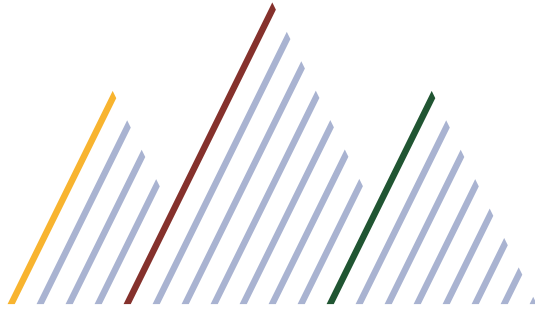


THE WEXNER FOUNDATION



WEXNER SUMMITS  
THE NETWORK IN ACTION

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**AUTHENTIC LEADERSHIP  
DEVELOPMENT**

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**Classes and True North Groups (TNGs)**

## OVERVIEW

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The Authentic Leadership Development module consists of an opening keynote interactive class conducted by Professor Dana Born and then nine meetings of your TRUE NORTH LEADERSHIP GROUP (TNG). The TNGs are a unique feature of the Wexner Summit for the participants and are designed to help you grow as a leader. TNGs provide a powerful peer-based forum for leaders to discuss the personal roots of their leadership in an intimate group setting. TNGs encourage a higher level of openness and reflection than a large class setting allows. They enable participants to become more self-aware of their own leadership story and learn how to advance it in a more authentic manner.

Each Wexner Summit Participant will be assigned to a TNG with 4-5 people. Attendance at these meetings is mandatory as this is just like a class. It is also an essential courtesy to the other members of the group that all members be fully present for all sessions. This norm, and others that the group will use to govern its conduct and ensure honest conversations will be set at the first meeting.

Specific assignments for each TNG meeting will be based on readings and reflection exercises in *Discover Your True North Fieldbook A Personal Guide to Becoming an Authentic Leader*. (Craig, George, & Snook; 2015), which each participant will need to complete individually before they come to the TRUE NORTH GROUP discussion. Each participant received pdf copies of the assignments for the Summit, and will receive a hard copy of the book on site.

TNGs will be assigned in advance by the Foundation staff. The TNGs are facilitated by a member of the group on a rotating basis. Each member will have the opportunity to facilitate one or two TNGs during the year. Suggestions for facilitating your TNGs are contained in the *Discover Your True North Fieldbook*

TNGs will meet once virtually; three times during the year; and three times at part A of the Summit in March 2021, covering the first 7 TNG meetings.

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1 Sun, Mar 29 (Virtual Summit)	TNG Contract & Life Story (Intro & Chap 1)
2 Summer 2020	Losing Your Way (Chap 2)
3 Fall 2020	Crucibles (Chap 3)
4 Winter 2020	Develop Your Self-Awareness (Chap 4)
5 Summit A (March 2021)	Values & Motivated Capabilities (Chap 5 & 6)
6 Summit A (March 2021)	Support Teams & Integrated Life (Chap 7 & 8)
7 Summit A (March 2021)	I to We, Purpose & Empowerment (Chap 9, 10 & 11)

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If you approach the TNG openly and are diligent about taking time to complete all the assignments in advance, this experience will provide a meaningful leadership growth experience for each of you.

# GUIDELINES FOR TRUE NORTH GROUPS (TNGS)

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## I. TNG Preparation

Participants will receive electronic excerpts from the *Discover Your True North Fieldbook* in advance and will receive a hard copy of the book onsite. For each TNG, a chapter from this book and a set of exercises is assigned. These exercises should be completed in writing on the pdfs in advance, and then within the *Fieldbook* once you have it, so that it becomes your personal workbook. As the questions addressed by the exercises are highly personal, you will not be asked to share your workbook with anyone else, including the professor, unless you choose to do so.

In preparation for each meeting with your TNG, it is essential to complete the exercises and to come to your TNG meeting prepared to discuss them in a confidential setting with other members of your group.

