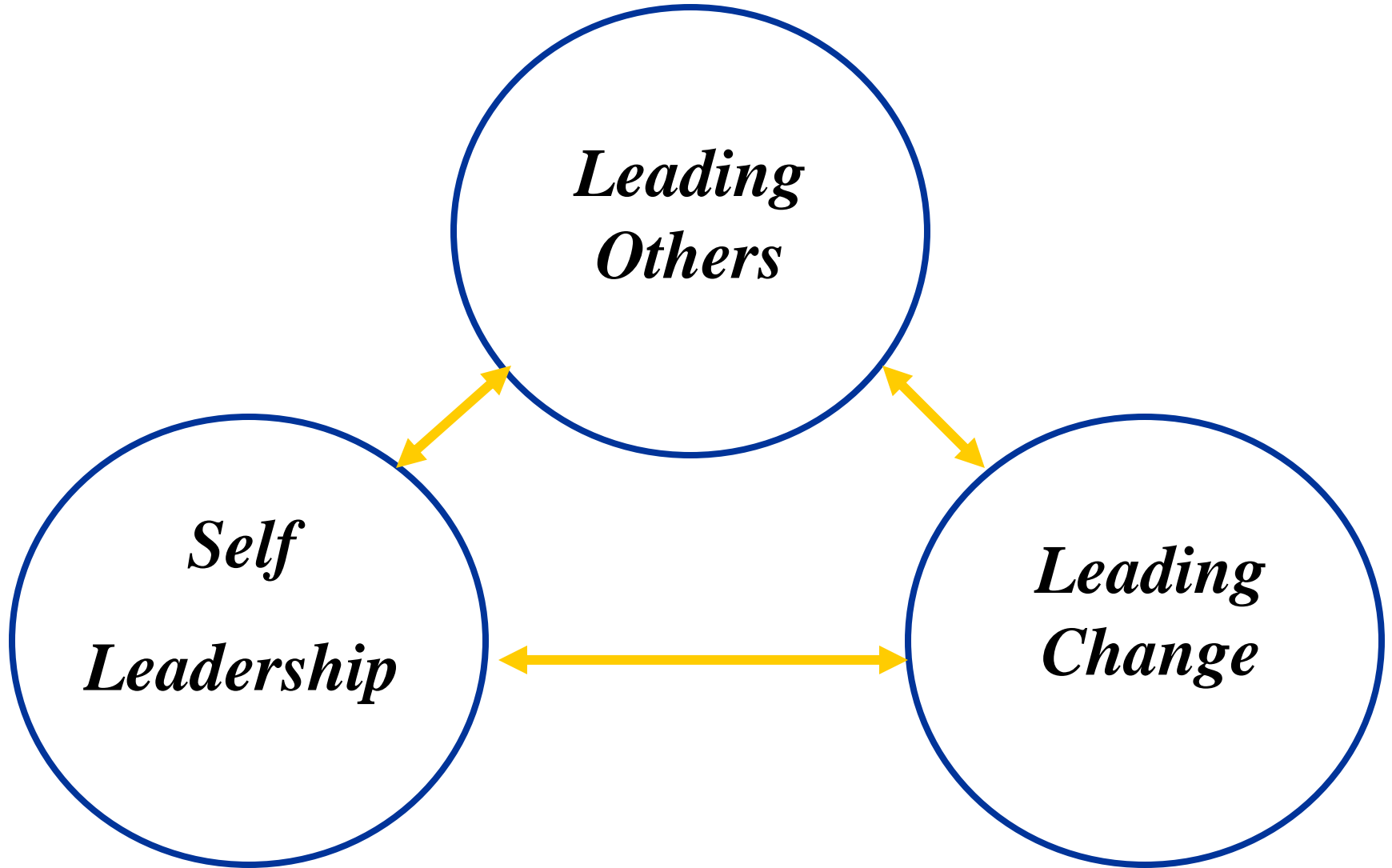
Level 2 Team Member

Contributes individual capabilities to the **achievement of group objectives** and **works effectively with others** in a group setting to change an existing situation

Level 1 Individual

Makes **productive contributions** through **talent, knowledge, skills** and **good work habits** within a change process

Elements of Leadership



Self Leadership: Finding your Leadership Potential

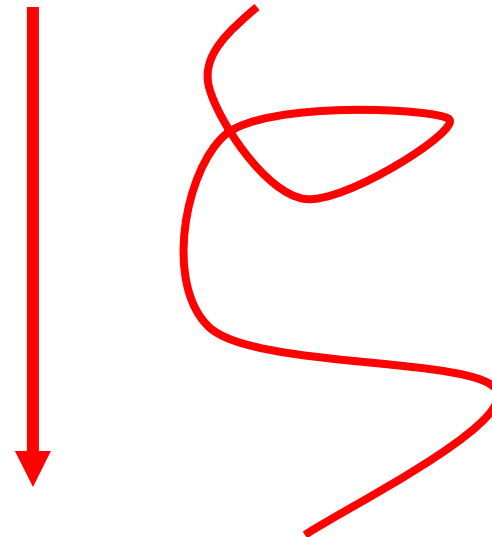
Your leadership potential is inherent in your **values, passions, strengths and talents.**

Bringing that potential to life is the journey.

