



KEY EXECUTIVE LEADERSHIP
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Authentic Leadership: Do I Have It? Do I Want It? And If I Want It How Might I Get It?

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Loneliness

Why am I feeling so lonely and they are
applauding so hard?



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Heart

Where is my heart?



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Authenticity

Is your boss authentic?

What are the characteristics of someone who behaves authentically and someone who does not?



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I am Masked

The mask of anxiety

The mask of fear

The mask of anger

The mask of not being good enough



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Unmasked

My emotions, my heart is less hidden



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Why Should I Unmask?

“People who aren’t afraid to admit the truth about themselves are not going to engage in the kind of political behavior that wastes everyone’s time and energy, and more important, makes the accomplishment of results an unlikely scenario.”

Patrick Lencioni, *Five Dysfunctions of a Team*



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How are the categories of Leadership Defined in the Academic Literature?

- Traits (what traits or personality are necessary)
- skills (what skills are necessary),
- Style (what task and relationship behaviors are necessary),
- Situational (what actions does/should the leader take in certain situations),
- Goal-theory (how do leaders motivate subordinates),
- Transformational leadership (It includes treating followers as full human beings by understanding their emotions, values, ethics, standards, and long-term goals in an effort to move followers to accomplish more than what is expected of them), and
- Authentic leadership, which we will talk about shortly.



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Academic Definition of Authentic Leadership

Four Characteristics:

1. Self Awareness
2. Internalized moral perspective
3. Balanced Processing
4. Relational Transparency*

Peter Northouse, *Leadership*



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Self Awareness

“[R]efers to the personal insights of the leader. It is not an end in itself but a process in which individuals understand themselves, including their strengths and weakness, and the impact they have on others. Self-awareness includes reflecting on your core values, identity, emotions, motives, goals, and coming to grips with who you really are at the deepest level. When leaders know themselves and have a clear sense of who they are and what they stand for, they have a strong anchor for their decisions and actions.”



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Internalized Moral Perspective

“Refers to a self-regulatory process whereby individuals use their internal moral standard and values to guide their behavior rather than allow outside pressure to control them.”



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Balanced Processing

“[R]efers to an individual’s ability to analyze information objectively and explore other people’s opinions before making a decision.”



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Relational Transparency

“[R]efers to being open and honest in presenting one’s true self to others. . . . Relational transparency occurs when individuals share their core feelings, motives, and inclinations with others. It includes my showing both my positive and negative aspects of myself to others. In short, relational transparency is about communicating openly and being real in relationships with others.”



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Assumptions?

- You believe that the lack of authenticity hinders the creation the relationships we desire,
- You believe creating relationships among the knowledge workers you lead are critical to your success because without your connection with those you lead, they are less likely to give you their discretionary energy to accomplish your goals and objectives, and
- You want to behave consistent with the definition of an authentic leader.



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What Actions Might I Take to Increase My Self Awareness?

- Have I identified my values?
- Have I identified what motivates me – extrinsic or intrinsic validation?
- Have I created a network of individuals who tell me the unvarnished truth about the impact I am having?
- Is my life integrated?
- Is passion present in my life?
- Do I have a life's story that I constantly update?
- Do I recognize my inner critic and the role it plays in my life?



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What Actions Might I Take to Increase My Transparency?

1. Recognize the need for transparency – if I don't need relationships who cares?
2. Choose to put myself in the position to be transparent



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Do I need Relationships?

