

TRUE NORTH LEADERSHIP AT 1440 MULTIVERSITY MONDAY, OCT. 12 – FRIDAY, OCT. 16, 2026

Important Note: Attendance is required for all sessions listed in the Program Schedule.

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Program Start and Conclusion

- The program will start in Redwood Auditorium at 8:30 a.m. sharp on Monday, Oct. 12, with registration and room check-in starting at 4:00 p.m. until 10:30 p.m. on Sunday, Oct. 11.

Please arrange your transportation to be sure to arrive on time, accounting for possible travel delays.

- The concluding session of the program will end at 12:00 p.m. sharp on Friday, Oct. 16.

Please arrange your transportation home to be sure that you are on campus for the full program, leaving 1440 Multiversity no earlier than 12:00 p.m. on Friday.

Program Purpose

True North Leadership at 1440 Multiversity (TNL) is a professional development program based on the principles and philosophies of authentic leadership. Our goal is for participants to further develop as leaders of organizations and to embark on paths of personal development that include active self-care and contemplative practices. TNL requires curiosity and reflection from participants, along with openness and sharing in all program activities. The leadership concepts used in this program will be immediately useful for participants and applicable for the rest of their lives.

Intellectual Premise and Program Concepts

The fundamental premise of TNL is that leaders who know themselves well and consciously develop their leadership abilities throughout their lifetimes will be more effective and successful leaders — and will lead more satisfying and fulfilling lives. TNL will provide participants with many ideas, techniques, and tools to assist in their leadership development journeys, exploring concepts such as lifelong leadership development, leadership crucibles, discovering your authentic self, building support teams, leadership style and power, integrated leadership, purpose-driven leadership, and knowing your principles, values, and ethical boundaries.

Leadership Circles

Each participant will be assigned to a small-group Leadership Circle (LC) which will meet following each full-group session. The LCs enable participants to discuss personal materials in a more intimate group setting and encourage a higher level of openness and reflection than may be possible in the larger group setting. LCs will be facilitated by a Teaching Fellow who has gone through TNL before.

PRE-WORK READING AND ASSIGNMENTS

1. Read the book *True North – Emerging Leader Edition* in its entirety before the program begins.
2. Complete the entire *True North Fieldbook – Emerging Leader Edition*, all sections and exercises.
3. Complete the additional assignments described on pages 4-7
4. Write a one-page memo to yourself about the things you hope to gain from this week and email it to Bill George and Scott Kriens at bill@bpgeorge.com and scott@1440.org (by Monday, October 5, 2026).

As noted previously, the pre-work for the program is critical and will likely take 25-40+ hours total.

PROGRAM SCHEDULE

Important Note: Attendance is required for everything on this schedule.

Sunday, October 11

4:00-10:30 p.m.	Arrival, Registration, and Check-In
6:00-7:30 p.m.	Dinner

Monday, October 12 DISCOVER YOURSELF

6:30-7:15 a.m.	1440 Signature Class (e.g. Yoga, Meditation or Qigong)	
7:00-8:20 a.m.	Breakfast	
8:30-9:00 a.m.	Welcome & The Values and Purpose of 1440 Multiversity	Scott Kriens
9:00-9:45 a.m.	Authentic Leadership in a Chaotic World	Bill George
9:45-10:15 a.m.	Session I: Your Life Story & Introduction to Leadership Circles	Scott Kriens
10:30 a.m.-12:00 p.m.	Leadership Circle I: Your Life Story	Leadership Circles
12:00-1:00 p.m.	Lunch	
1:30-3:00 p.m.	Session II: Crucibles Shape Your Leadership	Bill George
3:15-5:00 p.m.	Leadership Circle II: Crucibles Shape Your Leadership	Leadership Circles
6:00-9:00 p.m.	Opening Reception & Dinner	

Tuesday, October 13 DEVELOP YOURSELF

6:30-7:15 a.m.	1440 Signature Class (e.g. Yoga, Meditation or Qigong)	
7:00-8:20 a.m.	Breakfast	
8:30-10:15 a.m.	Session III: Develop Self Awareness	Michelle Maldonado
10:30 a.m.-12:00 p.m.	Leadership Circle III: Develop Self Awareness	Leadership Circles
12:00-1:00 p.m.	Lunch	
1:30-3:00 p.m.	Session IV: Live Your Values	Dana Born, Ph.D.
3:30-5:00 p.m.	Leadership Circle IV: Live Your Values	Leadership Circles
6:00-7:30 p.m.	Dinner	
7:30-8:30 p.m.	Sound Bath	

