

Program Syllabus

October 30-November 4, 2022

**Please note: Attendance is required for all sessions listed in this Program Syllabus to receive the True North Leadership Certificate.*

Program Start

Registration at 1440 Multiversity will take place between **12:00-2:00 p.m. on Sunday, October 30**. The program will start at 3:00 p.m. sharp. All participants are asked to be in Redwood Auditorium prior to that time (please arrange your transportation to be sure to arrive in time, accounting for possible travel delays).

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 that participants will further develop as leaders of organizations and to embark on paths of personal leadership development that include active self-care and contemplative practices. TNL requires personal curiosity and reflection from participants, and personal openness and sharing in the group discussions, Leadership Circles, and one-on-one sessions with the instructors. Leadership development 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 premise of TNL is that leaders who know themselves well and consciously develop their leadership abilities throughout their lifetimes will be more effective and more successful leaders and 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; knowing your principles, values, and ethical boundaries; building support teams; leadership style and power; integrated leadership; and purpose-driven leadership.

Leadership Circles (LCs)

Each participant will be assigned to a small-group Leadership Circle (LC) which will meet together 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 Fellow who has gone through TNL before.

Pre-Work Reading and Assignments

1. Read *Emerging Leader Edition of True North* in its entirety before the program begins, as we refer to its concepts and stories throughout the program.
2. Complete the exercises in *The Discover Your True North Fieldbook* and the PDF for Chapters 10-13 of the *Emerging Leader's Guide to True North*.
3. Complete the Other Assignments for each session listed below.

Optional Assignments

1. Please write a one-page memo to yourself about the things you hope to gain from this week in terms of your leadership and the ways in which you will develop it. Please email this memo to bill@bpgeorge.com no later than Saturday, October 22, 2022.
2. At the end of each day – Monday through Friday – please write a few paragraphs about what you learned about yourself and your leadership.

Sunday, October 30

3:00-3:30 p.m. *Session I: Welcome & Orientation* Scott Kriens & Bill George

3:30-5:00 p.m. *Introduction & Life Story* Scott Kriens

Reading

- o *Emerging Leader Edition of True North*: Introduction and Chapter 1

Fieldbook Assignment

- o Read in *The Discover Your True North Fieldbook*: Preface, Introduction and Chapter 1 and Appendix A & B. Complete exercises in Chapter 1.

Other Assignments

- o *Activity*: Think about your autobiography and write out the chapter titles of your life, then chart them on your Lifeline Chart (see below). Bring your completed chart to the session on Sunday.
- o *Watch*: [These Lessons Took Howard Schultz from Starbucks CEO to the Presidential Race](#)

Discussion Questions

1. How can you link Schultz' life experiences to the kind of company he built at Starbucks?
2. How did Schultz balance dual goals of sustaining Starbucks' growth while staying true to its authentic roots as a unique local coffeehouse?
3. How would you "connect the dots" between your early life and the challenges you face as a leader in your professional life?
4. What are your dreams and your fears in taking on greater leadership roles?

5:00-5:30 p.m. *Introduction to Leadership Circles* Scott Kriens

6:00-9:30 p.m. *Leadership Circle I – Contract & My Life Story*

At the first LC meeting, begin by reviewing Appendix B pg 225, "Form a Leadership Discussion Group" in the *Discover Your True North Fieldbook*. Review the written guidelines then each member of your group should sign the contract which establishes norms for your group. Then each member of the LC should share his or her life story with the members of the LC and continue over dinner. Use the Lifeline Chart to help tell your story.

Activity: Lifeline Chart

Think about your autobiography and write out the chapter headlines of your life, then chart them on your Lifeline Chart. Please bring your completed chart to the session on Sunday. You will use this to help tell your Life Story to your Leadership Circle.

Directions:

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.



Monday, October 31

8:30-10:00 a.m. *Session II: Crucibles*

Bill George

This session will focus on the most difficult times of your life – your crucible(s) – how you navigated them, what you learned from them, and how you are able to use these experiences as opportunities for learning and growth. We will examine the personal challenges faced by Oprah Winfrey, Ken Frazier and Nelson Mandela as vehicles to understand how other leaders navigated their challenges.

