

TRUE NORTH By Bill George with Peter Sims

Chapter Four Exercise: Knowing Your Authentic Self

After reading Chapter Four, this exercise will help develop your self-awareness including by assessing your leadership strengths, your shortcomings, and your development needs.

Basic Self-Awareness Assessment:

The following questions will allow you to compare your evaluation of yourself with how others view you. Rate yourself from 1 to 10 (with 10 being “Very,” 5 being “Moderately,” and 1 being “Barely”) then support your assessment by answering each question. Then choose two people who know you well to rate you using the same scale and provide their assessments.

QUESTION	SELF RATING (1-10)	FEEDBACK RATING (1-10)	FEEDBACK RATING (1-10)
How self-confident are you?			
How aware are you of your moods and emotions?			
How effective are you in regulating your moods to minimize their impact on other people?			
When confronted with situations that are displeasing to you, how well do you take the time to think clearly about them before responding or reacting?			
When you receive critical feedback from others, how well are you able to take in the feedback and respond in a constructive manner without acting defensively?			
How well do you understand the emotional makeup of others and their needs?			
How sensitive are you in relating to others' needs and helping them?			
How skillful are you in building lasting relationships?			
How well do you network with others and create networks of people with common interests?			

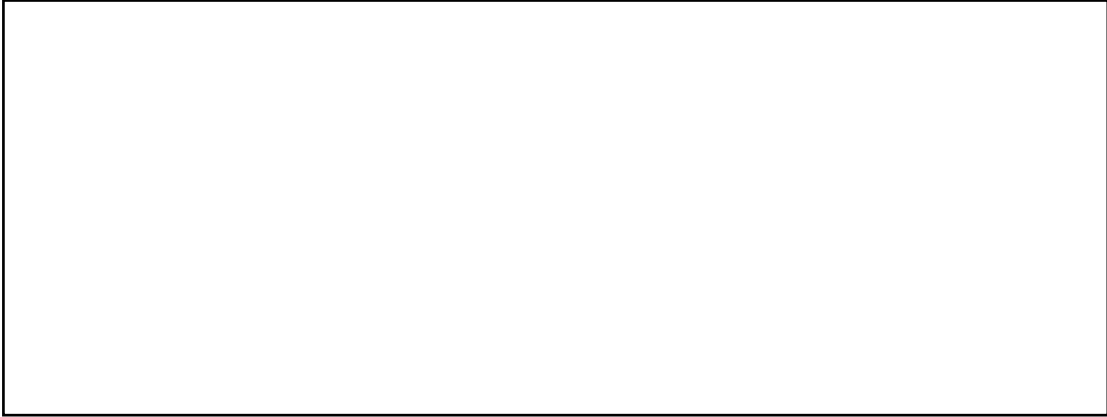
How effective are you in leading teams?			
Do others follow your lead voluntarily?			
How persuasive are you in convincing others of your mutual interests?			

After reviewing the feedback, to what extent do you see yourself as others see you?

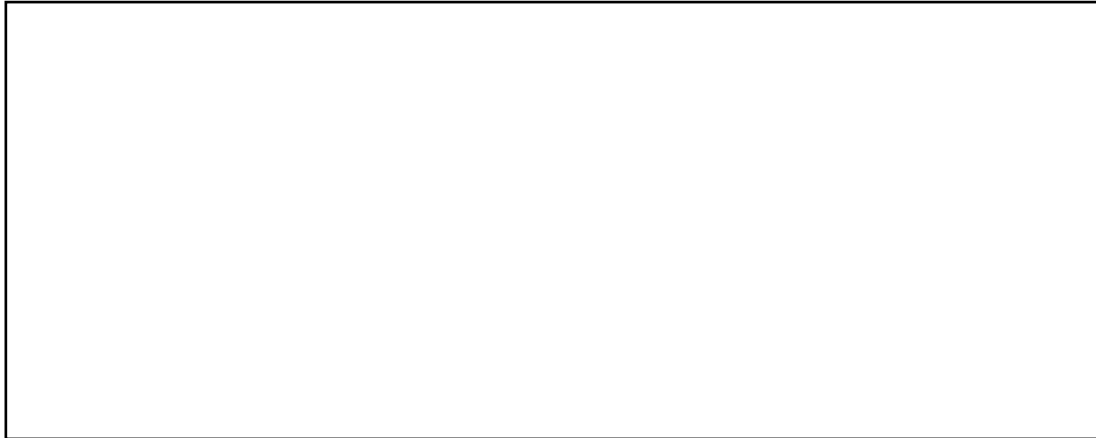
How strong is your basic self-awareness right now?

Strengths and Development Areas

1. What are your strongest capabilities or talents?



2. What are your strongest attributes as a leader?



3. What are your greatest needs for development as a leader?



Needs

- 1. Do you need structure in your job? To what extent are you comfortable with ambiguity and change?**

- 2. What level of financial security will allow you to feel comfortable?**

- 3. To what extent do you need to be leading a team?**

- 4. How much time do you need with your family or loved ones each week?**

- 5. How much personal time do you need each week to recharge?**

Your Authentic Self

- 1. What are your vulnerabilities, blind spots, and shadow sides?**

- 2. To what extent do you use defensive armor as a shield to protect yourself from exposing your vulnerabilities with others?**

- 3. How can you become more comfortable in sharing your vulnerabilities with others?**

- 4. How comfortable are you with who you are right now?**