



### 3M Student Fellowship Worksheet

How do you fit into the three “C” framework of leadership: what is your character, what are you competent in, and how are you committed?

- Character defines what a leader **will** do – list the traits, qualities and behaviours that relate to what you value. Illustrate your honesty, integrity, and authentic nature.

Traits, qualities, behaviour	Values	Examples

- Competencies define what a leader **can** do – four types: business, organizational, strategic, and people competencies. Business competencies are having the technical knowledge and abilities to execute the project. Organizational competencies are decision making skills and creating culture. Strategic refers to long-term vision and the ability to understand the broader context. People competencies include being able to relate to and motivate others, and build teams.

Competency types	What you have done
Business	
Organizational	
Strategic	
People	

- Commitment – expressed as: sacrifice, achievement, motivation, sharing credit, taking responsibility for failures, going beyond the personal and doing what is best for the project/organization.

Take the above and link to what is important in academia today: collaboration, interdisciplinarity, transformation and diversity. As well, explain the following: how you are willing to take chances, your ethical behaviour, and provide examples of your integrity, accountability, mentorship, and dedication to excellence.

Keep these keywords in mind as you build your leadership narrative but only use the words that are applicable to you in order to keep your narrative authentic:

Sociable      assertive      positive      organized      dependable      curious creative  
informed      self-reflection      reciprocity      civic engagement      communication skills  
creative thinking      team-working      management skills      advocate      steward  
advising      teaching      coaching      challenging      questioning      nurturing  
learning      inspiring      dedication      engaging      originality      open-mindedness  
energy      social responsibility      gratitude      generosity      humanity      zest      vigour  
persistence      self-directed      motivator      selfless      interpersonal skills

From: Mazutis, D. D., Morris, Z., & Olsen, K. (2011). *Leadership at the graduate studies and postdoctoral levels: A research study presented to the Vanier Canada Graduate Scholarship Program, Social Sciences and Humanities Research Council (SSHRC) Government of Canada* by the Ian O. Ihantowycz Institute for Leadership, Richard Ivey School of Business, University of Western Ontario.