## II. TNG Facilitators

We use peer facilitators for the TNGs, rather than professional facilitators. Peer facilitation has worked well in the past, as participants prefer to take this leadership role themselves rather than having an outsider in the group.

Each session, one of the members of your group will act as facilitator. The facilitator's role is to guide the group's discussion, ensuring that all group members receive their fair share of "air time" and that group members are addressing the discussion topics in an open manner without judging other members of the group. The facilitator is also responsible to ensure that the group discussion is consistent with the group's TNG contract, as discussed below.

Following the TNG meeting, the facilitator completes the Facilitator Feedback Form (see below), and turns it in to the program director. The feedback report includes attendance, a brief description of the flow of the group's meeting, a listing of any process issues encountered, and a set of more general observations about the themes and questions that emerged during the discussion. The feedback forms are due within twenty-four hours following the TNG meeting.

## III. TNG Contract

At the first meeting of your TNG, your group should take the first 15-20 minutes to develop its TNG Contract. The purpose of this contract is to develop a mutual understanding among group members of the ground rules that the group will follow in its meetings. Having this agreement in advance is essential to ensure openness, trust and confidentiality among group members. Only in this way can participants be assured of getting the most out of their TNGs and feeling safe in sharing highly personal matters.

On the following page is a suggested format for the TNG contract. At your first meeting you should modify this contract in any way you desire as a group (or create an entirely new format), and then all members should sign the contract signifying their commitment to it. The facilitator should turn in a copy of the signed contract to the program director along with their report of the first meeting.



# TRUE NORTH GROUP (TNG) CONTRACT

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Group \_\_\_\_\_

Following are a set of possible norms that might be discussed by each group and incorporated in whole or in part into their TNG Contracts:

## 1. Openness

To be effective, open sharing with group members is essential to learning. If individuals are not sharing openly with the group, it is the responsibility of group members to raise this with them for discussion within the group. However, it is important that group members not push individuals beyond their comfort zone on personally sensitive matters.

## 2. Trust

For the TNGs to be effective it is essential that group members trust each other member of the group and the group as a whole. Trust is built through honest, open communications and the sense that individuals care about the other members of their group and sincerely would like to help them in growing into effective leaders.

## 3. Confidentiality

A firm agreement should be reached that nothing said within the group is discussed with others outside the group.

## 4. Differences

The group should allow for individual differences and make accommodations for what each member would like to get out of the group experience.

## 5. Tolerance

There are no "right" answers when priorities/values are discussed, nor should group members make judgments about others in the group.

## 6. Feedback

Group members offer and receive constructive feedback from each other on their ideas, leadership traits, and communication styles.

## 7. Challenges

Challenges by other group members are considered to be healthy, if expressed in a respectful manner in which individuals do not engage in personal attacks. If managed well, respectful challenges can contribute to meaningful learning for all.

**Signed by (name and date):**

_____	_____
_____	_____
_____	_____



# TRUE NORTH GROUP (TNG) FACILITATORS FEEDBACK FORM

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Date \_\_\_\_\_

Facilitator \_\_\_\_\_

TNG # \_\_\_\_\_

Members Absent: \_\_\_\_\_

Members Arriving Late: \_\_\_\_\_

## Summary of How Group Discussion Went:

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## Process Issues Within the Group:

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## Questions Left Open After Group Discussion:

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## **CLASS AND TNG ASSIGNMENTS:**

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### **CLASS #1**

**Sunday, March 29, 2020, 12-2 pm EDT**

**Authentic Leadership I: Who & Why are you?**

**Professor Dana Born**

**Readings: Discovering Your Authentic Leadership (HBR, 2007)**

*by Bill George, Peter Sims, Andrew N. McLean, and Diana Mayer*

Please come to this opening class prepared to discuss what it means to be an authentic leader, the relationship of your life story to your leadership and your purpose, and the importance of following your True North throughout your life. We will also discuss your True North Groups, how they should operate, and the role of having a small group to support you in your leadership and your life.

