



DUE NORTH PRESS

The Leadership *Tools*

A COMPANION WORKBOOK

Nine printable tools from *Due North: Holding Your Course in Mission-Driven Organizations* by K.C. Lohenny, PhD, PA-C — one for every chapter, ready to print and use with your team.



THE FORCE DIAGNOSTIC



*Use this before you respond to whatever is pulling at your attention right now.
A few minutes spent naming the force correctly saves hours spent
correcting for the wrong one.*

1

**DESCRIBE WHAT'S PULLING AT YOU
RIGHT NOW, IN ONE SENTENCE.**

2

**IS THIS HAPPENING BETWEEN PEOPLE,
TO YOUR RESOURCES, OR TO YOUR PLAN?
NAME THE FORCE: CROSSWIND,
OPPOSING CURRENT, OR ROGUE WAVE.**



CROSSWIND

☐


OPPOSING CURRENT

☐


ROGUE WAVE

☐

WHY YOU THINK SO: _____

3

HOW LONG HAS THIS BEEN BUILDING?
A sudden arrival points to a rogue wave.
A slow build points to a crosswind
or a current.

4

**WHAT WOULD THE WRONG RESPONSE
LOOK LIKE?**
Be specific about the mistake you're
tempted to make.

5

**WHAT DOES THE RIGHT RESPONSE
LOOK LIKE, GIVEN WHICH FORCE
THIS ACTUALLY IS?**

6

SET A DATE ONE WEEK OUT.
Come back and check whether
you named it correctly.



CHECK-IN DATE (ONE WEEK OUT): _____

WHAT HAPPENED? _____

DID YOU NAME THE FORCE CORRECTLY?

☐

YES

☐

NO

WHAT DID YOU LEARN? _____

• NAME THE FORCE. CHOOSE THE RESPONSE. LEAD WITH CLARITY. •





THE NON-NEGOTIABLES

WORKSHEET



Fill this out before pressure arrives, not during it.

A non-negotiable decided in the moment is usually just a rationalization wearing a principle's clothes.

1 LIST THREE TO FIVE THINGS YOU WILL NOT COMPROMISE ON REGARDLESS OF COST.

- 1.
- 2.
- 3.
- 4.
- 5.

2 FOR EACH ONE WRITE DOWN THE LAST TIME IT WAS ACTUALLY TESTED.

- 1.
- 2.
- 3.
- 4.
- 5.

3 WHAT DID HOLDING IT COST YOU? BE HONEST ABOUT THE PRICE.

- 1.
- 2.
- 3.
- 4.
- 5.

4 WHO ON YOUR TEAM HAS HEARD YOU STATE THESE OUT LOUD IN PLAIN LANGUAGE?

--

5 IF NO ONE HAS WHEN WILL YOU TELL THEM? PUT A DATE ON IT.

	 DATE: _____
--	---





The Why-and-Priorities Map



A 5-STEP DIAGNOSTIC FRAMEWORK FOR ALIGNED LEADERSHIP

*Clarity on your why drives focus.
Focus on the right priorities drives results.*

NAME: _____ DATE: _____ ROLE / FOCUS AREA: _____

1



DEFINE YOUR WHY

WHAT IS THE DEEPER PURPOSE THAT DRIVES YOUR LEADERSHIP?

- What impact do you aim to create?
- Who do you serve?
- What change do you want to see?

MY WHY STATEMENT:

2



CLARIFY YOUR VISION

WHAT DOES SUCCESS LOOK LIKE?

- Where are you going?
- What will be different?
- How will you know you've made it?

MY VISION OF SUCCESS:

3



IDENTIFY YOUR TOP PRIORITIES

WHAT MATTERS MOST RIGHT NOW?

- What are the 3-5 priorities that will move you forward?
- What would have the greatest impact if achieved?

MY TOP PRIORITIES (3-5):

1

2

3

4

5

4



ALIGN & ASSESS

ARE YOUR PRIORITIES ALIGNED?

- Do these priorities align with your why and your vision?
- What trade-offs are required?
- What is out of scope right now?

ALIGNMENT CHECK:

☐	My priorities align with my why	Y / N
☐	My priorities align with my vision	Y / N
☐	I'm willing to trade off less important work	Y / N

WHAT IS OUT OF SCOPE RIGHT NOW?

5



COMMIT & TAKE ACTION

WHAT IS YOUR NEXT MOVE?

- What is the first important action?
- Who needs to be involved?
- When will you take action?