Reading

- o *Emerging Leader Edition of True North*, Chapters 2 & 3 and pages 103-104 (Frazier) and 163-166 (Mandela)

Fieldbook Assignment

- o Complete exercises in *The Discover Your True North Fieldbook*, Chapters 2 & 3

Other Assignments

- o Watch: [First 28 minutes of video of Ping Fu at Google](#)
- o Read:
 - [A Courageous Leader Triggers a Moral Revolt of CEOs](#)
 - [Merck CEO Ken Frazier on Death Row Cases & the Corporate Soul](#)

Discussion Questions

1. How was Ping Fu able to overcome the adversity of her early years and become so successful?
2. How did Ping use her crucible experience to shape her career and her leadership philosophy?
3. Was Ken Frazier correct to resign from President Trump's American Manufacturing Council?
4. How did Frazier's crucibles early in his life shape his career and his decisions?
5. What enabled Nelson Mandela to forgive his captors after 27 years as a political prisoner?
6. In thinking about your crucible experience, how can you reframe it in positive terms as an opportunity for learning and growth?

10:30 a.m.-12:30 p.m. *Leadership Circle II – My Greatest Crucible*

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.

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Monday, October 31 (*continued*)

1:30-3:00 p.m.

Session III: Self-Awareness & Introspection

Bill George

Reading

- *Emerging Leader Edition of True North*, Chapter 4

Fieldbook Assignment

- Complete the exercises in *The Discover Your True North Fieldbook*, Chapter 4

Other Assignments

- *Read:*
 - [How Satya Nadella's Family Helped Him Become a Successful Leader](#)
 - [McKinsey: Lessons in Leadership and Well-Being](#)
 - [Huffington Post: Vulnerability Is Power](#)

Discussion Questions

1. 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?
2. What regular practices do you have to improve your self-awareness?
3. What do you do to relieve your stress?
4. How do you contribute to creating psychological safety at work, and in your life?

3:30-5:00 p.m.

Leadership Circle III – Self-Awareness

Discuss your self-awareness, your hidden areas, and your perceived blind spots with members of your group, and to ask them 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.

Tuesday, November 1

8:30-10:00 a.m. *Session IV: Values*

Gen. Dana Born

Reading

- o *Emerging Leader Edition of True North*, Chapter 5

Fieldbook Assignment

- o Complete the exercises in *The Discover Your True North Fieldbook*, Chapter 5

Other Assignments

- o Read: [Reinventing the Command: General Janet Wolfenbarger's Values-Based Leadership Drives Change at the United States Air Force](#)
- o Watch: [U.S. Air Force Retired General Janet Wolfenbarger](#)

Discussion Questions

1. What were the General's values and principles? How were they shaped? How did they guide her life and leadership of the AFMC?
2. As you evaluate the General's AFMC reorganization, consider how your own decisions may have differed, based upon an analysis of your own values and principles.

Personal Discussion Questions

1. What are my core values?
2. Can I be successful professionally AND be true to my values/principles?
3. What role do "boundaries" play in my ability to live my values?
4. What's the connection between VALUES and how we lead?

10:30 a.m.-12:00 p.m. *Leadership Circle IV – Leading with Values*

Discuss your values, leadership principles, and ethical boundaries, and your prioritization of each of them. Describe the situation in which your values were tested and share your feelings openly. Solicit feedback from your group on how you handled it and explore what you might have done differently.

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Tuesday, November 1 (*continued*)

1:00-2:30 p.m.

Session V: Sweet Spot

Gen. Dana Born

Reading

- o *Emerging Leader Edition of True North*, Chapter 6

Fieldbook Assignment

- o *The Discover Your True North Fieldbook*, Chapter 6

Other Assignments

- o Listen: [NPR JetBlue Airways: David Neeleman](#)

Discussion Questions

1. What is motivating David Neeleman?
2. How did his childhood impact his leadership?
3. Who influenced him most? Who influences you?
4. What are the unique capabilities that have made him so successful?
5. What is your assessment of what happened inside JetBlue in the wake of the Valentine's Day disaster?

Personal Discussion Questions

1. What am I really good at? (Strengths)
2. Which of my skills/attributes do others value most? (Extrinsic)
3. What do I love to do? (Intrinsic/Passions)

3:00-4:30 p.m.

Leadership Circle V – Sweet Spot

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?

7:30-8:30 p.m.

Faculty Fireside Chat

Join your True North Leadership faculty members for a fireside chat to gain insights, ask questions and engage in conversations that matter around the leadership principles being taught.

Wednesday, November 2

8:30-10:00 a.m. *Session VI: Leading with Purpose*

Gayle Ober

Reading

- o *Emerging Leader Edition of True North*, Chapters 8 and 9

Fieldbook Assignment

- o *The Discover Your True North Fieldbook*, Chapter 10

Other Assignments

- o Read: [From Purpose to Impact](#)

Discussion Questions

1. What are you passionate about and how does that influence your thinking about the purpose of your leadership?
2. What kind of legacy would you like to leave behind at the end of your days?