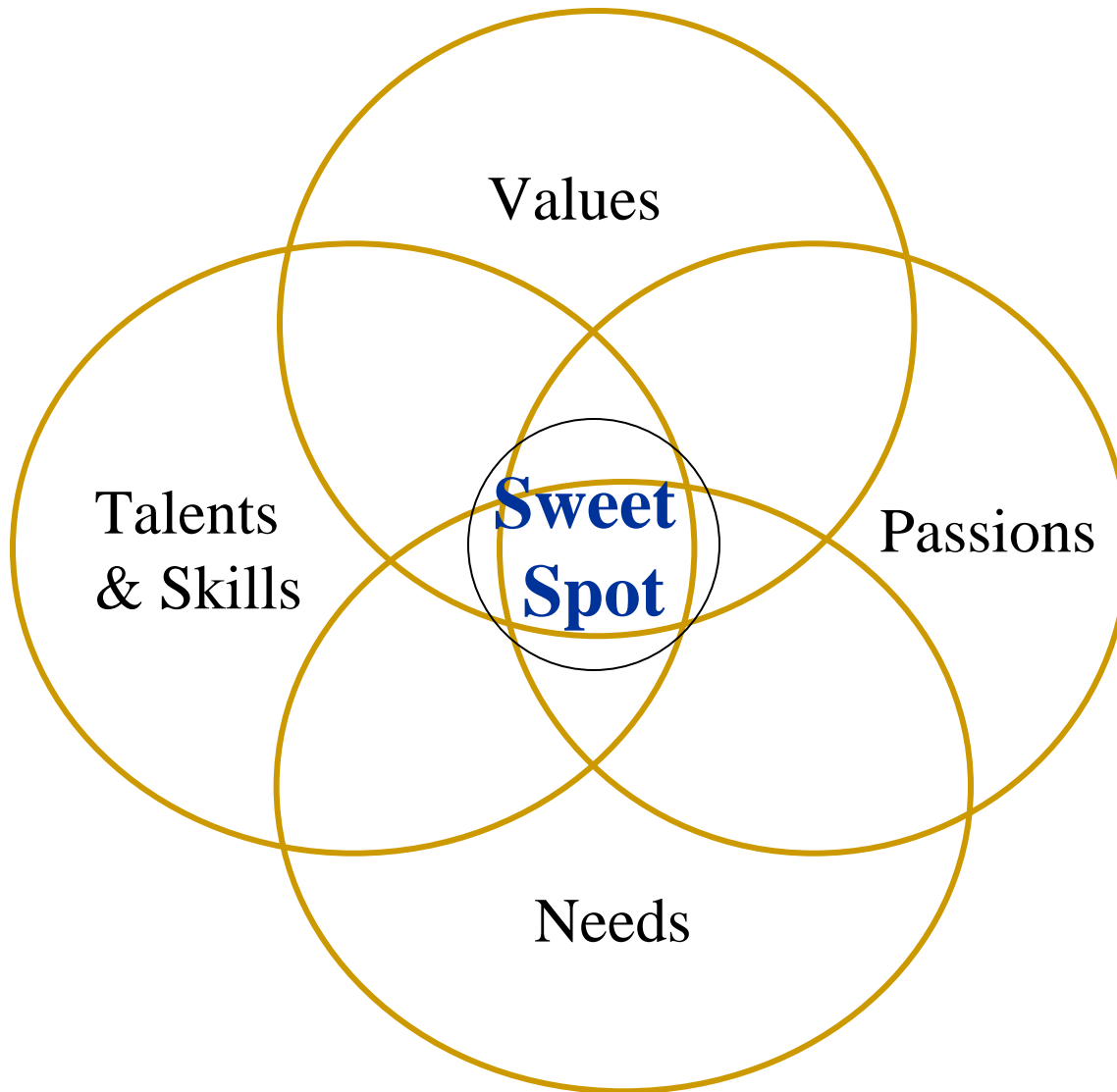
self awareness

choices

actions



Your Unique Leadership “Sweet Spot”



What are my talents?

- Think of things you do that:
 - Have always come easily to you
 - You never really worked at
 - People have consistently come to you for
- What is it that you just 'see' and always have?
- What are you doing when you loose track of time?
- What are you doing when work stops being work?

What am I passionate about?

- What activities give you energy?
- What kinds of things do you like to talk about?
- What gets you really frustrated? What drains your energy?

What are my values?

What are values?

- Values guide our decisions
- Values determine our priorities:
- They are our compass that gives us direction

Where do they come from?

