

TRUE NORTH LEADERSHIP AT 1440 MULTIVERSITY MONDAY, NOV. 13 – FRIDAY, NOV. 17, 2023

Important Note: Attendance is required for all sessions listed in the Program Schedule.

Table of Contents

- Page 1 — Overview (this page)
- Page 2 — Program Schedule
- Page 3 — Pre-Work Reading and Assignments
- Page 6 — Leadership Circles

Program Start and Conclusion

- The program will start in Redwood Auditorium at 3:00 p.m. sharp on Monday, Nov. 13, with registration and room check-in starting at noon.
Please arrange your transportation to be sure to arrive in time, accounting for possible travel delays.
- The concluding session of the program will end at Noon sharp on Friday, Nov. 17.
Please arrange your transportation home to be sure that you are on campus for the full program, leaving 1440 Multiversity no earlier than Noon on Friday.

Program Purpose

True North Leadership at 1440 Multiversity (TNL) is a professional development program based on the principles and philosophies of authentic leadership. Our goal is for participants to further develop as leaders of organizations and to embark on paths of personal development that include active self-care and contemplative practices. TNL requires curiosity and reflection from participants, along with openness and sharing in all program activities. The leadership concepts used in this program will be immediately useful for participants and applicable for the rest of their lives.

Intellectual Premise and Program Concepts

The fundamental premise of TNL is that leaders who know themselves well and consciously develop their leadership abilities throughout their lifetimes will be more effective and successful leaders — and will lead more satisfying and fulfilling lives. TNL will provide participants with many ideas, techniques, and tools to assist in their leadership development journeys, exploring concepts such as lifelong leadership development, leadership crucibles, discovering your authentic self, building support teams, leadership style and power, integrated leadership, purpose-driven leadership, and knowing your principles, values, and ethical boundaries.

Leadership Circles

Each participant will be assigned to a small-group Leadership Circle (LC) which will meet following each full-group session. The LCs enable participants to discuss personal materials in a more intimate group setting and encourage a higher level of openness and reflection than may be possible in the larger group setting. LCs will be facilitated by a Teaching Fellow who has gone through TNL before.

PRE-WORK READING AND ASSIGNMENTS

- Read the book *True North – Emerging Leader Edition* in its entirety before the program begins.
- Complete the entire *True North Fieldbook – Emerging Leader Edition*, all sections and exercises.
- Complete the additional assignments described on pages 3-6.
- Write a one-page memo to yourself about the things you hope to gain from this week and email it to Bill George and Scott Kriens at bill@bpgeorge.com and scott@1440.org (by Monday, October 30, 2023).

As noted previously, the pre-work for the program is critical and will likely take 25-40+ hours total.

TRUE NORTH

LEADERSHIP

PROGRAM SCHEDULE

Important Note: Attendance is required for everything on this schedule.

Monday, November 13

3:00 – 3:30 p.m.	Welcome & Introduction to Leading an Authentic Life	Scott Kriens & Bill George
3:30 – 5:00 p.m.	Session I: Life Story	Scott Kriens
5:00 – 5:30 p.m.	Introduction to Leadership Circles	Scott Kriens
5:30 – 7:30 p.m.	Opening Reception & Dinner	
7:30 – 9:30 p.m.	Leadership Circle I: Circle Contract & My Life Story	Leadership Circles

Tuesday, November 14

7:00 – 8:00 a.m.	Breakfast	
8:15 – 8:30 a.m.	Introduction to Qigong	
8:30 – 10:00 a.m.	Session II: Crucibles	Bill George
10:30 a.m. – Noon	Leadership Circle II: My Greatest Crucible	Leadership Circles
Noon – 1:30 p.m.	Lunch	
1:30 – 3:00 p.m.	Session III: Self-Awareness and Introspection	Michelle Maldonado
3:30 – 5:00 p.m.	Leadership Circle III: Self-Awareness and Introspection	Leadership Circles
6:00 – 7:30 p.m.	Dinner	
7:30 – 8:30 p.m.	Evening Program — Sound Bath	