10:30 a.m.-12:00 p.m. *Leadership Circle VI – Purpose*

Discuss your leadership purpose with the members of your circle. Describe how aligned you are with your purpose in your current role, and what you can do to create greater alignment.

1:00-6:00 p.m. *Purpose Development Afternoon*

Teaching Fellows & Faculty

This afternoon is open for you to think deeply about the purpose of your leadership and how you will make a difference in the world. You can use this time to meet with one of the faculty members and one of the fellows. You can also take advantage of amazing opportunities at 1440 Multiversity for hiking, spiritual exploration, the outdoor jacuzzi tub and other facilities on campus.

- o 1:00-2:00 p.m.: Bill George/Fellow
- o 2:00-3:00 p.m.: Scott Kriens/Fellow
- o 3:00-4:00 p.m.: Gayle Ober/Fellow

Thursday, November 3

8:30-10:00 a.m. *Session VII: Leading an Integrated Life* **Bill George**

This session will focus on the challenges of becoming an integrated leader by bringing together all aspects of your life – personal, work, family, friends, and community – into an integrated whole. We will discuss the challenging experience of doing so, especially the effective use of time, the sacrifices and tradeoffs leaders must make, and the intensity and discomfort sometimes involved in working out congruence among different domains of life. We will discuss who you look to for support and guidance during challenging times, and discuss the real-world challenges you face in balancing your personal lives with your professional careers.

Reading

- *Emerging Leader Edition of True North, Chapters 7*

Fieldbook Assignment

- Complete the exercises in *The Discover Your True North Fieldbook, Chapters 7 & 8*

Other Assignment

- Read: [We "Leaned In" to Our Marriage – Equally](#) by John and Eileen Chamberlain Donahoe

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.

10:30 a.m.-12:00 p.m. *Leadership Circle VII – Integrated Life*

Discuss your exercises in building your support team and in becoming an integrated leader with others in your LC and solicit their feedback. Describe who you look to on your support team during challenging times. Then describe circumstances in which you have made trade-offs and sacrifices between your career and your personal life, and how you have resolved them. Be attentive to future trade-offs and sacrifices you will inevitably be faced with making.

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Thursday, November 3 (*continued*)

1:00-2:30 p.m.

Session VIII: Empowerment

Scott Kriens

Reading

- o *Emerging Leader Edition of True North*, Chapters 10

Fieldbook Assignment

- o Complete the exercises in the PDF edition of *Emerging Leader's Guide to True North*, Chapter 10

Other Assignments

- o Read: [Manage Your Energy, Not Your Time](#)

Discussion Questions

1. Consider the ways you have found most effective in leading and empowering others?
2. What things do you do that are unempowering or detract from your leadership of others?
3. What feedback have you received from your subordinates and peers about your style of empowering others?
4. Are you an "energizing" leader, who invigorates people, or an "enervating" leader, who drains energy and vitality from others?

3:00-4:30 p.m.

Leadership Circle VIII – Empowerment

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's in the Blue Zone?

Friday, November 4

8:00-9:00 a.m. *Session IX: The Moral Leader*

Bill George

In this final session we will address the question, “How can I be a moral leader in today’s world?” To prepare for this session, give some deep thought about how you can be a force for good in the world. With so many crises and challenges facing the world today, which of them will you take on to make a difference in the world? How can you stay true to your purpose and values throughout your lifetime?

Reading

- *Emerging Leader Edition of True North, Chapters 10*

9:15-10:45 a.m. *Leadership Circle IX – Leadership Development Plan & Feedback*

This is your final leadership circle, and perhaps the most important. Discuss your PLDP with the members of your LC, describing how you will continue to develop yourself as a leader. Then listen to other members of your LC as they describe their plans. After each person, give them honest feedback about how you see them as leaders.

Fieldbook Assignment

- Complete the exercises in *Discover Your True North Fieldbook*, Chapter 13.
- As you prepare your PLDP, consider the kind of leader you would like to become in the future, and map out a plan to get there (tomorrow, 3 months, 6 months, 1 year, 5 years from now), and the intentional learning and experiences needed to meet your goals. Include self-care and how you will incorporate empowering others in your plan.

11:00 a.m.-12:30 p.m. *Session X: Leading Toward a Better World*

Bill George & Scott Kriens

In this final session we will talk about how each of us can contribute – in small ways and large – to making this world a better place for everyone. Please bring to the session your ideas about your hopes and dreams in this regard.

12:30 p.m. *Adjournment & Lunch*