- Parents and family
- Education
- Experience
- Spiritual beliefs and cultural traditions

Achievement
Accuracy/Order
Security
Beauty/Aesthetics
Adventure/Excitement
Authority
Play
Caring
Teamwork
Change
Lifelong Learning
Comfort
Compassion
Commitment
Service/Contribution
Cooperation
Creativity
Leisure
Non-Conformity
Openness
Passion

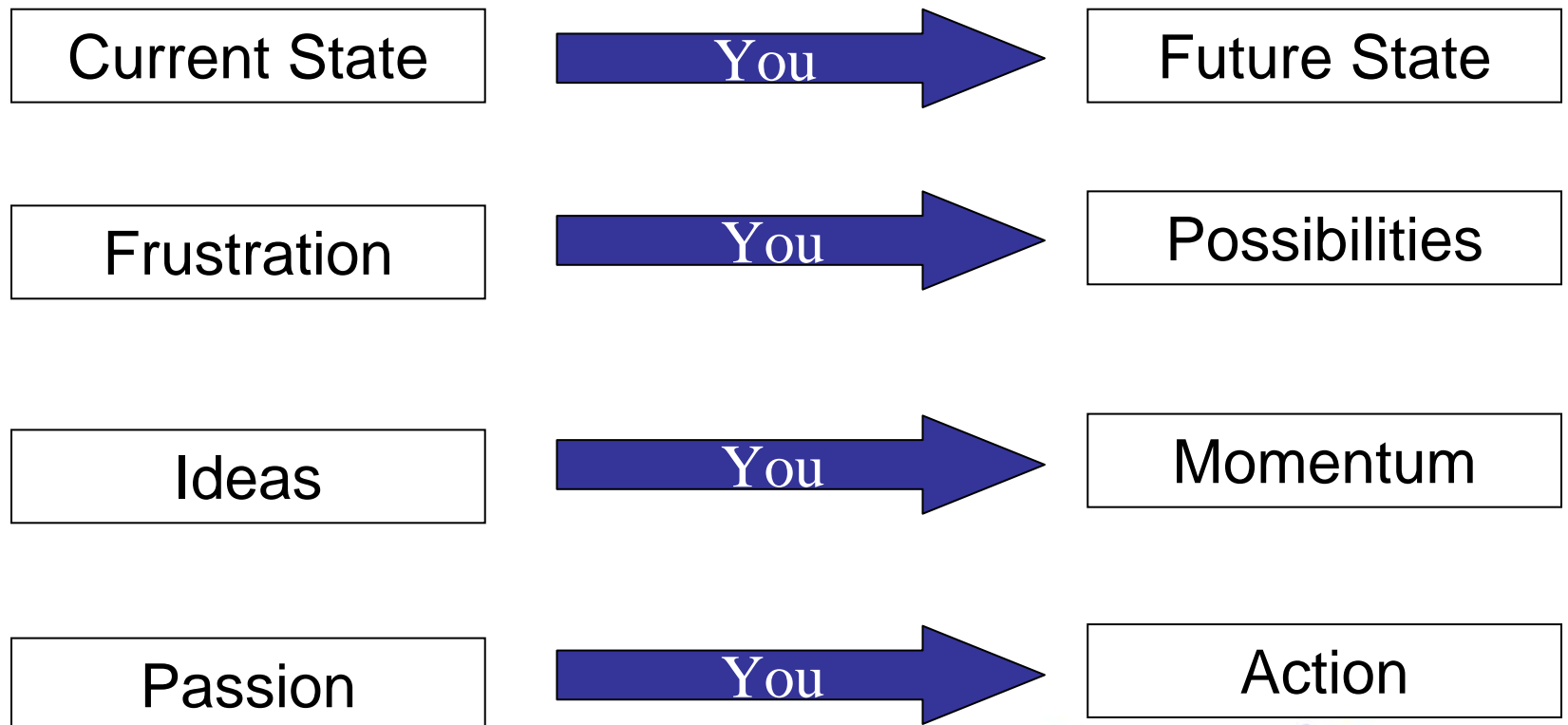
Nature
Fame
Integrity
Love
Fitness
Forgiveness
Fun
Friendship
Personal Growth
Generosity
Health
Authenticity
Honesty
Humor
Independence
Intimacy
Celebration
Nurturance
Diversity
Rest
Responsibility

Trust
Knowledge
Fairness/Justice
Balance
Risk-taking
Romance
Freedom
Simplicity
Closeness
Solitude
Spirituality
Tolerance
Wealth
Community
Empathy
Self-Expression
Support
Trust
Inspiration
Power

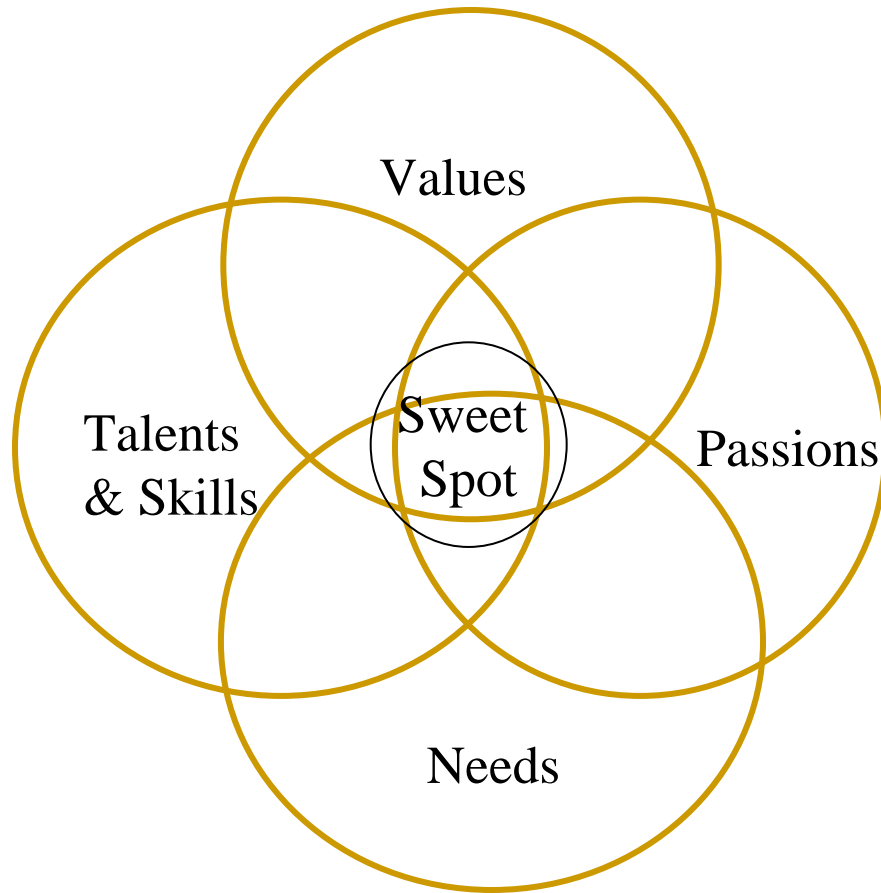
How do values Influence us?