### **TNG #1**

**Sunday, March 29, 2020, 2-3 pm**

**Discover Your Authentic Leadership**

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**Individual Assignment: Exercises in Introduction, Chapter 1, *Discover Your True North Fieldbook***

#### **PLEASE NOTE:**

*Individual assignments must always be completed prior to the meeting with your TRUE NORTH GROUP (TNG).*

You will examine your life and leadership opportunities to this point, with emphasis on the influences of your early years and instances of your leadership. After completing the first part of the assignment detailing your experiences to date, go over it carefully and look for patterns in your leadership. What events and individuals had the greatest impact on you? In what situations did you find the greatest fulfillment in leading? Can you identify instances where you were dissatisfied with your leadership, or received constructive feedback from others about it?

#### **True North Group meeting #1**

At the first TNG meeting, the facilitator should engage the group in a review of the "Guidelines for TRUE NORTH GROUPS (TNGs)," and establish written guidelines for each group in the form of a contract. Each member of the group should sign the contract and the facilitator should turn it in to the professor.

The remaining time should be used to discuss your life stories, the high points and low points, and the significant events and individuals that have influenced your life to date. Led by the facilitator, each member of the group should have the opportunity to share his or her experiences. In this discussion it is paramount to observe the "Guidelines for TRUE NORTH GROUPS (TNGs)," distributed with the course materials, particularly those relating to confidentiality, candor, openness, and trust-building.

## **TNG #2**

### **Summer 2020: Why Leaders Lose Their Way**

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#### **Individual Assignment: Exercises in Chapter 2, *Discover Your True North Fieldbook***

#### **Optional Readings: Chapter 2 in *Discover Your True North***

In this exercise you should 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 assignment be sure to be very honest with yourself, and attempt to see yourself as others see you. Then think about what you can do to avoid losing your way.

#### **True North Group meeting #2**

In your TNG discuss openly the issues you addressed in the written assignment, and share candidly with each other the risks you see for yourself of losing your way as a leader. In hearing the other members of your group share their personal risks, it is important to listen in a non-judgmental manner. Given the sensitive and very personal nature of this Development, it is extremely important to observe the “Guidelines for TRUE NORTH GROUPS (TNGs),” relating to confidentiality, candor, openness, giving feedback, and trust-building.

## **TNG #3**

### **Fall 2020: Crucibles of Leadership**

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#### **Individual Assignment: Exercises in Chapter 3, *Discover Your True North Fieldbook***

#### **Optional Readings: Chapter 3 in *Discover Your True North***

At some point in their lives most people find themselves in a crucible, a difficult situation in which their character and values are tested by a series of events. While they are often very painful at the time, these crucible experiences usually provide unique opportunities for personal growth.

Prior to your group meeting, write a one or two page paper of a personal experience in which you were tested in a crucible, where you experienced the greatest pressure, stress and/or adversity of your life to date. Describe your feelings at the time. What resources did you call upon to get through this situation? How did you resolve the issues, if you have?

#### **True North Group meeting #3**

At your TNG go around the group and share your experiences, relating your feelings about the experience at the time and in the present moment. This TNG is the most important session for personal sharing and establishing trust within the group. This session can set the tone of your TNG for the remainder of the course. Given the sensitive and very personal nature of this discussion it is extremely important to observe the “Guidelines for True North Groups.”

## **TNG #4**

### **Winter 2021: Discovering Your Authentic Self**

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#### **Individual Assignment: Exercises in Chapter 4, *Discover Your True North Fieldbook***

#### **Optional Readings: Chapter 4 in *Discover Your True North***

In this exercise you will examine the personal challenges you face in becoming a leader, looking at your strengths in leading, your shortcomings, and the development needs you have in becoming the kind of leader you want to be. It will encourage you to think about the ways you will gain self-awareness and improve your emotional intelligence to become an authentic leader.

