

TRUE NORTH By Bill George with Peter Sims

Chapter Five Exercise: Practicing Your Values and Principles

In this exercise, you have the opportunity to set forth the values, leadership principles, and ethical boundaries that will guide your leadership as an authentic leader. The intent of this exercise is to be explicit about the values that are important to you, the principles you will use in leading, and the ethical boundaries that you will adhere to, even under great pressure.

Values

- 1. List the values that are important to your life and your leadership. After you have done so, go back and rank them in order of their importance to you.**

Which of your values are inviolate?

Which ones are desirable but not mandatory?

Do some of your values depend upon the situation that you are facing?

2. Recall a personal situation in which your values conflicted with each other.

How did you resolve this conflict?

How pleased were you with the outcome?

3. Recall a situation in which your values were tested under pressure.

To what extent did you deviate from your values under that pressure?

What resources did you call upon under this pressure?

What would you do differently if you had it do all over again?

Principles and Boundaries

- 1. List the leadership principles you use (or want to use) in leading others. Then go back and rank-order them depending on which are most important to you.**

- 2. List the ethical boundaries that you will not cross. Then rank-order them in terms of their importance to you.**

- 3. Recall a situation in which you deviated from your True North and your values in order to achieve your goals.**

How will you handle this situation if you face it in the future?

How can you sense “the slippery slope” of minor deviations leading to major ones later on?

When you find yourself being pulled away from your True North, how do you get back on track?