

# Authentic Leadership





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## This morning...

1. Women in leadership
2. Leadership and its role in our economy, business community and impact on productivity and skills retention
3. How Authentic Leadership can improve the above and the role of women leaders in that future

# In New Zealand & Beyond





## In Business & the Professions...

1. In SME's - "I just do the books"
2. In the board room
3. In remuneration



# The Future

1. Emerging leaders - who is actively developing their leadership capability?
2. Who are the new entrepreneurs?
3. Where are women in business now?

# Leadership and Business in NZ



## How's our economy and business community?

Productivity is dropping vs other countries

Migration is rising again (the brain drain)

How does NZ compare in average actual working hours to other countries?

What can we do?

“Employee engagement”



# BDO's 2007 research





## Authentic leadership

- Survey completed in 2007 with just under 1000 businesses across New Zealand
- A lack of understanding / real data on Kiwi businesses
- The range & scope of our national network gave a great opportunity to collate this data

## Inauthentic leadership



*“the determination of people to hide themselves not merely from others but from themselves ... hiding one’s true thoughts, being phoney, or saying what one thinks others want to hear, rather than what one really wants to say.”*



## Authentic leadership

*“owning one’s personal experiences (values, thoughts, emotions and beliefs) and acting in accordance with one’s true ‘self” (expressing what you really think and believe and behaving accordingly)”.*



## Authentic leadership

“Leadership is a reciprocal relationship between those who choose to lead and those who decide to follow”

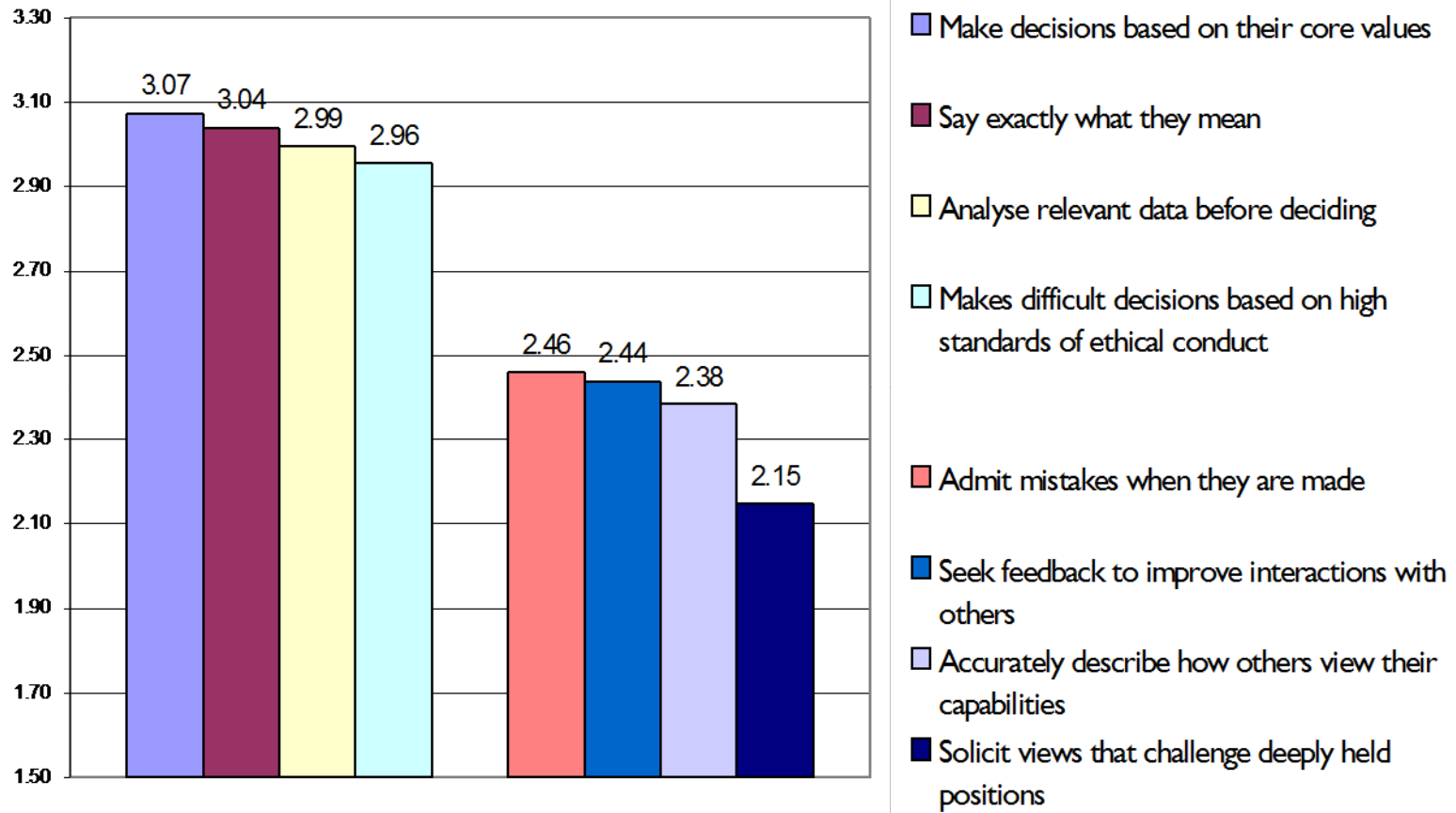
(James K. Kouzes and Barry Posner, 1993)