Wednesday, October 14 DEVELOP YOURSELF

6:30-7:15 a.m.	1440 Signature Class (e.g. Yoga, Meditation or Qigong)	
7:00-8:20 a.m.	Breakfast	
8:30-10:15 a.m.	Session V: Find Your Sweet Spot	Dana Born, Ph.D.
10:30 a.m.- 12:00 p.m.	Leadership Circle V: Find Your Sweet Spot	Leadership Circles
12:00-1:00 p.m.	Lunch	
1:30-3:00 p.m.	Session VI: Lead an Integrated Life	Bill George
3:00-3:15 p.m.	Group Photo	
3:30-5:00 p.m.	Leadership Circle VI: Lead an Integrated Life	Leadership Circles
6:00-7:30 p.m.	Dinner	
7:30-8:30 p.m.	Teaching Kitchen: Food as Medicine	

Plus optional/additional 1440 Signature Classes — schedule to be shared upon arrival.

PROGRAM SCHEDULE

Important Note: Attendance is required for everything on this schedule.

Thursday, October 15			LEAD PEOPLE
6:30-7:15 a.m.	1440 Signature Class (e.g. Yoga, Meditation or Qigong)		
7:00-8:20 a.m.	Breakfast		
8:30-10:15 a.m.	Session VII: Lead with Purpose	Michelle Maldonado	
10:30 a.m.-12:00 p.m.	Leadership Circle VII: Lead with Purpose	Leadership Circles	
12:00-1:00 p.m.	Lunch		
1:30-3:00 p.m.	Session VIII: Energy & Empowerment	Scott Kriens	
3:00-3:15 p.m.	Leader as Coach	Bill George	
3:30-5:00 p.m.	Leadership Circle VIII: Leader as Coach	Leadership Circles	
6:00-8:30 p.m.	Closing Reception & Dinner		
Friday, October 16			LEADING TOWARD A BETTER WORLD
6:30-7:15 a.m.	1440 Signature Class (e.g. Yoga, Meditation or Qigong)		
7:00-8:20 a.m.	Breakfast		
8:30-9:15 a.m.	Session IX: Leading in Chaos & Crisis	Bill George	
9:30-10:45 a.m.	Leadership Circle IX: Personal Leadership Development Plan	Leadership Circles	
11:00 a.m.-12:00 p.m.	Concluding Session: Leading Toward a Better World	Scott Kriens	
12:00-1:00 p.m.	Optional Lunch, with To-Go Boxes Available		

Plus optional/additional 1440 Signature Classes — schedule to be shared upon arrival.

PRE-WORK READING AND ASSIGNMENTS

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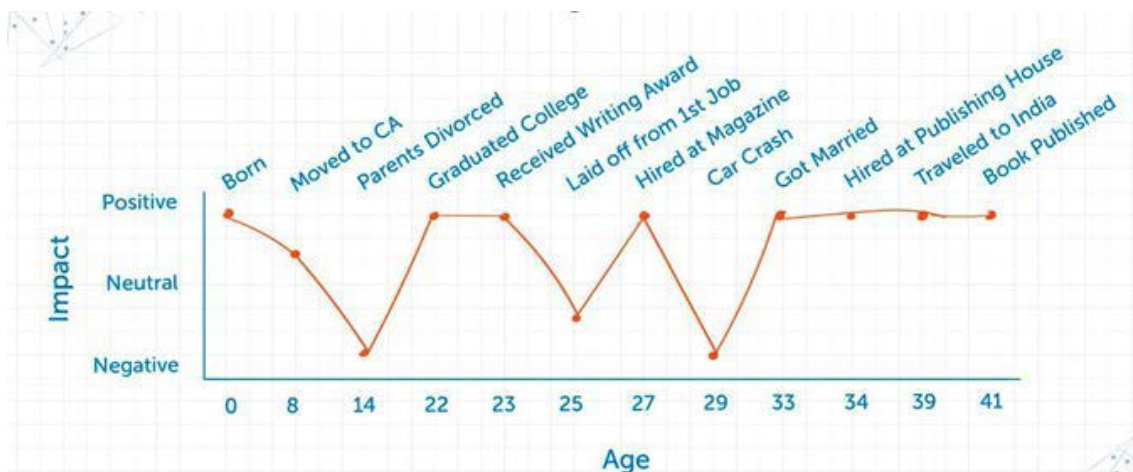
MONDAY: DISCOVER YOURSELF

