



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

Personal Development & Mastery



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

Who are you as a leader?

What are your strengths and values?

What are you consciously working to improve about yourself?

Who do you want to become in the future?

A strong foundation for personal development involves uncovering and reflecting on your core values. Values are deeply-held beliefs about ourselves and the world that influence all of our actions. They are like a moral compass that helps us understand our “gut feel” on what we should do in different situations.

Personal development is a commitment to continuous improvement in everything you do. It means uncovering your own intrinsic motivations and inclinations.

EXERCISE: Determining your CORE values.

This is a powerful exercise that is best done alone in a quiet space.^{1&2} First, read through the list of values below, and put a star beside the ones that mean the most to you.

Accomplishment, Success	Content over form	Family	Knowledge
Accountability	Continuous improvement	Family feeling	Leadership
Accuracy	Cooperation	Flair	Love, Romance
Adventure	Coordination	Freedom	Loyalty
All for one & one for all	Creativity	Friendship	Meaning
Beauty	Customer satisfaction	Fun	Merit
Calm, quietude, peace	Decisiveness	Global view	Money
Challenge	Delight of being, joy	Good will	Openness
Change	Democracy	Goodness	Patriotism
Cleanliness, orderliness	Discipline	Gratitude	Peace, Non-violence
Collaboration	Discovery	Hard work	Perfection
Commitment	Diversity	Harmony	Personal Growth
Communication	Ease of Use	Honesty	Pleasure
Community	Efficiency	Honor	Power
Competence	Equality	Improvement	Practicality
Competition	Excellence	Independence	Preservation
Concern for others	Fairness	Individuality	Privacy
Connection	Faith	Inner peace, calm, quietude	Progress
	Faithfulness	Innovation	Prosperity, Wealth
		Integrity	Punctuality
		Intensity	Quality of work
		Justice	Regularity

Reliability	Self-reliance	Standardization	Tolerance
Resourcefulness	Self-thinking	Status	Tradition
Respect for others	Service (to others, society)	Strength	Tranquility
Responsiveness	Simplicity	Succeed; A will to-	Trust
Results-oriented	Skill	Success,	Truth
Rule of Law	Solving Problems	Achievement	Unity
Safety	Speed	Systemization	Variety
Satisfying others	Spirit in life (using)	Teamwork	Wisdom
Security	Stability	Timeliness	
Self-givingness			

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Now, narrow the list to your top ten values. Notice which ones are easier to cross out, and which you have a hard time crossing out.

Now, narrow the list down to your top five values. Pay attention to the dialogue in your own head: are you combining values? Do you feel guilty?

Finally, determine your top three core values.

For each of the three values, think hard about a time in the last two weeks when your actions were guided by that value. Is this easy or hard?

In addition, try to remember times when your actions didn't match that value, and what your emotional state was like at that point.

These core values help you make tough decisions, understand your reactions to different people and conversations, and even find common ground with someone with whom you disagree.

¹Center for Ethical Leadership: <http://www.ethicalleadership.org/Self%20Guided%20Core%20Values%20Exercise.pdf>

²Roy Posner: <http://guruset.com/Guruset/Personal/Topics/Values.htm>