# Authentic Leadership

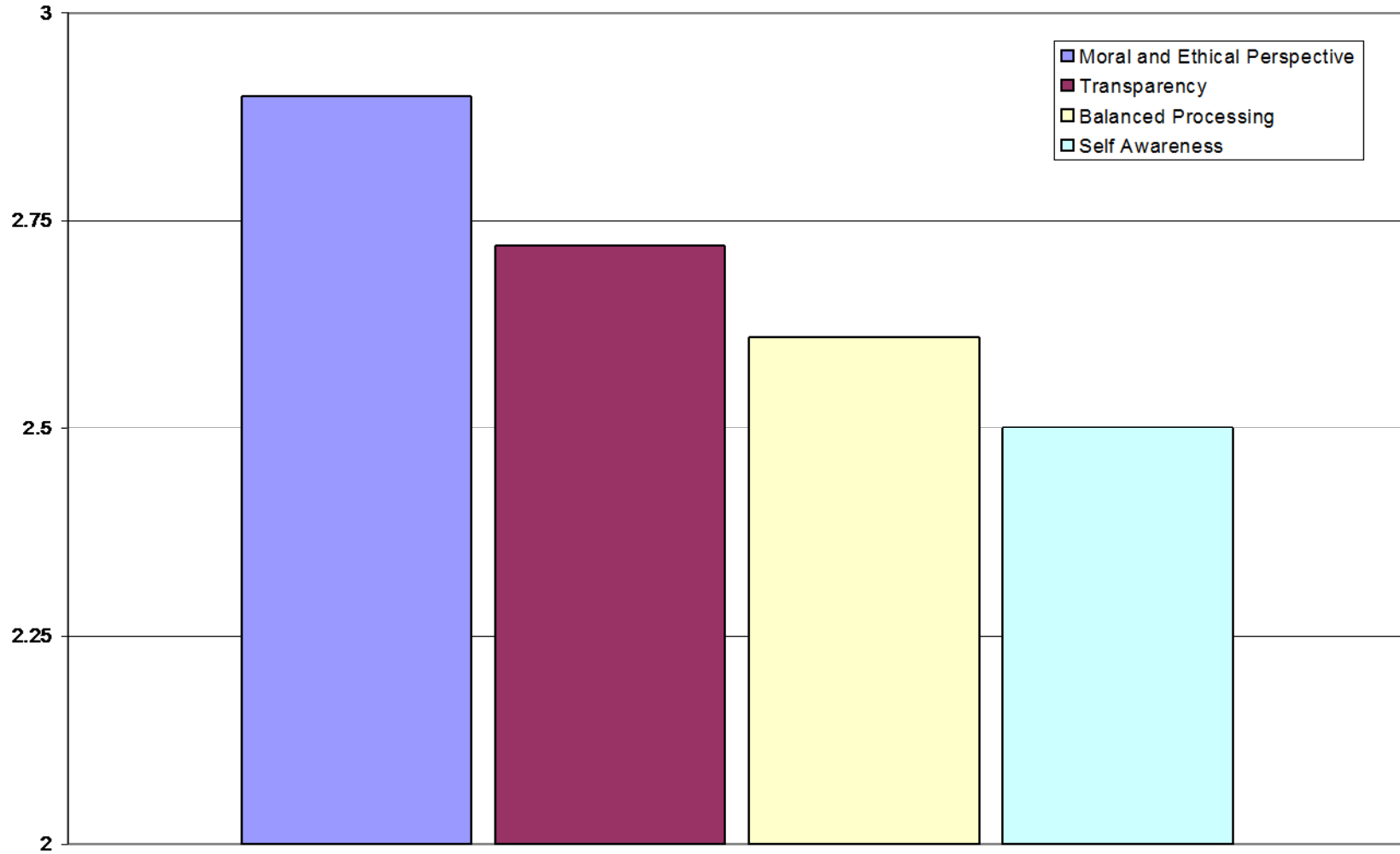
Transparency	Moral & Ethical Perspective	Balanced Processing	Self awareness
high levels of openness, self-disclosure and trust in relationships	behaviour guided by core values, beliefs, thoughts and feelings rather than outside pressures and personalities	unbiased collection and interpretation of positive and negative self-related information	developing an understanding and sense of self that provides a firm anchor for decisions and actions
Say exactly what they mean	Demonstrate beliefs that are consistent with actions	Solicit views that challenge their deeply held positions	Seek feedback to improve interactions with others
Admit mistakes when they are made	Make decisions based on their core values	Analyse relevant data before coming to a decision	Accurately describe how others view their capabilities
Encourage everyone to speak their mind	Ask you to take positions that support your core values	Listen carefully to different points of view before coming to conclusions	Know when it is time to re-evaluate their positions on important issues
Tell you the hard truth	Make difficult decisions based on high standards of ethical conduct		Show they understand how specific actions impact others.
Displays emotions in line with feelings			