INTRODUCTION TO TRUE NORTH LEADERSHIP (BILL GEORGE)

1. Read *Introduction: A Clarion Call to Emerging Leaders in True North: Emerging Leader Edition* (pages 1-12)
2. Consider the following questions:
 - What are your goals as a leader?
 - For the next year?
 - For the next five years?
 - For the long-term?
 - What do you hope to gain from attending “True North Leadership” this week?
 - How can this course help you become a better leader?
 - What is your True North (in 50 words or less)?

SESSION 1: YOUR LIFE STORY (SCOTT KRIENS)

1. Read Chapter 1 of *True North – Emerging Leader Edition* and complete the exercises in Chapter 1 of *True North Fieldbook – Emerging Leader Edition*
2. Using the chapter titles of your life that you developed in Chapter 1 of the Fieldbook, create a “Lifeline Chart,” as described below.
 - X Axis: On graph paper or plain paper chart your chapter headlines vertically across the top of the page, then the age you were at that time directly below at the bottom.
 - Y Axis: Put a dot between the headline and your age indicating the neutral, positive, or negative impact the headline had on you and your life. Draw a line connecting the dots. Observe the ups and downs of your headlines, and reflect on their flow over the course of your life.



PRE-WORK READING AND ASSIGNMENTS *(continued)*

3. Read: [My Parting Prescription for America](#)

4. Consider the following questions:

- How would you “connect the dots” between your early life and the challenges you face as a leader in your professional life?
- What are your dreams and your fears in taking on greater leadership roles?

SESSION II: CRUCIBLES SHAPE YOUR LEADERSHIP (BILL GEORGE)

1. Read Chapters 2 and 3 of True North – *Emerging Leader Edition* and pages 163 – 166 (Nelson Mandela’s Crucible)

2. Complete the exercises in Chapters 2 and 3 of True North Fieldbook – *Emerging Leader Edition*

3. Consider the following questions:

- What enabled Nelson Mandela to forgive his captors after 27 years as a political prisoner?
- Why did it take Oprah Winfrey until age 36 to understand the impact of her crucible?
- How did Dan Vasella’s crucible shape his career as a leader?
- How can you find the pearl in your crucible that enables you to reframe it in positive terms as an opportunity for learning and personal growth?
- Can you see yourself in any of the archetypes of derailing (page 65)? What can you do to avoid this pitfall?

TUESDAY: DEVELOP YOURSELF

SESSION III: DEVELOP SELF-AWARENESS (MICHELLE MALDONADO)

1. Read Chapter 4 of True North – *Emerging Leader Edition* and complete the exercises in Chapter 4 of True North Fieldbook – *Emerging Leader Edition*

2. Read:

- [How Satya Nadella’s Family Helped Him Become a Successful Leader](#)
- [McKinsey: Lessons in Leadership and Well-Being](#)
- [Huffington Post: Vulnerability Is Power](#)

3. Consider the following questions:

- Think of a time when you lacked self-awareness. Looking back on your experience, what caused you to do so? What did you learn from the experience?
- What regular practices do you have to improve your self-awareness?
- What do you do to relieve your stress?
- How do you contribute to creating psychological safety at work, and in your life?

SESSION IV: LIVE YOUR VALUES (DANA BORN, PH.D.)

1. Read Chapter 5 of True North – *Emerging Leader Edition* and complete the exercises in Chapter 5 of True North Fieldbook – *Emerging Leader Edition*

2. Read: [How Will You Measure Your Life](#)

3. Consider the following questions:

- What are my core values?
- Can I be successful professionally AND be true to my values/principles?
- What role do “boundaries” play in my ability to live my values?
- What’s the connection between VALUES and how we lead?

PRE-WORK READING AND ASSIGNMENTS *(continued)*

WEDNESDAY: DEVELOP YOURSELF

SESSION V: FIND YOUR SWEETSPOT (DANA BORN, PH.D.)