- How do values guides our decisions?
Set priorities?
- How do you behave when someone supports your values? “Steps” on one of them?
- How congruent are your actions with your values? What have you done recently that supported or opposed one of them?

The Need for Positive Change At School, In Community, At Work

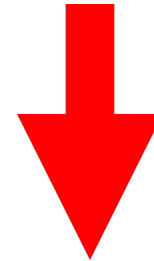


Your Personal Learning Model

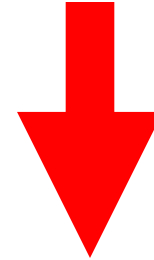


Steps in Journey

New Awareness



New Choices



New Actions



Leadership Styles and Situational Leadership

- ✓ Different leadership styles may be required in different situations, at different stages of group development, for different roles, or with different people.

- ✓ It is important to be aware of your natural leadership inclinations:
 - How these impact on others
 - Adjust when needed

Four different styles:



Analytical Leader



Driver Leader



Amiable Leader



Expressive Leader

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Character attributes of four styles:

Analytical

Need time to understand the big picture before making decisions

Often listens more than talks

Detail oriented

Driver

Quick to make decisions and act

Likes organization and efficiency

Natural delegator

Amiable

Team player

Attentive to group dynamics, relationship-builder

Potential conflict mediator

Expressive

Thinks out loud

Offers vision and imagination

Thinks outside the box

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ASSERTIVENESS

Which are you?



Analytical Leader



Driver Leader



Amiable Leader



Expressive Leader

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ASSERTIVENESS



1. Total the number of x's in each column
2. Label columns – L(eft), R(ight) of y-axis, A(bove), B(elow) x-axis
3. Draw a line down the middle and circle highest number on either side of line



Which are you? Did your position change?



L/A

Analytical Leader



R/A

Driver Leader



L/B

Amiable Leader



R/B

Expressive Leader

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ASSERTIVENESS



Challenges of working with other styles:

Analytical

Slow to act

May avoid conflict

Can be impersonal

Amiable

Can be overly
accommodating

Can be inattentive to task

Driver

Can rush process for other styles

Autocratic

Can be short sighted

Expressive

Can go off topic, overwhelm others

Escalate conflict

Can be a poor listener

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A S S E R T I V E N E S S

When working with other styles:

Analytical

- Be task oriented
- Be organized and factual
- Listen

Driver

- Pick up your pace
- Be clear about your goals
- Say what you think

Amiables

- Show interest in the human side of things
- Don't come on too strong
- Slow your pace

Expressives

- Co-operate with spontaneity
- Focus on the big picture
- Make personal contact

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ASSERTIVENESS

Leaders Of Tomorrow

Our Vision

*An engineering education
that is a lifelong foundation
for transformational leaders
and outstanding citizens*

We believe that:

- Everyone can and should be a leader
- Leadership can be learnt and taught
- Leadership should be part of an engineering education

In Closing:

- The world faces serious challenges many with technological aspects at their core
- The outcomes will be determined by decisions made over your lifetime
- It will also be a period of great change and opportunity for leaders
- Humanity has a great resilience and capacity to adapt to change

“The difference between what we are doing and what we are capable of doing would solve most of the worlds problems”

Mahatma Gandhi

APPENDIX E
CERTIFICATE PROGRAM OVERVIEW
AND LEARNING OBJECTIVES

Leaders of Tomorrow: Co-curricular Certificate Program

Level One

To address the world's complex problems and to lead change and innovation requires teamwork. No one person can lead alone – we must work together.

The emphasis of the Foundation Level of the Leaders of Tomorrow co-curricular Certificate will be on team skills. These skills include how to recognize our individual strengths and talents while also recognizing the differing strengths and talents of others, how to listen deeply, how to become more comfortable with uncertainty and ambiguity, how to facilitate a group, and how to recognize and address challenging group dynamics. Engineers often work in interdisciplinary teams and it is within teams that we learn the essentials of leadership. An emphasis on team skills will better prepare engineering students to meaningfully contribute as professionals and as global citizens.