Wednesday, November 15

7:00 – 8:00 a.m.	Breakfast	
8:15 – 8:30 a.m.	Guided Meditation	
8:30 – 10:00 a.m.	Session IV: Values and Sweet Spot	Bill George
10:30 a.m. – Noon	Leadership Circle IV: Values and Sweet Spot	Leadership Circles
Noon – 1:30 p.m.	Lunch	
1:30 – 3:00 p.m.	Session V: Leading with Purpose	Michelle Maldonado
3:30 – 5:00 p.m.	Leadership Circle V: Leading with Purpose	Leadership Circles
6:00 – 7:30 p.m.	Dinner	
7:30 – 9:00 p.m.	Evening Program — Faculty Fireside Chat	Scott, Michelle, and Bill

Thursday, November 16

7:00 – 8:00 a.m.	Breakfast	
8:15 – 8:30 a.m.	Guided Breathwork	
8:30 – 10:00 a.m.	Session VI: An Integrated Life as a Moral Leader	Bill George
10:30 a.m. – Noon	Leadership Circle VI: An Integrated Life as a Moral Leader	Leadership Circles
Noon – 1:30 p.m.	Lunch	
1:30 – 3:00 p.m.	Session VII: Energy and Empowerment	Scott Kriens
3:30 – 5:00 p.m.	Leadership Circle VII: Energy and Empowerment	Scott Kriens
5:15 – 6:00 p.m.	Healthy Eating Kitchen	
6:00 – 8:30 p.m.	Closing Reception & Dinner	

Friday, November 17

7:00 – 8:00 a.m.	Breakfast	
8:30 – 10:15 a.m.	Final Leadership Circle VI: Personal Leadership Development Plans	Leadership Circles
10:30 a.m. – Noon	Concluding Session, “Leading Toward a Better World”	Scott Kriens & Bill George
Noon – 1:00 p.m.	Optional Lunch, with To-Go Boxes Available	

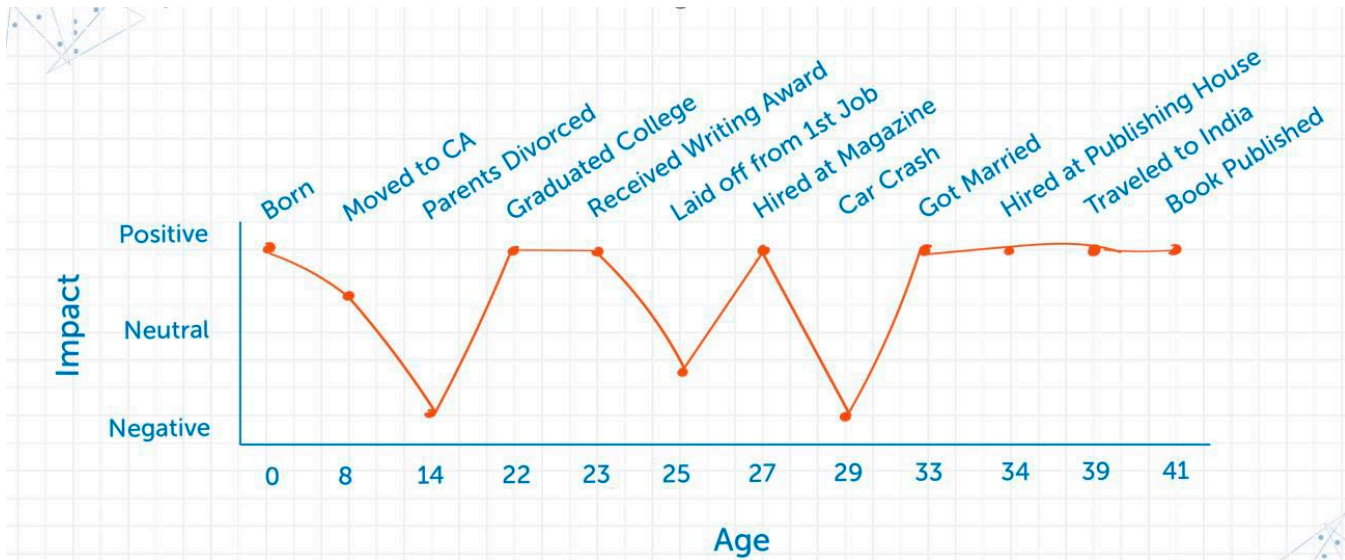
Plus optional/additional 1440 Signature Classes — schedule to be shared upon arrival.

