

# Authentic Leadership

Maire Grattan, Director

Chief Executives' Forum Breakfast Briefing, 27<sup>th</sup> April 2018



# Perception and reality



# Authentic leadership



**Today you are You,  
that is truer than true.  
There is no one alive  
who is Youer than You.**

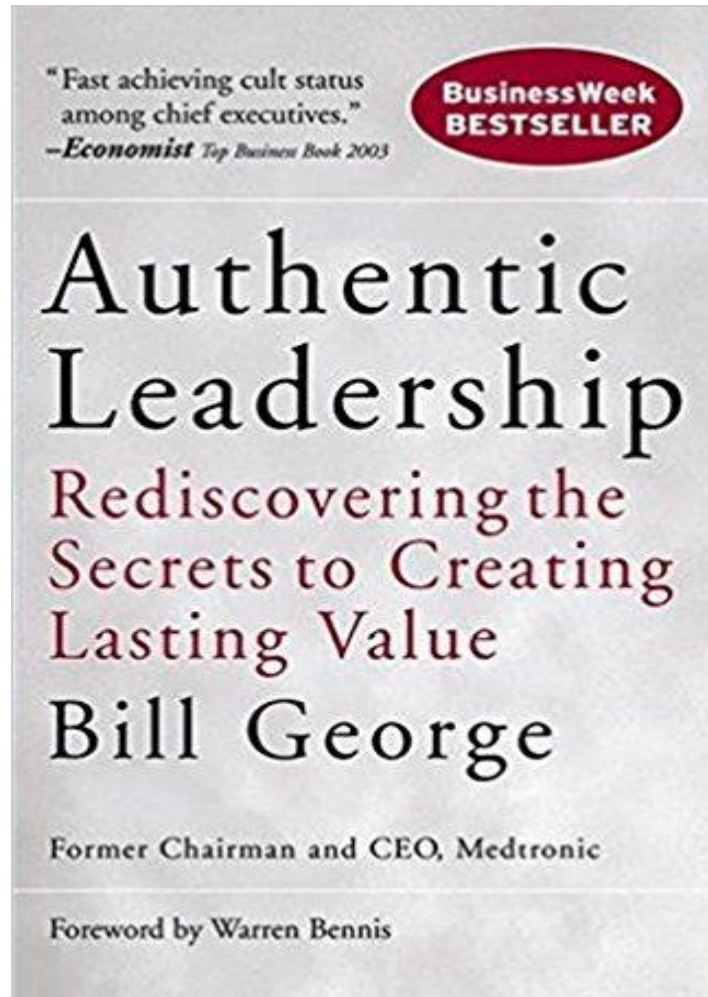
**-Dr. Seuss**

# This morning...

- Hallmarks and qualities
- Impact of authenticity
- Nurturing authentic leadership



# The origins of authentic leadership



- Published 2003
- Bill George, former CEO Medtronic
- Harvard Business School Professor

# Authentic leadership defined

*‘Authentic leaders genuinely desire to serve others through their leadership. They are more interested in empowering the people they lead to make a difference than they are in power, money or prestige. They are as guided by the qualities of the heart as they are by the qualities of the mind.’*

*They lead with purpose, meaning and values. They build enduring relationships with people. Others follow them because they know where they stand.’*

Bill George (2003)

# The hallmarks of authentic leadership



# Hallmarks - purpose

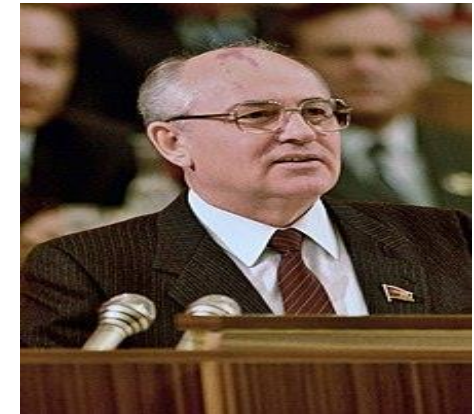
## Ask yourself:

- What is the purpose of your leadership?
- What is your motivation and passion?
- How does your purpose fit with the organisation's purpose?
- Is purpose focussed on the long-term?





# Purpose – unique and distinctive



# Hallmarks - values

“The most important thing about leadership is your character and the values that guide your life.”

IRENEA BARNES

# Hallmarks - values

- What matters to us
- What we hold dear at our core
- What gives a sense of internal 'rightness'