The four workshops:

- 1. Discovering Your Leadership Strengths:** As a result of participating in this workshop students will:
 - ❖ Be introduced to the values and strengths of four leadership styles
 - ❖ Identify their preferred style (both the strengths and challenges)
 - ❖ Engage in dialogue about how to flex their style to accommodate and draw forth the strengths of other styles
 - ❖ Discuss the connection between self-awareness and leadership

- 2. How to Facilitate a Group:** As a result of participating in this workshop students will:
 - ❖ Identify the role of a facilitator and how a facilitator supports a group to do its best thinking
 - ❖ Learn four practical interventions to use when facilitating a group discussion or meeting
 - ❖ Practice these four techniques in small groups
 - ❖ Value the contributions of task-oriented group members and process-oriented group members
 - ❖ Discuss the connection between facilitation skills and leadership

- 3. Conflict Transformation:** As a result of participating in this workshop students will
 - ❖ learn the practice of listening for interests
 - ❖ practice five skills involved in active listening
 - ❖ apply a technique for raising a concern using I-statements
 - ❖ distinguish between reactivity and responsiveness
 - ❖ reflect on their own patterns/ beliefs/ feelings/ experiences with conflict
 - ❖ discuss the connection between conflict resolution skills and leadership

- 4. Diversity and Inclusivity in Teams:** As a result of participating in this workshop students will:
 - ❖ Explore issues of power and privilege
 - ❖ Reflect on their own social identity (gender, ethnicity, language, economic experience, ability) and how their identity has informed their perspective in the world
 - ❖ Learn techniques and principles to create more inclusive teams
 - ❖ Through case studies and scenarios, identify facilitation challenges related to respecting diverse points of view and fostering an inclusive team
 - ❖ Discuss how issues of diversity and inclusivity relate to leadership

APPENDIX F
CERTIFICATE PROGRAM
PRE- AND POST-SURVEY RESULTS

Engineering Co-Curricular Leadership Certificate

Pre-Program and Post-Program Survey Responses

On a scale 1 – 7, (1 being very little and 7 being very much) students were asked:

Survey Questions	Pre-Program Response Average	Post-Program Response Average
I feel confident in my ability to contribute leadership skills to a team.	4.8	6.0
I have a clear sense of the strengths that I bring to a team.	4.8	6.0
I am familiar with techniques that I can use to resolve conflict.	4.3	6.3
I am confident in my ability to facilitate a group/meeting.	4.7	6.2
I am quick to recognize the strengths of other group members when in a team.	4.7	5.8
I am a skilled active listener.	5.1	5.6
I am aware of how to create an inclusive team where all members despite gender, language, culture, physical ability, sexual preference – are valued for their viewpoints.	4.9	6.1
I consider my self a leader.	4.9	6.3

38 students completed the pre-survey and 18 students completed the post survey

APPENDIX G
CERTIFICATE PROGRAM POSTERS
(ADAPTED FROM 11X17)



LEADERSHIP
is about...

YOU

The Engineering
Co-Curricular
Leadership
Certificate

Application Deadline is
September 15, 2008
lot.engineering.utoronto.ca

LEADERS *of* TOMORROW

FACULTY OF APPLIED SCIENCE AND ENGINEERING, UNIVERSITY OF TORONTO



Leadership
is about your ...

JOURNEY

**The Engineering Co-Curricular
Leadership Certificate**

Level One 2008F: Four Workshops on Team Skills

Application Deadline:

September 15th, 2008

www.lot.engineering.utoronto.ca

LEADERS *of* TOMORROW

FACULTY OF APPLIED SCIENCE AND ENGINEERING, UNIVERSITY OF TORONTO



LEADERSHIP
is about...

TEAMWORK

**The Engineering Co-Curricular
Leadership Certificate
Level One 2008F: Workshops on Team Skills**

www.lot.engineering.utoronto.ca

LEADERS *of* TOMORROW

FACULTY OF APPLIED SCIENCE AND ENGINEERING, UNIVERSITY OF TORONTO



Leadership
is about...

VALUING DIVERSITY

**The Engineering Co-Curricular
Leadership Certificate**

Level One 2008F: Four Workshops on Team Skills

Application Deadline:

September 15th, 2008

www.lot.engineering.utoronto.ca

LEADERS *of* TOMORROW

FACULTY OF APPLIED SCIENCE AND ENGINEERING, UNIVERSITY OF TORONTO

APPENDIX H
LOT FACULTY WIDE EVENT POSTERS
(ADAPTED FROM 11X17)



Robin Sacks and Ellie Avishai present:

Who Could You Be in the World?

"Studies have demonstrated the effects of goal setting on achievement in just about every context including education, work, sports and personal life. How do your beliefs about yourself affect the goals that you set in your life? In this challenging workshop, we'll explore how beliefs can either help us or hold us back. We examine the concept of self-myths and we learn psychological tools that help us to create a set of powerful personal goals. "

Thursday, November 6, 2008

5:00 pm to 7:30 pm

The Bahen Centre, Rm. 2165

40 St. George Street

***NOTE:**

Space is limited to the first 30 students who register to:

lot.engineering@utoronto.ca

This workshop demands a high level of involvement from all participants.

First come first serve.