Myth of the Lone Ranger

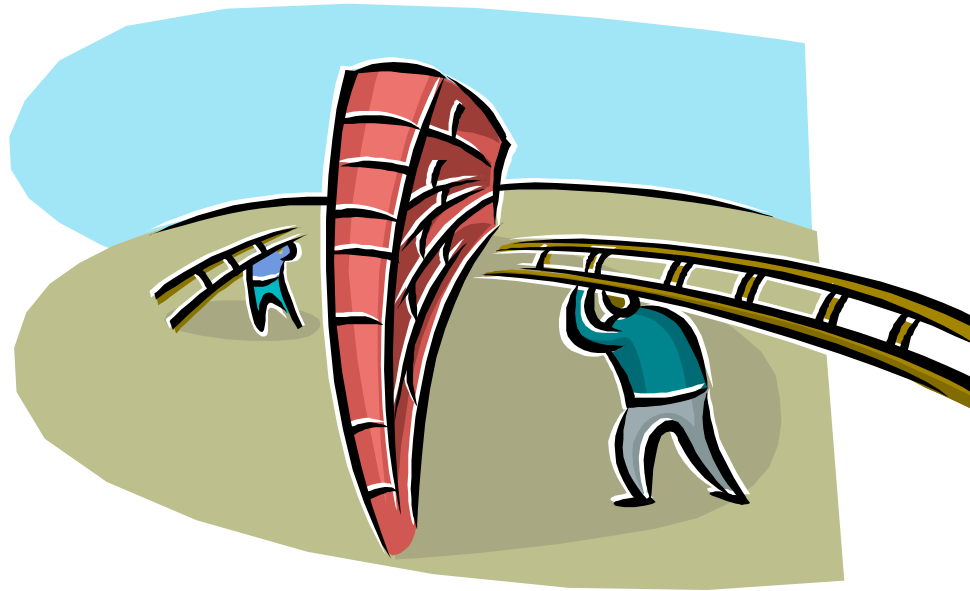


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What do I need to do to put myself in a position to be transparent?

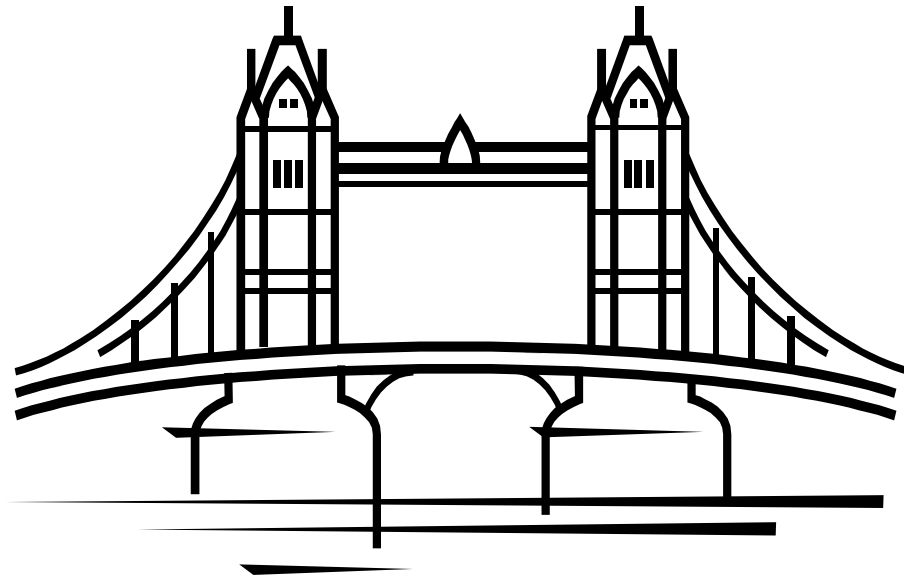
The Space Between Us



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What do I need to do to put myself in a position to be transparent?



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What do I need to do to put myself in a position to be transparent?

UNLOAD



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What do I need to do to put myself in a position to be transparent?

ENCOUNTER

“The adventure of life is not about discovering new landscapes, the adventure of life is seeing the old ones with new eyes.”*

***Marcel Proust**



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What do I need to do to put myself in a position to be transparent?

ENCOUNTER



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Rumi

Out beyond the ideas of wrong doing and right doing, there is a field; I will meet you there.



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What are the Results of Meeting on that Field?

Recognition:

1. This type of connection reduces my stress
2. This type of connection assists me in creating something new and different
3. Once I get curious about my own needs, I can get curious about your needs
4. The combination of professional will and humility are not paradoxical