**Integrity is core to authenticity and living our values**



# When values are discordant



# Honouring values – the challenge

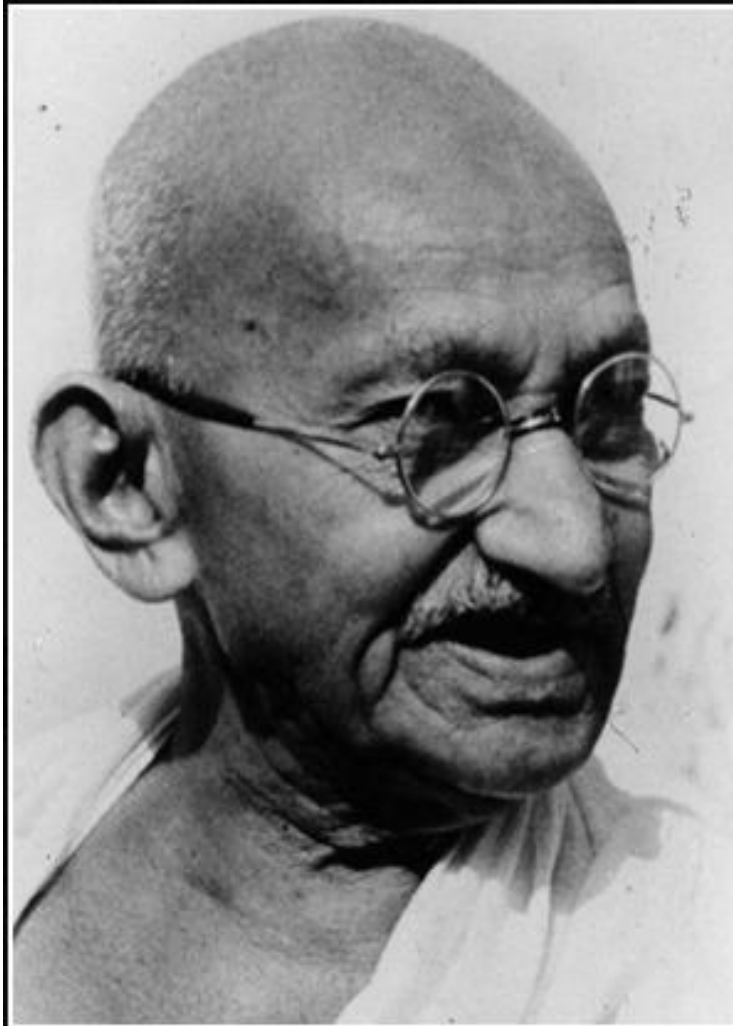


## **Anders Kompass**

Field Operations Director

UN High Commission of Human Rights

Resigned his office 2016



it's easy to stand in the crowd but it  
takes courage to stand alone

— *Mahatma Gandhi* —

AZ QUOTES

# Hallmarks – heart: empathy and compassion

True empathy  
requires that you step outside  
your own emotions  
to view things entirely from  
the perspective of  
the other person.

# Hallmarks - relationships

**Ask yourself about colleagues / stakeholders**

- What do you know about their them?
- What does their work really involve?
- What makes them tick?
- What are their passions and aspirations?





# Hallmarks – self-discipline

- Consistency
- Self-awareness: know your strengths and weaknesses
- Ability to step back and reflect
- Wellbeing and balance



KNOW THYSELF

Socrates

# Impact – purpose and values

## VALUES

- Trust, trust and trust
- Consistency – stability
- Tough decisions have an anchor
- Augments leadership confidence
- Gives your leadership distinction

## PURPOSE

- Higher productivity
- More individual and team commitment
- Short-term issues more easily overcome



# Impact – heart and relationships

## HEART

- Open-mindedness
- Increased organisational awareness
- Giving is leadership
- More meaningful connections
- Your leadership is accessible / approachable

## RELATIONSHIPS

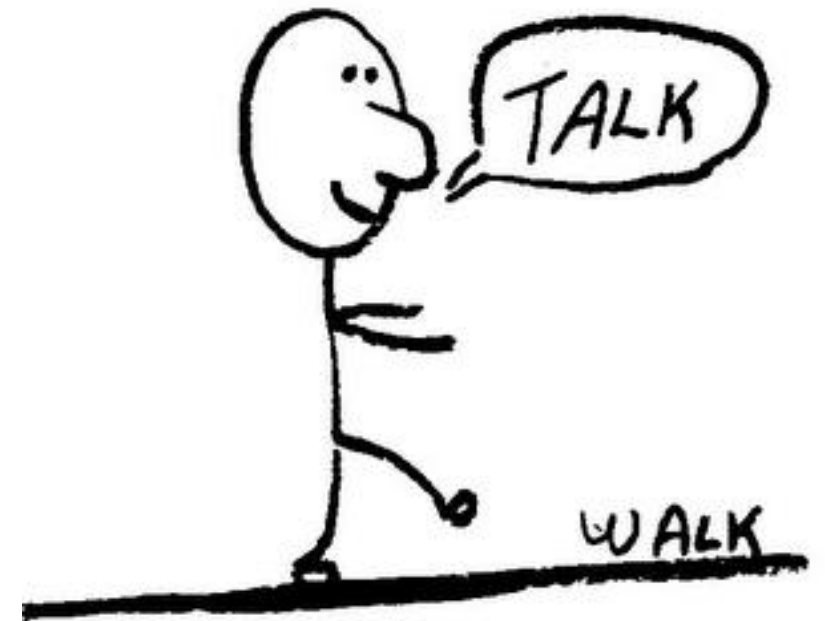
- Those around you feel they matter
- Your nurture more loyalty
- People give themselves more fully to their roles
- You combat the leader ‘persona’ trap
- Results