# Authentic leadership

## Leaders in my organisation...



# Authentic leadership





# Authentic leadership

Only 37.4% of respondents judged their leaders displayed Authentic Leadership behaviours more than 'fairly often' (above 3 on a 0-4 scale)

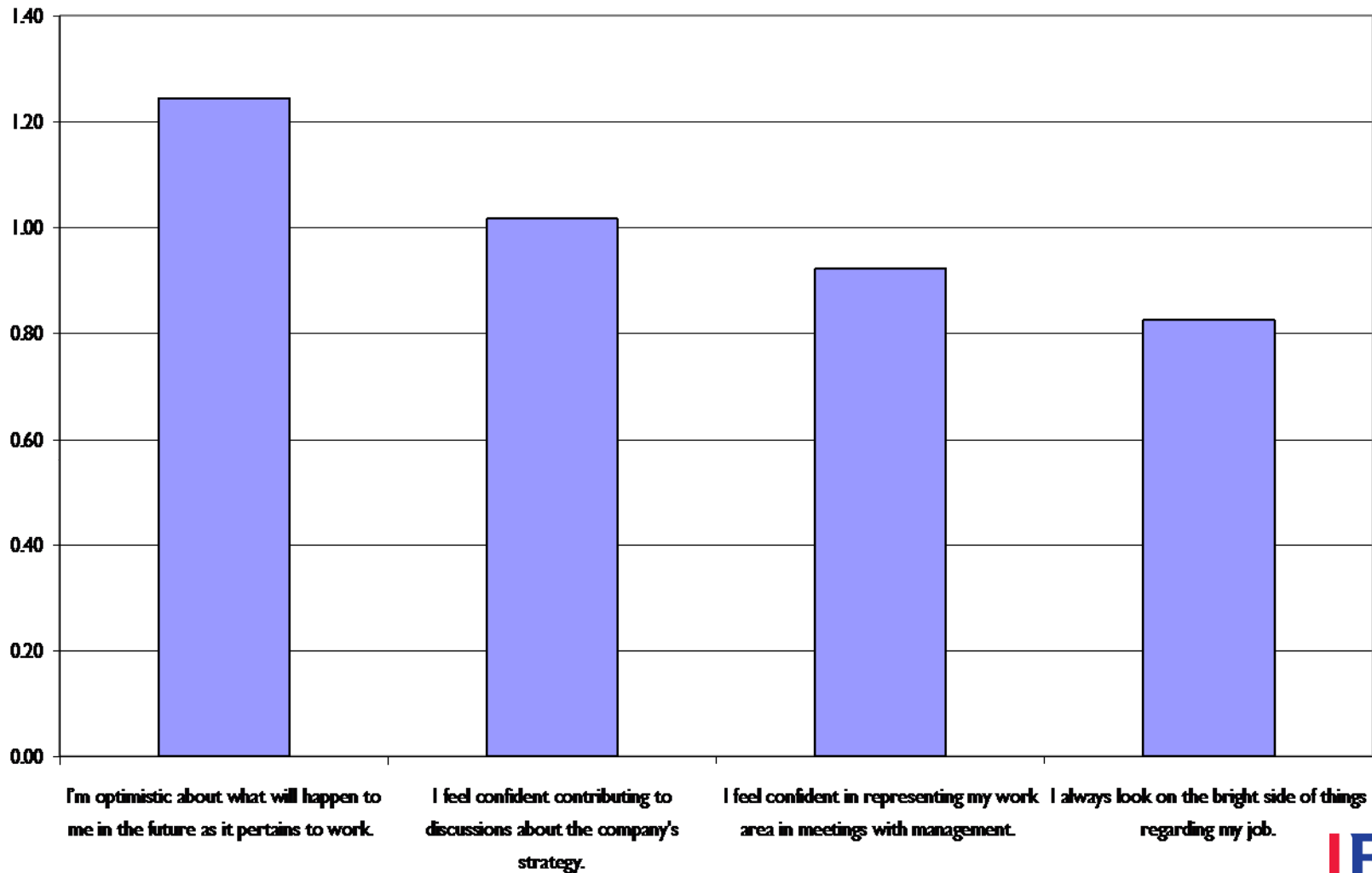
Strong moral and ethical perspective - frank and direct

