

KINGS

Authentic Leadership

- People long for bona-fide leadership
- An aspect of leadership which is rarely fully articulated
- About whether leadership is genuine, believable and 'real'.
- An Intrapersonal perspective:
 - Focuses closely on the leader and what goes on within the leader.
- An Interpersonal process:
 - Authenticity emerges from the interactions between leaders and followers. It is a reciprocal process.
- A Developmental process:
 - Something that can be nurtured or triggered by major life events – stimulates growth, a catalyst for change/insight
- Authentic leadership incorporates leader self-knowledge, self-regulation and self-concept
- According to Avolio, Walumbwa and Weber (2009) there are 4 components:
 1. *Self-awareness*

The personal insights of the leader. Self-awareness is not an end in itself but a process in which individuals understand themselves, including their strengths and weaknesses and the impact they have on others. Self-awareness includes reflecting on your core values, identity, emotions, motives and goals, and coming to grips with who you really are at the deepest level. Greater self-awareness is viewed as more authentic. Self-knowledge and self-consistency have a positive impact on follower satisfaction with the leader (Peus, 2012; Leroy, 2015)
 2. *Internalized moral perspective*

Self-regulatory process whereby individuals use their internal moral standards and values to guide their behavior rather than allow outside /societal pressures to control them. Can control the extent to which they allow others to influence them. Viewed as authentic because actions consistent with expressed beliefs and morals. 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 (Gardener 2005). When leader is disciplined and self-directed and on course, it gives other people a sense of security.
 3. *Balanced processing*

An individual's ability to analyze information objectively and explore the opinions of others before making a decision. Avoiding favoritism and nepotism. Being unbiased. Soliciting the viewpoints of those who disagree with you and fully considering their positions. Seen as authentic because open and objective.
 4. *Relational Transparency*

Presenting one's true self to others in a controlled/appropriate manner. Able to share core feelings, motives and inclinations. Creating real relationships.
- According to George and Sims (2003; 2007) Authentic leaders tend to display:
 - a. Genuine desire to serve others. Compassion, being sensitive to the plight of others and willing to help
 - b. Sensitive and empathetic to the need/suffering of others
 - c. Self-Knowledge
 - d. Feeling of freedom to lead from core values
 - e. Strong values about right and wrong
 - f. Strong sense of purpose
 - g. Strong trusting relationships with others → Mutual obligation
 - h. Self-discipline
 - i. Act on their values

- + Positive Capacities which enhance a leader's capacity to develop authentic leadership (Luthans and Avolio 2003)
 - Confidence – self efficacy → more motivated to succeed, more persistent, more likely to welcome challenge
 - Optimism – having favourable expectations about future, sense of abundance over scarcity
 - Resilience – resourceful, ability to adapt to and recover from adversity
 - Hope – inspires followers
- + Passionate and Intrinsically motivated by goals
- + They know their 'true north'
 - Clear idea of who they are and where they are going
 - Clear understanding of the morally right thing to do
 - When tested, don't compromise their values but rather, values are strengthened
- + Softening of boundaries around their leadership → more transparent
- Authentic transformational leadership (effects on followers)
 - Hope
 - Trust/dependability
 - Security
 - Creativity
 - Satisfaction with leadership
 - Retention
 - 'ownership'
 - Stronger work engagement