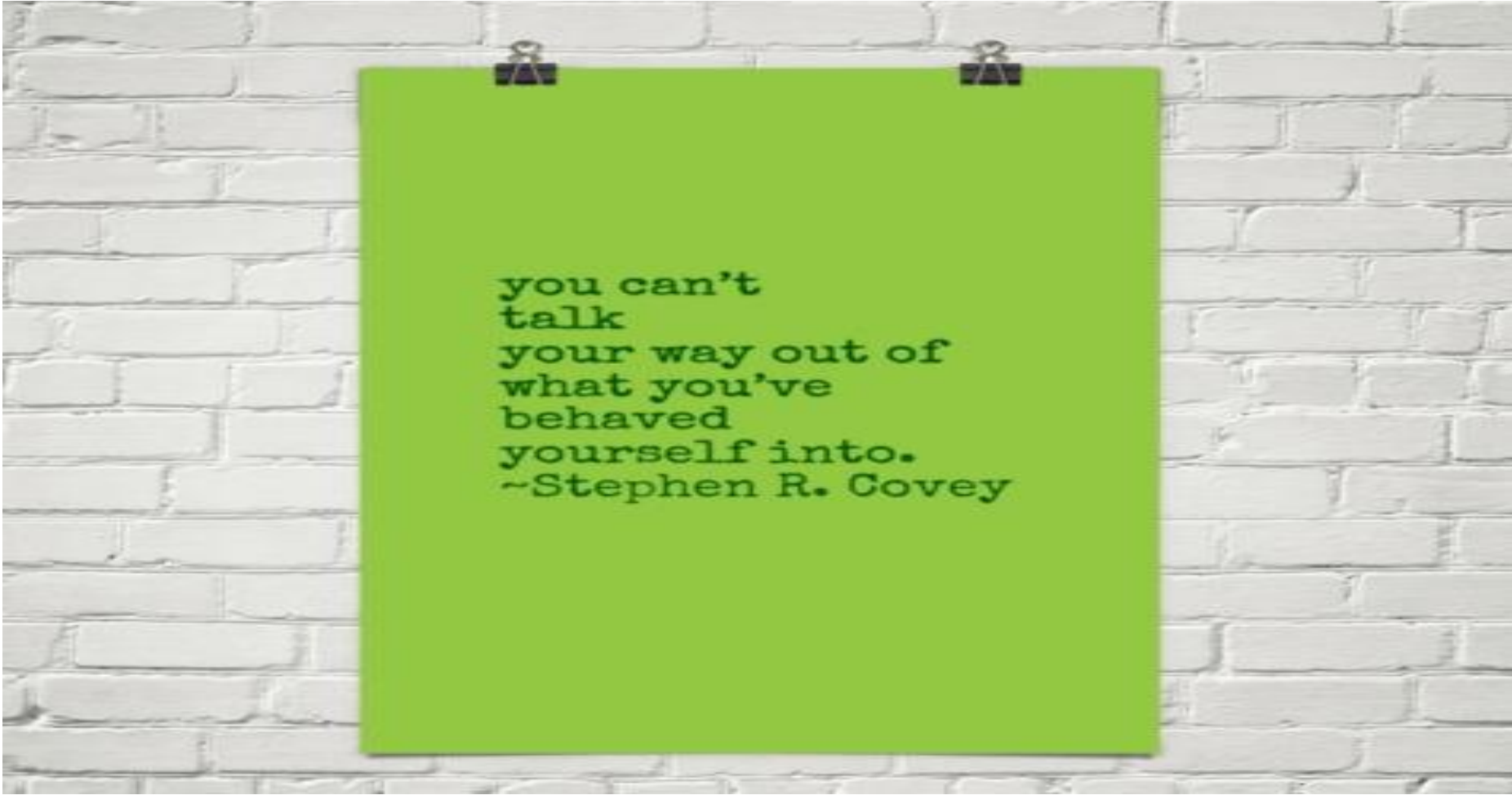


# Impact – self-discipline

## SELF-DISCIPLINE

- Enhances your leadership credibility
- Your actions inspire others
- Shapes the culture you want





you can't  
talk  
your way out of  
what you've  
behaved  
yourself into.  
-Stephen R. Covey

# Nurturing authenticity

Encourage reflection and development in others

Add fun, celebration, time for connection

Own your leadership: create don't emulate

Curate leadership insights both good and bad – its wisdom

Embed day-to-day consistent value-led behaviours

**NURTURING AUTHENTICITY  
IN YOU AND YOUR ORGANISATION**

Take ownership of mistakes

Encourage and recognise diversity and difference

Be transparent and truthful – internally and externally

Show passion and compassion

Seek feedback for self-awareness

# Some resources of possible interest

## Related topics to authentic leadership covered today...

TedXGlasgow: *Doing Core Values* – Bob Keiller

<https://www.youtube.com/watch?v=uIWkN0k0MVE>

TedX Houston: *The Power of Vulnerability* – Brene Brown

<https://www.youtube.com/watch?v=uIWkN0k0MVE>

# Contact me

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