Little willingness to admit their mistakes or consider other points of view that might challenge their own

Reliance on tangible data

A need to be 'right' that overwhelms ability to be 'real'

# Psychological Capital Items that suffer most with low Authentic Leadership



# Authentic Leadership Effect on Psychological Capital

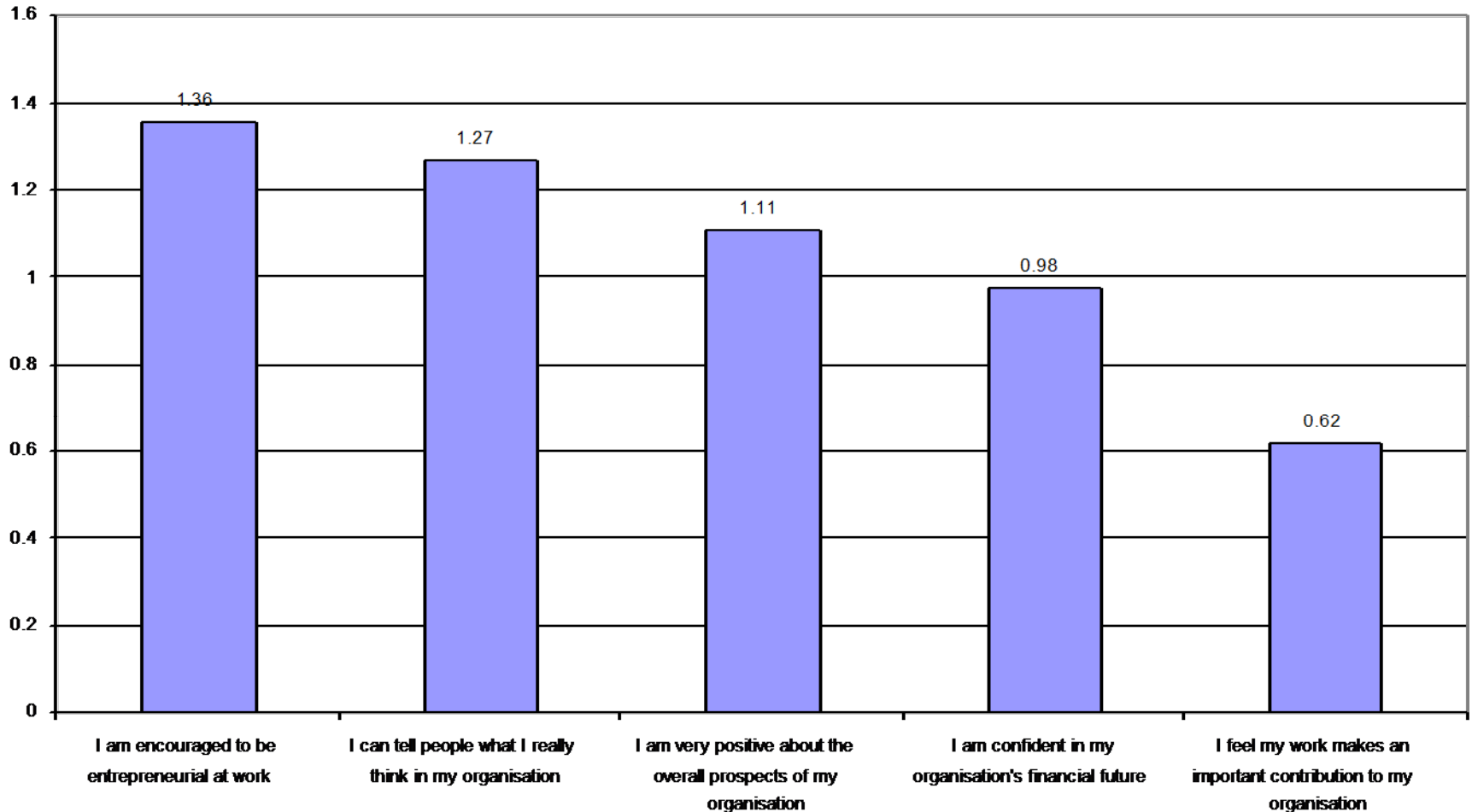
↓ Authentic Leadership = ↓ Optimism + ↓ Confidence