PRE-WORK READING AND ASSIGNMENTS

1. Read the book *True North – Emerging Leader Edition* in its entirety before the program begins.
2. Complete the entire *True North Fieldbook – Emerging Leader Edition*, all sections and exercises.
3. Complete the additional assignments described below.
4. Write a one-page memo to yourself about the things you hope to gain from this week and email it to Bill George and Scott Kriens at bill@bpgeorge.com and scott@1440.org (by Monday, October 30, 2023).

MONDAY: LIFE STORY (SCOTT KRIENS)

1. Read Chapter 1 of *True North – Emerging Leader Edition* and complete the exercises in Chapter 1 of *True North Fieldbook – Emerging Leader Edition*.
2. Using the chapter titles of your life that you developed in Chapter 1 of the Fieldbook, create a “Lifeline Chart,” as described below.
 - X Axis: On graph paper or plain paper chart your chapter headlines vertically across the top of the page, then the age you were at that time directly below at the bottom.
 - Y Axis: Put a dot between the headline and your age indicating the neutral, positive, or negative impact the headline had on you and your life. Draw a line connecting the dots. Observe the ups and downs of your headlines, and reflect on their flow over the course of your life.



3. Read: [Starbucks New CEO Brews Coffee at Stores to Prepare for Role](#)
4. Watch (3 Videos): [Schultz on the Memo and Coming Back](#) (12:30-13:58); [Bernie Saunders attacks Howard Schultz for Being Anti-Union](#) (0:00-4:00); and [Laxman Narasimha as Barista](#)
Consider the following questions:
 - How would you link Schultz' life experiences to how he's led Starbucks?
 - Do you believe that Schultz effectively balanced the dual goals of sustaining Starbucks' growth and staying true to its authentic roots as a unique local coffeehouse?
 - How would you “connect the dots” between your early life and the challenges you face as a leader in your professional life?
 - What are your dreams and your fears in taking on greater leadership roles?

PRE-WORK READING AND ASSIGNMENTS (*continued*)

TUESDAY: CRUCIBLES (BILL GEORGE)

1. Read Chapters 2 and 3 of *True North – Emerging Leader Edition* and complete the exercises in Chapters 2 and 3 of *True North Fieldbook – Emerging Leader Edition*.
2. Watch: [First 28 minutes of video of Ping Fu at Google](#)
Consider the following questions:
 - How was Ping Fu able to overcome the adversity of her early years and become so successful?
 - How did Ping use her crucible experience to shape her career and her leadership philosophy?
3. Thinking about the story about Nelson Mandela in *True North Emerging Leader Edition* (pp. 163-166), consider the following questions:
 - What enabled Nelson Mandela to forgive his captors after 27 years as a political prisoner?
 - In thinking about your crucible experience, how can you reframe it in positive terms as an opportunity for learning and growth?

TUESDAY: SELF-AWARENESS AND INTROSPECTION (MICHELLE MALDONADO)

1. Read Chapter 4 of *True North – Emerging Leader Edition* and complete the exercises in Chapter 4 of *True North Fieldbook – Emerging Leader Edition*.
2. Read: [How Satya Nadella’s Family Helped Him Become a Successful Leader](#)
[McKinsey: Lessons in Leadership and Well-Being](#)
[Huffington Post: Vulnerability Is Power](#)
3. Consider the following questions:
 - Think of a time when you lacked self-awareness. Looking back on your experience, what caused you to do so? What did you learn from the experience?
 - What regular practices do you have to improve your self-awareness?
 - What do you do to relieve your stress?
 - How do you contribute to creating psychological safety at work, and in your life?