In this session you have the opportunity to think through your strengths and the motivations that guide you as an authentic leader. 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 integrate and harmonize your motivations and strengths (motivated capabilities) in life. This session provides you with the opportunity to understand your strengths and motivations and decide what is really important to you. In the session be candid with yourself about your intrinsic and extrinsic motivations, how they are often in conflict, and how you resolve these conflicts.

1. Read Chapter 6 of *True North – Emerging Leader Edition* and complete the exercises in Chapter 6 of *True North Fieldbook – Emerging Leader Edition*
2. Consider the following questions:
 - What am I really good at? (strengths)
 - Which of my skills/attributes do others value most? (extrinsic)
 - What do I love to do? (intrinsic/passions)

SESSION VI: LEAD AN INTEGRATED LIFE (BILL GEORGE)

1. Read Chapter 7 of *True North – Emerging Leader Edition* and complete the exercises in Chapter 7 of *True North Fieldbook – Emerging Leader Edition*

Special Assignment

Examine each area of your life (personal life, family, friendships, and community) and describe what is most important to you in each. Write a short essay on how each of these areas contributes to or detracts from your leadership. Describe a situation in which your needs came into conflict and how you resolved it. Describe how you can deal with the conflicts and sacrifices of leadership and bring together all aspects of your life to be an integrated leader.

2. Consider the following questions:
 - How effective are you in balancing your personal life and your professional life? What tradeoffs are you making, and what factors do you consider in making them?
 - Are you able to be the same person at work, at home, and in your community and behave in the same ways, or do you feel a need to act differently in these different environments? Do you ever feel that you have to wear a mask not to show who you really are?

THURSDAY: LEAD PEOPLE

SESSION VII: LEAD WITH PURPOSE (MICHELLE MALDONADO)

1. Read Chapters 8 and 9 of *True North – Emerging Leader Edition* and complete the exercises in Chapters 8 and 9 of *True North Fieldbook – Emerging Leader Edition*
2. Read: [From Purpose to Impact](#)
3. Consider the following questions:
 - What is my purpose?
 - How do I find it? What do I love to do? (intrinsic/passions)
 - Why does it matter?

Special Assignment

Building upon the previous sessions we will discuss what you are passionate about and how it influences your thinking about the purpose of your leadership. What kind of legacy would you like to leave at the end of your days? Even if you are uncertain about the purpose of your leadership, this session is intended to get you thinking about the important issues associated with your leadership and provides input and feedback from others in small groups about your purpose and legacy. Come to this session with a first draft of "My Leadership Purpose is _____."

PRE-WORK READING AND ASSIGNMENTS *(continued)*

SESSION VIII: ENERGY AND EMPOWERMENT (SCOTT KRIENS)

1. Read: [Manage Your Energy, Not Your Time](#)
2. Consider the following questions:
 - What do you do that you've found to be most effective in leading and empowering others?
 - What do you do that is un-empowering or detracts from your leadership of others?
 - What feedback have you received from your subordinates and peers about your style of empowering others?
 - Are you an "energizing" leader, who invigorates people — or an "enervating" leaders, who drains energy and vitality from others?

LEADER AS COACH (BILL GEORGE)

1. Read Chapter 10 of *True North – Emerging Leader Edition* and complete the exercises in Chapter 10 of *True North Fieldbook – Emerging Leader Edition*

FRIDAY: LEADING TOWARD A BETTER WORLD

SESSION IX: LEADING IN CHAOS & CRISIS (BILL GEORGE)

1. Read Chapters 12 and 13 of *True North – Emerging Leader Edition* and complete the exercises in Chapters 12 and 13 of *True North Fieldbook – Emerging Leader Edition*
2. Consider the following questions:
 - How does your leadership need to change in leadership in chaotic times and through crises that you face?
 - What leadership qualities do you need to develop to be effective in chaotic times?
 - How can you become a moral leader who makes this world better for everyone? What specifically are you doing to make your organization, your community and this world a better place?

CONCLUDING SESSION: LEADING TOWARD A BETTER WORLD (SCOTT KRIENS)

In our final session we will meet as a group in Sanctuary. Each participant will have the opportunity to share what they learned this week – and how they plan to deploy their learning to becoming a better leader and to make this world a better place for everyone.