Optimistic staff are more receptive to workplace change and new ideas and therefore, much more constructive and valuable in the fast-moving modern world.

Confidence has been linked more strongly to work-related performance than goal setting, job satisfaction, feedback, conscientiousness, transformational leadership and organisational behaviour modification

Resilience and independence carry on regardless - is this the 'survival instinct' of a disengaged worker who puts in the time but not the effort?

# Leadership Impact Items that suffer most with low Authentic Leadership



# Authentic Leadership Effect on Leadership Impact

↓ Authentic Leadership = ↓ Engagement

With low levels of Authentic Leadership there is greater disengagement of the workforce, particularly with respect to:

- contribution of ideas
- preparedness to speak up
- commitment to the organisation's purpose

People appear less willing to take the risks so essential to sustaining high performance.

# Leadership Imperatives from the research

*“To thine own self be true”*

- Recognise that self awareness is important
- Commit time and patience to unearthing the real you
- Use genuine leadership development, reflection and feedback.

Create the conditions for ‘real’ feedback

- Be proactive and positive in developing relationships
- Build trust and the credibility that goes with responding positively to the challenges that the workforce raises.

People commit to a purpose not a plan

- The workforce wants to feel significance and excitement
- Build purpose through wide participation and involvement

# Leadership Imperatives from the research

*“Be the change you want to see in the world.”*

- Setting a good example develops the most engaged workforce.
- Authentic leadership begets authentic ‘followership’.

## Learn how to lead

- Leadership development is a reflective and experiential model that needs to be embedded in a real context where you can experiment and then critically assess.

## Define your ethical and moral base

- Establish a robust framework that can be used reliably to test challenging decisions in the toughest of crisis situations

# Women and Authentic Leadership



## Current situation

1. Emerging leaders - who is actively developing their leadership capability?
2. Who are the new entrepreneurs?
3. Where are women in business now?



## Expert Commentary

Dr Nikki Crawford

“Women’s skill sets might generally differ somewhat from men’s, and that is a source of competitive advantage. Companies stand to benefit from women’s commercial insights and abilities.”



## Expert Commentary

### Aleen Bayard

“...women have a much deeper sense of community, more genuine sense of community - which is what is encouraged in authentic leadership.”

“I think women ‘do’ leadership differently due to their more inclusive, less combative style. And we know from a lot of research that that’s the way to go.”

“I think a lot of women who are appointed to leadership roles are tuned in to acting like men. This is a personal comment but I don’t think we’ve yet seen the best of women leadership.”



## Expert Commentary

### Lester Levy

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To Thine Own Self Be True

Be the Change you want to see in the world



# Your challenge after today

Thank you