WEDNESDAY: VALUES AND SWEET SPOT (BILL GEORGE)

1. Read: Chapters 5 and 6 of *True North – Emerging Leader Edition* and complete the exercises in Chapters 5 and 6 of *True North Fieldbook – Emerging Leader Edition*.
2. Read: [A Courageous Leader Triggers a Moral Revolt of CEOs](#)
[Merck CEO Ken Frazier on Death Row Cases & the Corporate Soul](#)
[Target Pride backlash adds to sales woes as culture wars rage in corporate America](#)
3. Consider the following questions:
 - Was Ken Frazier correct to resign from President Trump’s American Manufacturing Council? How did Frazier’s crucibles early in his life shape his career, his values, and his decisions?
 - As CEO of Citibank, did Sallie Krawcheck do the right thing to go over the CEO’s head to the board to return funds to clients? Was it worth it to sacrifice her prestigious job?
 - Did Target’s Brian Cornell make the right decision to remove certain items from its PRIDE collection after customers threatened its employees?
 - What values do you hold so dear that you are willing to lose your job to stay true to them?
 - What qualities make Warren Buffett the most successful investor of our era?
 - Are you currently in a position that is your Sweet Spot? Does it use your greatest strengths and are you highly motivated by it? If not, what would it take to find yourself in your Sweet Spot? What sacrifices might you have to make?

PRE-WORK READING AND ASSIGNMENTS (*continued*)

WEDNESDAY: PURPOSE (MICHELLE MALDONADO)

1. Read Chapter 9 of *True North – Emerging Leader Edition* and complete the exercises in Chapter 9 of *True North Fieldbook – Emerging Leader Edition*.
2. Read: [From Purpose to Impact](#)
Consider the following questions:
 - What are you passionate about and how does that influence your thinking about the purpose of your leadership?
 - What kind of legacy would you like to leave behind at the end of your days?

THURSDAY: AN INTEGRATED LIFE AS A MORAL LEADER (BILL GEORGE)

1. Read: Chapter 7 and 13 of *True North – Emerging Leader Edition* and complete the exercises in Chapter 7 and 13 of *True North Fieldbook – Emerging Leader Edition*.
2. Read: [We “Leaned In” to Our Marriage – Equally](#)
3. **Special Assignment:** Examine each area of your life (personal life, family, friendships, and community) and describe what is most important to you in each. Write a short essay on how each of these areas contributes to or detracts from your leadership. Describe a situation in which your needs came into conflict and how you resolved this conflict. What would you do differently in the future? Describe how you can deal with the conflicts and sacrifices of leadership and bring together all aspects of your life to be an integrated leader.
4. Consider the following questions:
 - How effective are you in balancing your personal life and your professional life? What tradeoffs are you making, and what factors do you consider in making them?
 - Are you able to be the same person at work, at home, and in your community and behave in the same ways, or do you feel a need to act differently in these different environments? Do you ever feel like you have to wear a mask not to show who you really are?
 - Do you consider yourself a moral leader who upholds your values, exemplifies integrity, and demonstrates courage? In your actions and behaviors are you a role model for others?
 - How are you helping others to become moral leaders?
 - What specifically are you doing to make your organization, your community, and this world a better place for everyone?

THURSDAY: ENERGY AND EMPOWERMENT (SCOTT KRIENS)

1. Read: [Manage Your Energy, Not Your Time](#)
2. Consider the following questions:
 - What do you do that you’ve found to be most effective in leading and empowering others?
 - What do you do that is un-empowering or detracts from your leadership of others?
 - What feedback have you received from your subordinates and peers about your style of empowering others?
 - Are you an “energizing” leader, who invigorates people — or an “enervating” leaders, who drains energy and vitality from others?

