

TRUE NORTH By Bill George with Peter Sims

Epilogue Exercises:

Your Personal Leadership Development Plan

The Personal Leadership Development Plan is the culmination of the exercises. It is your plan that you can use to guide your development. Used optimally, it can be a dynamic plan that you update on a regular basis to reflect your leadership experiences and changes in your thinking about your development.

Take several hours to complete the plan, integrating the exercises you have done with appropriate revisions in your thinking.

1. Your True North:

Write an essay to yourself, answering the question, "What is your True North?"
How do you know when you are following it?

2. Intellectual development:

In what ways will you endeavor to deepen your intellect?

In what ways will you broaden your intellect?

What are the areas in which you would like to read and study?

What are the places you would like to live in or visit as part of your development?

3. Personal discipline and stress management:

Describe your plan for healthy eating.

Describe your personal exercise plan.

What are your sleep requirements? To what extent do you deviate from them?

Describe the practices you use to manage your stress, referring to the following areas:

- Meditating or sitting quietly
- Running or walking
- Exercising, working out, or competitive games
- Yoga or similar practice
- Prayer or reflection
- Talking to spouse, friend or mentor
- Listening to music
- Watching TV or going to movies
- Other

4. Values, leadership principles, and ethical boundaries:

In order of importance, what are the values that are most important to you? (Mark those values that you consider inviolate with an asterisk.)

What are the principles on which you base your leadership?

What are the ethical boundaries that will guide your professional life?

5. Your motivations and motivated capabilities:

What are your extrinsic motivations?

What are your intrinsic motivations?

Make a list in rank order of your overall motivations.

What are your greatest capabilities?

What are your developmental needs?

What are your motivated capabilities?

What leadership situations optimize the use of your motivated capabilities?

6. Personal reflections:

What do you do to be reflective or introspective?

What are your spiritual or religious practices?

If you don't believe in such practices, how do you address life's existential questions?

What do you intend to do to strengthen your practices?

7. Building relationships:

Who are the most important people in your life?

Who do you feel you can be completely open with?

When you are distressed, who do you turn to?

Who are your mentors?

Which of your personal friends do you look to for counsel and advice?

Who do you look to for professional advice and counsel?

In what ways do you network with professional colleagues?

Would you like to form a support group? How will you go about it?

8. Leadership style:

What is your preferred leadership style?

What leadership style do you revert to under pressure? What are you doing to avoid reverting to this style?

In what ways are you developing your ability to use flexible styles?

How are you developing your ability to adapt your style to the situation you are facing and the capabilities of your teammates?

In what ways are you developing your ability to use your power more effectively?

9. Leadership development:

What are the experiences you need to develop your leadership?

10. Integration:

How are you going to integrate your personal life, family life, friendships, and community life with your professional life to become a better leader?

What sacrifices and trade-offs are you prepared to make to achieve your professional and personal goals?

11. Leadership purpose and legacy:

What is the purpose of your leadership?

How does your purpose relate to your True North, your life story and your passions?

What kind of legacy would like to leave in terms of:

- Your family
- Your career
- Your friends
- Your community

12. Write an essay about what you would like to be able to say about your life story and your leadership at the end of your life and where you hope to find fulfillment from being an authentic leader.