

TRUE NORTH

By Bill George with Peter Sims

Chapter Two Exercises: The Risk of Losing Your Way

After reading Chapter Two, think carefully about whether you see any of yourself in each of the five archetypes of leaders who lose their way and get derailed. In completing the exercise, be honest with yourself and attempt to see yourself as others see you.

Why Leaders Lose Their Way

Think through the underlying reasons why so many leaders in the recent past have lost their way and wound up failing as leaders.

1. Have you seen leaders lose their way or worked with someone who fits any of the archetypes particularly well?

2. What are the behaviors and warning signals you have seen in others at risk of losing their way?

Derailment

Referring back to the five archetypes that lead to derailment::

1. Can you see any of the qualities of the Imposter in yourself?

2. Can you see any of the qualities of the Rationalizer in yourself?

3. Can you see any of the qualities of the Glory Seeker in yourself?

4. Can you see any of the qualities of the Loner in yourself?

5. Can you see any of the qualities of the Shooting Star in yourself?

Losing Your Way

- 1. Can you envision a situation in which you could lose your way in the future?**

- 2. To what extent are you prepared to go your own way and be your own person, despite external pressure?**

- 3. Do you have a fear of failing? In what ways? Is it because you are afraid of what other people would think about you? Is it personal pride?**

- 4. How is your fear of failing impacting your decisions about leadership and your career? Are you consciously or unconsciously avoiding situations in which there is a risk of failing?**

- 5. How could the experience of failing help you achieve your ultimate goals?**

6. In what ways do you crave success?

7. How is your craving for success impacting your decisions about leadership and your career? Are you consciously or unconsciously choosing situations that give you a high probability of success?

Prevention

What steps can you take to prevent being derailed during your career?