FRIDAY: CONCLUDING SESSION, “LEADING TOWARD A BETTER WORLD” (BILL GEORGE & SCOTT KRIENS)

In our final session we will meet as a group in Sanctuary. Each participant will have the opportunity to share what they learned this week — and how they plan to deploy their learning to becoming a better leader and to make this world a better place for everyone.

LEADERSHIP CIRCLES

Each participant will be assigned to a small-group Leadership Circle (LC) which will meet following each full-group session. The LCs enable participants to discuss personal issues in a more intimate group setting and encourage a higher level of openness and reflection than may be possible in the larger group setting. LCs will be facilitated by a Teaching Fellow who has gone through TNL before. Following are the discussions and goals for each of your Leadership Circle discussions during the week.

Monday: Leadership Circle I — Contract & My Life Story (*True North Fieldbook Chapter 1*)

At the first LC meeting, begin by reviewing “Form a Leadership Discussion Group” in the Fieldbook (pp. 225-227). Review and discuss the guidelines and make any additions or clarification desired by the full group. Each member of the LC should sign the contract that establishes norms for your group. Once the contract is completed, each member of the LC will share their life story with the members of the LC, using the Lifeline Chart to help tell your story.

Tuesday: Leadership Circle II — My Greatest Crucible (*True North Fieldbook Chapter 2*)

Describe your crucible to your group, and what you learned from it. Describe how you can reframe your crucible as an opportunity for personal growth. Ask your group members to share their experiences. In listening to the members of your LC describe their crucibles, see what you can learn from their experiences as well. In this session, it is extremely important to follow all the guidelines in the contract you signed the first day, especially those related to openness, trust, confidentiality, and non-judgmental feedback.

Tuesday: Leadership Circle III — Self-Awareness & Introspection (*True North Fieldbook Chapter 4*)

Discuss your self-awareness, your hidden areas, and your perceived blind spots, and to ask your group members for feedback. Describe a situation in which you displayed a lack of self-awareness and what you learned from this experience. As a group, discuss ways to improve your self-awareness.

Wednesday: Leadership Circle IV — Values & Sweet Spot (*True North Fieldbook Chapters 5+6*)

Discuss your values, leadership principles, and ethical boundaries — and your prioritization of each of them. Describe a situation in which you violated your values and what you learned from the experience. Discuss your intrinsic and extrinsic motivations, how they are often in conflict, and how you resolve these conflicts. Mesh your motivations and capabilities to find you “sweet spot.” What valuable insights about your career and life choices come up for you?

Wednesday: Leadership Circle V — Leading with Purpose (*True North Fieldbook Chapter 9*)

Discuss your leadership purpose with the members of your circle. Describe the extent to which your current role and your organization’s purpose are aligned with your personal purpose. What steps can you take to bring them into greater alignment?

Thursday: Leadership Circle VI — An Integrated Life as a Moral Leader (*True North Fieldbook Chapters 7+13*)

Discuss your exercises in building your support team and becoming an integrated leader and solicit your LC’s feedback. How well are you balancing the personal, professional, family, and community aspects of your life? Describe circumstances in which you have made trade-offs and sacrifices between your career and your personal life. How would you like your balance to change? Discuss whether you consider yourself a moral leader and the extent to which you are a role model for other people? After receiving back from your circle, describe what you are doing to have an impact on your organization, your community, and the world to make this a better place for everyone.

Thursday: Leadership Circle VII — Energy and Empowerment (*True North Fieldbook Chapter 10*)

Discuss how you empower others to lead, and how you could use compassion to deepen relationships at work. Refer to the Rainbow Zones handout and discuss what zone your organization is in and why. How could your leadership help it to move to a healthier zone and/or enhance its generative state if it is in the Blue Zone.

Friday: Leadership Circle VIII — Leadership Development Plan (*True North Fieldbook: pp. 201-216*)

In your final Leadership Circle, review your Leadership Development Plan (LDP) with the members of your circle. Solicit their feedback on your leadership and their feedback on your plans to take your leadership to a higher level of excellence and impact. After all members of your circle have shared their LDPs with the group, discuss as a group whether you would like to keep meeting as a group (virtually) in the future.