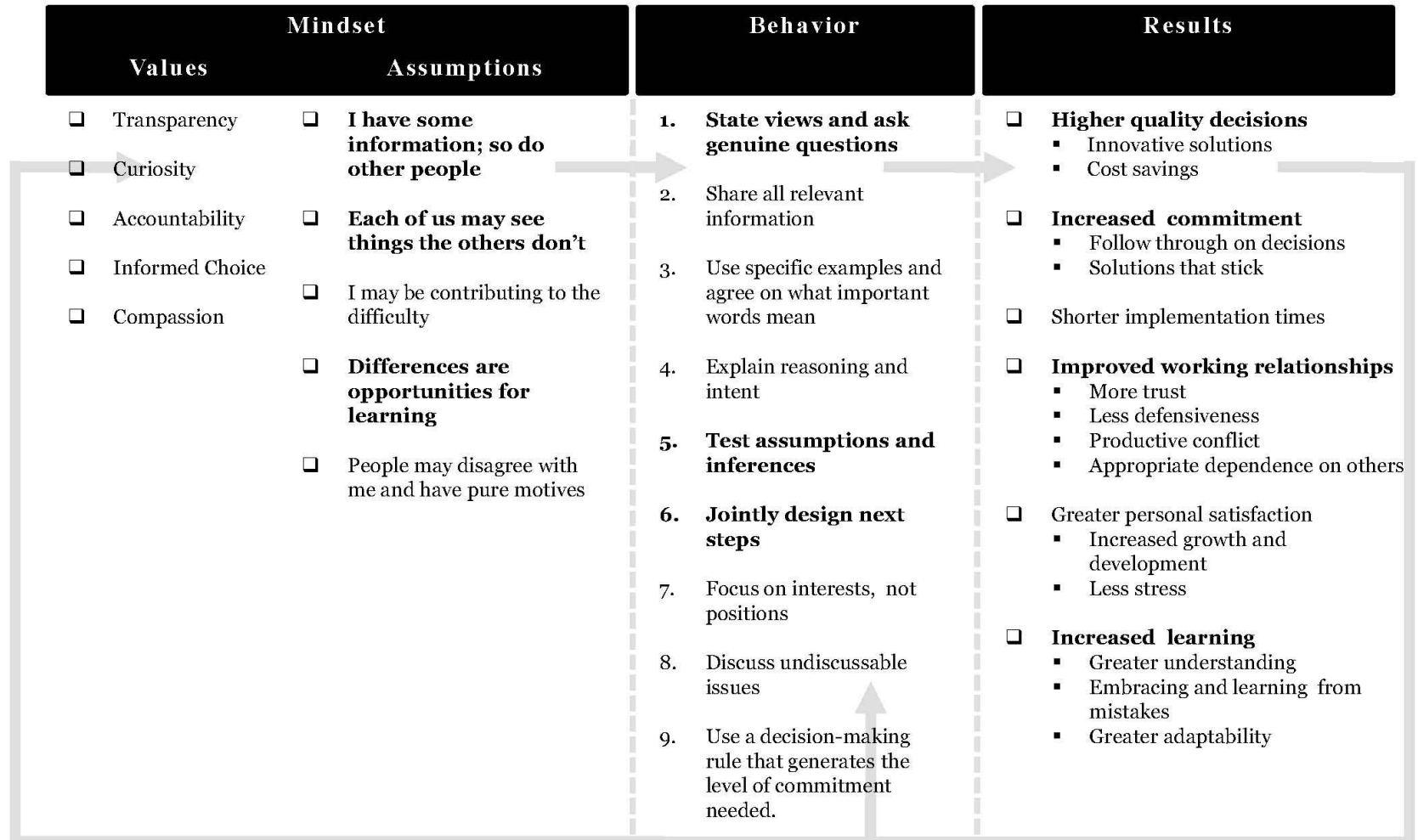


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Mutual Learning Model



Source: Adapted from Argyris & Schön, 1974, and Action Design, 1997.

What Keeps Us From Acting?

Fear and shame of being seen?



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What are Our Drugs of Choice?

1. Work harder
2. Play harder
3. Blame



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Vulnerable?

1. Do I have the courage to feel my pain and shame
2. Do I have the courage name my imperfections, and show compassion for them?
3. Do I have the courage to ask for help, invest in a relationship that may not prove to be beneficial, willingness to say I'm sorry, do anything where there is no guarantee of success.
4. Do I have the courage to say to myself, as a student said to me, "I need to stop always trying to demonstrate my value, and instead, strive to be the best me."



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Authentic Leader Goal

Create the connections we need, the relationships we need, to be successful, and, more importantly to feel joy.

I have the courage to meet on the field to see and be seen.



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Welcome to the Field



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Questions?



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American University Key Executive Leadership Programs

Key web site:

<http://www.american.edu/spa/key/certificate.cfm>

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