LEADERS *of* TOMORROW

FACULTY OF APPLIED SCIENCE AND ENGINEERING, UNIVERSITY OF TORONTO

HOW TO PLAN EVENTS AND PROJECTS EFFECTIVELY AS A GROUP

Come and learn about the key approaches to event planning including:

- Effectively setting realistic personal and team goals.
- Maximizing your team's effectiveness and minimizing conflicts during the planning process.
- Evaluating your plans ahead of time - logistics, finances, public relations and risk management.
- Avoiding the "little things" that can blow up into big problems on event day.



Presented by: DREW DUDLEY

Thursday, November 20
5:00 pm to 7:00 pm
200 College Street, Room 119
Wallberg Building
University of Toronto

Engineers for Future Generations



PROMISE

Join in an interactive discussion and feedback session on the student driven
"Promise for Future Generations."

This voluntary promise will unite members of the graduating engineering class in a common voice, calling for a change in the way we think. To quote a passage:

**"If I can do something to change this world, let me begin now. Today, I declare this promise.
Tomorrow, we shall face these challenges together."**

Come out to learn more, have your voice heard and to join the movement!

Refreshments will be provided

Thursday, November 27 • Galbraith Building Room 217 • 6:00 – 8:00

LEADERS *of* TOMORROW

FACULTY OF APPLIED SCIENCE AND ENGINEERING, UNIVERSITY OF TORONTO

Engineers for Future Generations



PROMISE

Join in an interactive discussion and feedback session on the student driven
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"If I can do something to change this world, let me begin now. Today, I declare this promise.
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Refreshments will be provided

Thursday, November 27 • Galbraith Building Room 217 • 6:00 – 8:00

LEADERS *of* TOMORROW

FACULTY OF APPLIED SCIENCE AND ENGINEERING, UNIVERSITY OF TORONTO

APPENDIX I

OATH FOR FUTURE GENERATIONS - DRAFT

The Preamble

I, _____, graduand of the Bachelor of Applied Science in Civil Engineering at the University of Toronto, **believe** that all generations should have the opportunity to enjoy the bountiful world that I have come to know.

I **believe** that all life is precious and inseparable from the environment, and that the well being of humanity is dependent on the condition of this Earth.

I **believe** in the worth and dignity of all people, present now and in the future.

I **believe** that the consequences of humanity's decisions can threaten the ability of future generations to meet their needs, to fulfill their dreams, and to determine their destinies.

As an engineer and a citizen of the world, I **know** there are better paths.

My journey, a product of my choices, shall not be bound by the practices of the past. Guided by the best foresight that our understanding can provide, together we shall find responsible solutions that will make future generations **proud**.

If I can do something to change this world, let me begin **now**. Today, I declare this promise. Tomorrow, we shall face these challenges together.

To this end, and in addition to complying with the ethical standards established by my profession, I **promise** to uphold to the best of my abilities the principles outlined in the five Articles herein.

The Articles

Article I

Each generation has the right to inherit a healthy Earth where they can develop their culture and social bonds as a member of one intergenerational family, and each generation has a corresponding responsibility to accord a similar right to future generations.

Article II

All generations, sharing in the estate and heritage of the Earth, have a duty as trustees for future generations to use resources with forethought and responsibility, to honour life on Earth and to foster human freedom.

Article III

In fulfilling the duty owed to future generations, it is the paramount responsibility of each generation to be prudent and constantly vigilant to ensure that biodiversity and the balance of nature are respected.

Article IV

All appropriate measures shall be taken to ensure that the rights of future generations are protected and not sacrificed for the expedience and convenience of the present generation.

Article V

The rights of future generations have a claim on the conscience of all peoples. To develop a culture that promotes respect for individuals, society, and the environment, every person is challenged to imaginatively implement these principles as if in the very presence of those future generations whose rights we seek to perpetuate.

APPENDIX J
APS 501 COURSE SYLLABUS
BY PROF. DAVID COLCLEUGH

Syllabus: APS 501H1F – Leadership and Leading for Groups and Organizations

This course reflects the Faculty's commitment to promoting the development of leadership skills and attributes in engineering students. The course will be presented by a former President of both the DuPont Company in Canada and in Asia-Pacific, with involvement from the Faculty Leadership Development Office.

The course will draw upon extensive leadership experience in the DuPont Company and various leadership theories and practices. The content covers a wide range of topics from self-leadership to setting strategic direction to implementing change in the business enterprise. The concepts presented will be useful for aspiring leaders of large and small organizations and both profit and not-for-profit organizations.

Students will gain skills and competencies in thinking frameworks applied to leadership, creation of vision and mission statements, understanding leadership character attributes, and effective teamwork, among others.

The course will consist of lectures and reading group discussions (RGDs), in-class discussions and exercises, as well as weekly written assignments and a group project and a final paper.

Instructor:

Professor David Colcleugh
Faculty of Applied Science and Engineering
Email - colcleugh333@rogers.com

Assistant:

Deborah Peart: deborah.peart@utoronto.ca

Leadership Development Coordinator:

Annie Simpson: annie.simpson@utoronto.ca

Teaching Assistants:

Zoe Coull: zoe.coull@utoronto.ca

Angela Tran: angela.tran@utoronto.ca

Faculty Leadership Development Office – Wallberg 240

Course Website:

Enter course website through the University of Toronto Portal at: <https://portal.utoronto.ca>

Instructor Availability:

By appointment by email to the Instructor.