MY NEXT STEP:

WHO: _____ BY WHEN: _____



LEADERSHIP COMMITMENT

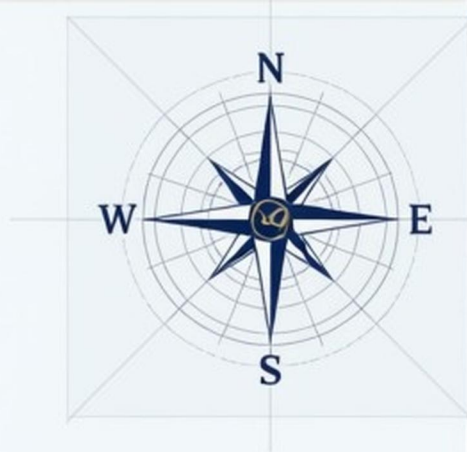
I commit to leading with clarity, focusing on what matters most, and making progress on the right priorities.

SIGNATURE: _____

DATE: _____

CLARITY FUELS FOCUS. • FOCUS DRIVES ACTION. • ACTION CREATES IMPACT.





The Trust Audit



Score each statement honestly, from 1 (rarely true) to 5 (almost always true). This isn't a test to pass; it's a mirror.

YOUR SCORE

1



People bring me bad news quickly, not late.

2



People tell me when they disagree with a decision before it becomes final.

3



People ask for help before a small problem becomes a real one.

4



A new team member learns our actual priorities within their first month, not just the org chart.

5



I know, right now, who on this team is quietly struggling.



YOUR TOTAL SCORE

_____ / 25

Add your scores. Anything below 20 out of 25 points to a conversation worth having this week, not next quarter.



1

List every current initiative, program, or line item competing for this budget. Assign each one to a single column.

2

write the one sentence you'll use to explain the decision to the people it affects.

.....

.....

.....



THE ROGUE WAVE RESPONSE CARD



A four-step sequence for when something hits without warning.

1

ORIENT

What do I actually know right now?



NOTES:

2

SEPARATE

What's confirmed, and what am I only assuming?

- ☐ CONFIRMED
☐ ASSUMPTION

NOTES:

3

PRIORITIZE

What has to happen in the next hour
vs. what can wait?

- ☐ NEXT HOUR
☐ CAN WAIT

NOTES:

4

ACT

What's the smallest decision
that keeps things safe?



NOTES:



AFTER-ACTION REVIEW SCHEDULED FOR: _____

★
KEEP THIS WHERE YOU CAN FIND IT FAST.

THE DISSENT FILTER



Use this before deciding whether to hold your course or adjust it.

1

Evidence-based concern,
or discomfort with
change itself?



DISSENT



PRESSURE

2

Who benefits if I change course?

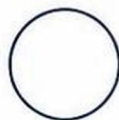
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Who benefits if I hold?

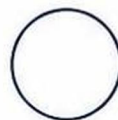
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3

Would this still convince me from
someone I usually disagree with?



YES



NO

4

What would I need to see to change my mind?

.....

5

DECISION: circle one



HOLD COURSE



ADJUST COURSE

Why, stated out loud to the person who raised it:

.....



ONLY ONE OF THESE SHOULD MOVE YOUR HEADING.



THE WEEKLY COURSE-CORRECTION LOG

A five-minute weekly habit for practicing the three-part discipline.

WEEK OF: _____

1.

Where did I drift this week? Be specific.



.....

.....

.....

2.

What is my why and my current priorities,
in my own words?



.....

.....

3.

Who did I say this to out loud this week, and when?



.....

4.

What will I do differently next week?



.....

RECOGNIZE. REFERENCE. COMMUNICATE. REPEAT.



THE SUCCESSION READINESS SCORECARD

An honest look at how ready your team is
to carry the mission without you.

1

At least one person could make my
most common decisions without me.

1

2

3

4

5

2

I've explained my reasoning, not
just my decisions, to those
I'm developing.

1

2

3

4

5

3

Someone besides me could state
our current priorities today,
unprompted.

1

2

3

4

5

4

I've handed off at least one real
decision, with real authority,
this quarter.

1

2

3

4

5

5

I've documented what I know so
it doesn't leave with me.

1

2

3

4

5

TOTAL SCORE: ____ / 25



Circle your lowest-scoring item.
That's this quarter's development priority.

THE FINAL TEST OF LEADERSHIP IS WHAT OUTLASTS YOU.