LEADERSHIP CIRCLES

Each participant will be assigned to a small-group Leadership Circle (LC) which will meet following each full-group session. The LCs enable participants to discuss personal issues in a more intimate group setting and encourage a higher level of openness and reflection than may be possible in the larger group setting. LCs will be facilitated by a Teaching Fellow who has gone through TNL before. Following are the discussions and goals for each of your Leadership Circle discussions during the week.

Monday: Leadership Circle I — Your Life Story (*True North Fieldbook Chapter 1*)

At the first LC meeting, begin by reviewing “Form a Leadership Discussion Group” in the Fieldbook (pp. 225-227). Review and discuss the guidelines and make any additions or clarification desired by the full group. Each member of the LC should sign the contract that establishes norms for your group. Once the contract is completed, each member of the LC will share their life story with the members of the LC, using the Lifeline Chart to help tell your story.

Monday: Leadership Circle II — Crucibles Shape Your Leadership (*True North Fieldbook Chapters 2 & 3*)

Describe your crucible to your group, and what you learned from it. Describe how you can reframe your crucible as an opportunity for personal growth. Ask your group members to share their experiences. In listening to the members of your LC describe their crucibles, see what you can learn from their experiences as well. In this session, it is extremely important to follow all the guidelines in the contract you signed the first day, especially those related to openness, trust, confidentiality, and non-judgmental feedback.

Tuesday: Leadership Circle III — Develop Self-Awareness (*True North Fieldbook Chapter 4*)

Discuss your self-awareness, your hidden areas, and your perceived blind spots, and to ask your group members for feedback. Describe a situation in which you displayed a lack of self-awareness and what you learned from this experience. As a group, discuss ways to improve your self-awareness.

Tuesday: Leadership Circle IV — Live Your Values (*True North Fieldbook Chapter 5*)

With your Leadership Circle, 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.

Wednesday: Leadership Circle V — Find Your Sweetspot (*True North Fieldbook Chapter 6*)

Discuss your extrinsic and your intrinsic motivations with the group, and solicit their feedback. Discuss how you are integrating and harmonizing your motivations, and the challenges you face. Share the results of your “sweetspot” audit with your leadership circle, and solicit feedback about whether others see your motivated capabilities the same way you do. The purpose of this session is to glean insights from your peers to see yourself as others see you.

Wednesday: Leadership Circle VI — Lead an Integrated Life (*True North Fieldbook Chapter 7*)

Discuss your exercises in building your support team and becoming an integrated leader and solicit your LC’s feedback. How well are you integrating the personal, professional, family, and community aspects of your life? Describe circumstances in which you have made trade-offs and sacrifices between your career and your personal life. How would you like your better integrate to change? Discuss whether you consider yourself a moral leader and the extent to which you are a role model for other people? After receiving feedback from your circle, describe what you are doing to have an impact on your organization, your community, and the world to make this a better place for everyone.

Thursday: Leadership Circle VII — Lead with Purpose (*True North Fieldbook Chapters 8 & 9*)

Discuss your leadership purpose with the members of your circle. Describe the extent to which your current role and your organization’s purpose are aligned with your personal purpose. What steps can you take to bring them into greater alignment?

LEADERSHIP CIRCLES

Thursday: Leadership Circle VIII — Leader as Coach (*True North Fieldbook Chapter 10*)

In your group share how well you are doing in coaching your team in each of the five dimensions (Care, Organize, Align, Challenge, and Help), then go around the group and share your answers to the following questions: Are you an “energizing” leader, who invigorates people — or an “enervating” leaders, who drains energy and vitality from others? Share examples of times when you have energized your teammates, as well as a time when you were enervating. What have you found to be most effective way to lead and empower others? What do you do that is un-empowering or detracts from your leadership of others? What feedback have you received from your subordinates and peers about your style of empowering others?

Friday: Leadership Circle IX — Personal Leadership Development Plan (*True North Fieldbook: pp. 201-216*)

In your final Leadership Circle, review your Leadership Development Plan (LDP) with the members of your circle. Solicit their feedback on your leadership and their feedback on your plans to take your leadership to a higher level of excellence and impact. After all members of your circle have shared their LDPs with the group, discuss as a group whether you would like to keep meeting as a group virtually in the future.