Mondays 8-12noon in Wallberg 240 (appointment must be made no later than Friday of the preceding week)

Marking Scheme:

Participation and Attendance: 15%

Reflection Questions: 30%

Final Paper: 25%

Group Interview Project: 30%

Required References: Course readings and reflection questions will be posted each week on the course website.

Late Assignment Policy:

The Group Interview Project and Final Paper will be accepted up to one week after the deadline. Any assignments handed in during this week will have 10% per day deducted from the mark. Responses to weekly reflection questions are due at the beginning of each lecture only and are not accepted beyond this time.

Requesting Extensions:

Please approach the Instructor in advance of the deadline if extensions are needed due to situations such as family emergencies, illness, and other situations out of your control.

Students with Special Needs:

Please approach the Instructor to discuss.

Outline: APS501H1F – Leadership and Leading for Groups and Organizations

**Please note that this is a general outline for the semester. The schedule may shift to account for students’ heightened interest in certain topics and other scheduling issues.

Date	Section	Topics	Readings	Break-Out	RGDs
1 Sept 8	A: Leadership and Leading I	<ul style="list-style-type: none"> • Course Introduction and Review of Syllabus • Everyone a Leader 	“A Personal Leadership Story” by David Colcleugh		
2 Sept 15 <i>Choose Interviewee Preferences</i>	A: Leadership and Leading II	<ul style="list-style-type: none"> • Leadership Styles • What we admire in a leader • Leadership vs. Management 	Harvard Business Review HBC Classic 1992 “Managers and Leaders – Are They Different?” by Abraham Zaleznik	Facilitation	Sept 16 Leaders and Managers
3 Sept 22 <i>Interview Groups Assigned</i>	A: Leadership and Leading III	<ul style="list-style-type: none"> • What successful leaders think about and do <p><i>Before lecture, Prof. Reeve will speak about “Interview Etiquette”</i></p>	“A Force for Change” by John P. Kotter Chapter 5 – Motivating and Inspiring	Emotional Intelligence	Sept 23 Motivating and Inspiring
4 Sept 29	B: Realizing your Potential as a Leader of “Self” I	<ul style="list-style-type: none"> • Defining Self Leadership and Leading • Self Leading Framework: Function, Being, Will • Thinking completely and effectively 	Components of Thought Framework	Myers-Briggs	Sept 30 Thinking as a Skill
5 Oct 6	B: Realizing your Potential as a Leader of “Self” II	<ul style="list-style-type: none"> • Other important Self-Leadership skills/tools 	Harvard Business Review 1998 “What Makes a Leader” by Daniel Goleman		
6 Oct 20	C: Providing direction, Leading change I	<ul style="list-style-type: none"> • Direction • Change • Values 	<p>“A Force for Change” by John P. Kotter Chapter 4 – Aligning People</p> <p>“Leadership Challenge 3rd Edition” by Kouzes and Posner, pp. 45-51</p> <p>DuPont Company Core Values</p>	Personal Values and Mission Statement	Oct 21 Aligning People
7 Oct 27	C: Providing direction, Leading change II	<ul style="list-style-type: none"> • Vision • Mission 	“Leadership Challenge 3 rd Edition” by Kouzes and Posner, pp. 111-130	Future State Planning	
8 Nov 3	Group Interview Presentations, <i>Group Interview Paper and Transcript Due</i>				
9 Nov 10	C: Providing direction, Leading change III	<ul style="list-style-type: none"> • Strategy • Culture 	“Corporate Cultures – Rites, Rituals of Corporate Life” by Terence Deal, Allen Kennedy, pp. 3-19		Nov 11 Integration and Reflection of Interviews
10 Nov 17	D: Implementing Change Action/Results	<ul style="list-style-type: none"> • Implementation of Change Framework 	“Execution – the Discipline of Getting Things Done” by Larry Bossidy, Ram Charan, pp. 57-84		

	Date	Section	Topics	Readings	Break-Out	RGDs
11	Nov 24	E: Leading the Business Enterprise	<ul style="list-style-type: none"> • Definition of Business, Organization, Enterprise • Leaders role in a business enterprise 	“Execution – The Discipline of Getting Things Done” by Larry Rossidy, Ram Charan, pp. 109-137		
12	Dec 1 <i>Final Paper Due</i>	E: Leading the Business Enterprise II	<ul style="list-style-type: none"> • A Case Study: DuPont Canada • Course Review 			

Assignments

Participation 15%

Your active participation in large and small groups is necessary for the course to be a meaningful experience. Attendance will be taken each class and reading group discussion (RGDs). Course assignments are based on course material so it is important to attend all sessions.

In class, you will be given a mark for participation each week ranging from 0-2. Marks will be assigned as follows: 0=did not attend, 1=attends and participates minimally, 2=attends and actively participates

The purpose of the RGDs is to provide a forum for discussing the assigned reading and reflecting in depth on how it applies personally to the student. Students will work in groups of 4 with a rotating Chair and follow the agenda provided for each session. The general format will be as follows:

- The TAs will introduce the material and start an RGD with a quick class discussion (5-10 mins).
- Groups will discuss the main issues from the reading and each group member will be given the opportunity to talk with their peers about their own ideas, thoughts and experiences (20-25 mins).
- Each assigned Chair will give a short (1-2 mins), informal presentation to the class on the group discussion. This can either cover a general summary or can go into depth about a particular topic of interest. All members of the group will contribute to writing the presentation.