#### **True North Group meeting #4**

Discuss with the members of your TNG your assessment of your self-awareness, self-regulation, your leadership strengths, shortcomings, and your developmental needs. Do you understand your blind spots? Your hidden areas? What are you doing to become more self-aware and open yourself up more completely to others? Then solicit feedback from your group members about any differing perceptions they may have of you and how you come across to other people.

## **TNG #5**

### **Summit Part A: Values & Motivations**

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#### **Individual Assignment: Exercises in Chapters 5 & 6, *Discover Your True North Fieldbook***

#### **Optional Readings: Chapters 5 & 6 in *Discover Your True North***

In this exercise you have the opportunity to think through the values and motivations that guide you as an authentic leader. The intent of this exercise is to be explicit about the values which are important to you, the principles you will use in leading, and the ethical boundaries that will guide your behavior, even under great pressure. Leaders are motivated by many factors, both extrinsic (i.e., external) and intrinsic (i.e., internal). To remain grounded, it is important to understand clearly what motivates you and how you balance your motivations in life. This exercise provides you with the opportunity to understand your motivations and decide what is really important to you. In the exercise be candid with yourself about your intrinsic and extrinsic motivations, how they are often in conflict, and how you resolve these conflicts.

#### **True North Group meeting #5**

With your TNG, 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.

Also, discuss your extrinsic and your intrinsic motivations with the group, and solicit their feedback. Discuss how you are balancing your motivations, and the challenges you face. What would be your “sweet spot” where you found a role where you are using your greatest strengths and are passionate about your work – or are you there now?



## **TNG #6**

### **Summit Part A: Support Teams & Integrated Life**

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**Individual Assignment: Exercises in Chapters 7 & 8, *Discover Your True North Fieldbook***

**Optional Readings: Chapters 7 & 8 in *Discover Your True North***

Discuss with your TNG the people and the relationships that have been most important to you. Describe for your group a specific situation you have faced where these relationships were especially important for your leadership. To whom did you turn for counsel and advice? How did you use these relationships in this case? Discuss these relationships with your Development group, and solicit their feedback and insights about the role relationships play in your life. Then discuss the kind of support network you plan to establish in the future.

Next, discuss your exercise in becoming an integrated leader with others in your TNG and solicit their candid feedback. Describe circumstances in which you will have to make trade-offs and sacrifices between your career and your personal life, and how you will go about resolving them. Be attentive to the reality of these trade-offs and the sacrifices that you will inevitably will be faced with making.

## **TNG #7**

### **Summit Part A: I to We, Purpose and Empowerment**

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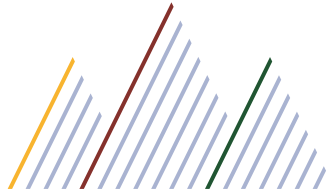
**Individual Assignment: Exercises in Chapters 9, 10 & 11, *Discover Your True North Fieldbook***

**Optional Readings: Chapters 9, 10 & 11 in *Discover Your True North***

Discuss with your group the purpose of your leadership as you envision it today, the basis for your purpose, and the legacy you would like to leave. Solicit the inputs and feedback of the group about your purpose and legacy. 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? Even if you are uncertain about the purpose of your leadership, this exercise is intended to get you thinking about the important issues associated with your leadership.

Then discuss the exercise “Empower Others to Lead” with your TNG. Describe how you empower others through your leadership, and what techniques you have found to be most effective. Through this discussion you will examine ways to become more effective in empowering others.

# THE WEXNER FOUNDATION



## WEXNER SUMMITS THE NETWORK IN ACTION

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### THE WEXNER FOUNDATION

The Wexner Foundation trains and inspires leaders in the North American Jewish Community and the State of Israel. Through diverse, cohort-based educational programs, the Foundation invests in promising professionals and volunteers and gives them tools to exercise transformative leadership. Working in partnership with other foundations, philanthropists and communities, the Foundation strengthens North American Jewish life and Israel's public sector by making their leaders more skilled, visionary and collaborative.

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