Students are expected to come to each session and to come prepared. A participation grade will be given by the TAs based on the students' attendance and the short presentations.

Reflection Questions 30%

Reflection questions will be assigned every week at the end of class. Reflection questions are due at the beginning of the following class, before the lecture begins. They will not be accepted after this time. They are not to be submitted electronically.

Reflection questions will be returned to students within two weeks of submission. Entries should be typed, double-spaced, and up to a maximum of 250 words in length. These questions offer an opportunity to reflect on topics and concepts covered in the course and to explore your own leadership ideas and development. Some weeks the assignment will involve answering questions based on readings and lecture, other weeks the assignment will be reflective questions related to leadership for you to answer from your own perspective and experience.

Marks will be assigned as follows: 0=not submitted on time, 1=done poorly (very little effort, thought, or depth), 2=done well (understand course content), 3=excellent (not only do you understand the course content but you are able to reflect on it and comment on what it means to you)

Group Interview 30%

Students will be given the opportunity to gain insight into different leadership styles by interviewing top role model leaders from industry, politics and non-profit organizations.

Students will be split into groups of 4-5 and assigned a role model leader depending on their top 5 choices from a list provided in Week 2. The groups will form interview questions which will reflect themes given from the course material. The group will be responsible for organizing and conducting the interview.

Marks will be assigned as follows:


- Each group will submit a Group Interview Paper (10%) which will include the interview transcript and a group reflection on the entire process.
- Each group will give an Interview Presentation (20%) where communication skills and insight will be assessed by the course instructors and their peers.
- Students must attend a reflection session on the week following the presentation ('Integration and Reflection of Interviews') to discuss the different leadership styles encountered. Your participation will be evaluated.

Final Paper (25%)

The final paper is an opportunity to pull together the course content, the information from the interviewing process and the students own reflection and experience. The student will submit a report (6-8 pages, not to exceed 2000 words) which will demonstrate their understanding of leadership and what they will do to develop themselves as a role model leader.

APPENDIX K

LOT WORKSHOPS BROCHURE



LEADERS *of* TOMORROW

One of the Faculty's goals is to empower students to realize their leadership potential while at the University of Toronto and thereafter. Our vision is: "An engineering education that is a life-long foundation for transformational leaders and outstanding citizens." The Leaders of Tomorrow program offers interested students the opportunity to develop their leadership skills through workshops and special events facilitated by the Engineering Leadership Development Office.

LEADERSHIP DEVELOPMENT WORKSHOPS

Self-Leadership

Effective leadership begins with knowing who you are and becoming more aware of your strengths, limitations and assumptions. The LOT office can customize a self-leadership workshop for you depending on your group's needs. Topics may include:

- Myers-Briggs Personality Types
- Emotional Intelligence
- Personal Values and Integrity
- Discovering your Personal Mission.

Discovering Your Leadership Strengths

We all bring different strengths to a team. In this workshop participants are introduced to four different leadership styles and discover their preferred style. Participants share the way their style manifests itself and what they can do to "flex" for other styles. A Team Challenge provides an experiential component to this workshop, and offers plenty of fodder for group discussion and personal reflection.

Conflict Transformation Level 1

Conflict can be transformed into an experience where relationships are strengthened – if you have the right skills! In this workshop participants practice active listening techniques and other conflict transformation skills. These are skills that can help to build stronger professional and personal relationships, and give participants the confidence to raise concerns constructively.

Conflict Transformation Level 2: Mediation Skills for Leaders

Building on level 1, students will learn how to mediate conflict between others – an important life skill and professional asset.

Getting off to the Right Start with your Teams

This workshop offers practical skills, based on team theory, for building a positive and inclusive group atmosphere. Participants practice writing group guidelines and discuss key group values. This workshop is particularly relevant for students involved in a team project who would like to get off to a good start.

Facilitation Skills for Aspiring Leaders

Have you ever Chair-ed a meeting or led a team? Have you ever been part of a group where one person did most of the talking, or where no one listened to each other? Do you want to learn how to facilitate energizing conversations? In this workshop you will learn and practice 4 techniques for effectively facilitating a group.

Emotional Intelligence and Leadership

Wondered what all this EQ stuff is all about? Not sure how emotions are connected to leadership? Want to learn more about what makes you tick? In this workshop you will learn about the skills involved in emotional intelligence and how it can enhance your leadership.

Diversity and Inclusivity in Team Settings

Our cultural and social identities are complex, varied and can influence our behaviour as well as our processes in groups. But how do these identities affect relationships and one's sense of belonging? Understanding how cultural diversity impacts people in group settings can be an important part of creating an inclusive and welcoming environment. This workshop will use reflective and participatory practice to provide participants with some insights into why awareness of identity and development of inclusive, culturally-sensitive practice can help to build constructive relationships despite differences.

CURRICULUM INFUSION LECTURE SERIES

1. Engineering Leadership
2. Discovering your Leadership Potential
3. Leading in Teams
4. Developing Vision
5. Leadership and Citizenship
6. Reflection and Personal Growth