

PREFACE

True leadership has always been more difficult to maintain in challenging times, but the unique stressors facing organisations throughout the world today call for renewed attention to what constitutes truly positive leadership. There is clearly a need for a better quality of leadership and higher leadership effectiveness, both at an individual and team level, and authentic leadership is often proposed to address these concerns. Much has been written about what authentic leadership (AL) is, and the positive effect of such leadership. Less is available on considerations towards the development of authentic leadership, and very little has been written about authentic leadership development interventions.

This book is aimed at various audiences. As the work is based both on academic and practitioner research, it might well be useful as a prescribed leadership and coaching book in business schools. On a more pragmatic level, it is targeted at organisational leadership development stakeholders, whether these are the leaders themselves, the leadership and organisational development departments, or leadership coaches.

The theoretical rationale underpinning this book is the notion that leadership authenticity builds trust, and that the development of inter-relational trust and trustworthiness builds and strengthens individual and team leadership effectiveness. As this work rests on the shoulders of giants in the research on AL, especially the earlier chapters in this book will specifically acknowledge these theoretical perspectives on the various aspects of AL, which will be combined with the author's own experiential understanding of these aspects.

This book aims to provide an outline of an effective individual and team authentic leadership effectiveness (ALE) programme, designed by the author, who herself is an ALE development facilitator. This will allow organisations to gain knowledge of an effective programme methodology, which is used daily, and has been evaluated in a doctoral study. The sense is that the development of authentic leadership requires a lifetime of experiences, and organisations do not always have the luxury of time for that to happen. An effective authentic leadership programme could considerably shorten the time required for the development of such positive and effective leadership, for the greater good of any organisation and its various stakeholders.

Overview

This book is divided up as follows.

Part I – Definition and Impact of Authentic Leadership – considers the need for authentic leadership, gives an overview of what is generally understood by authentic leadership. It also focuses on the impact of leadership authenticity on inter-relational trust, and on individual and team authentic leadership effectiveness.

Chapter 1 – Why the need for Authentic Leadership? – considers the need for authentic leadership by discussing the state of leadership today. An overview of the consequences of poor leadership is followed by introducing a better quality of leadership, with a brief introduction to leadership authenticity, the impact of leadership authenticity, development criteria for such leadership, and a consideration of leadership authenticity programmes to fast-track such developments. This chapter concludes with the rationale for better leadership and some well-known South African examples of authentic leadership.

Chapter 2 – Authentic Leadership Defined – gives a theoretical overview on authentic leadership. It introduces the concept of authenticity, and more specifically leadership authenticity, with specific consideration of a social cognitive view and processes involved in sustaining leadership authenticity. It concludes with some converging and diverging thoughts on leadership authenticity.

Chapter 3 – Applying Authentic Leadership – commences with the consequences of inauthentic moments during the leadership terms of well-known leaders. This is followed by interviews on the positive effect of authentic leadership moments on intrapersonal trust, followed by interpersonal trust between leaders and followers, and, as authentic leadership is a leadership by presence, authentic leaders may even have followers senior to them. The positive effect of leadership authenticity on individual leadership effectiveness is discussed, followed by an overview of the effect of authentic leadership on team leadership effectiveness, with specific focus on both lateral and vertical team leadership effectiveness. The discussion concludes with a consideration of the impact of authentic leadership on organisational outcomes and results.

Part II – Development of Authentic Leadership – forms the crux of this book. As the development of authentic leadership requires different considerations to what is mostly espoused in the field of leadership development, considerations and criteria for AL development and AL programmes are discussed. This is followed by a high-level and detailed overview of this specific individual and team ALE programme, which might well be a first. Finally, Part II concludes with a detailed, followed by three high-level case studies of the effects of the ALE programme under discussion.

Chapter 4 – Development of Authentic Leadership – discusses development levels towards the highest leadership effectiveness. It highlights the aspects that need to be included in such a development journey, followed by the importance of leader developmental readiness and commitment towards growing leadership authenticity. It considers how the development of political acumen can enhance authentic leadership, and how the development of such leadership can be measured.

Chapter 5 – Criteria for an AL Programme – commences with a discussion on the criteria for AL programmes in particular. The rationale for a coaching style of facilitation is discussed, followed by an outline of the various types of individual and team coaching modalities. It highlights the skills required across the board in individual and team coaching,

and considers the role and importance of the presence of the authentic leadership coach, and more specifically the AL facilitator. It concludes with additional requirements, such as leader development readiness, and sustainability of the effects of AL development in a world that continually changes.

Chapter 6 – The Authentic Leadership Programme: High-level Underpinnings. Using a *stories approach*, very common in the development of leadership authenticity, it commences by sharing my profile as the developer and facilitator of this programme. It shares my thoughts and beliefs about the important considerations in the development of leadership authenticity, and links this to theoretical proposed guidelines. It outlines the conceptual framework that underpins this programme, and the coaching style used to facilitate this programme. It concludes with a systemic overview of the usual structure of an AL programme such as this one.

Chapter 7 – The Authentic Leadership Programme: A Detailed Overview. This chapter commences by outlining the structure of the overall programme. It continues by outlining the process model and the programme components used in each of the six steps in the development of the individual ALE, followed by the three steps in development of team ALE. In each step, it outlines the theoretical underpinnings, followed by feedback from the field. Finally, it highlights the tailorability of such a programme, together with considerations towards sustaining such outcomes in a world of uncertainty where the only thing that is constant is change.

Chapter 8 – Authentic Leadership Programme Effect: Detailed Case Study. This detailed case study focuses on my doctoral study, during which the direct programme effect on personal, interpersonal and organisational leadership authenticity, followed by the further effect on developing inter-relational trust, individual and team authentic leadership effectiveness, were evaluated.

Chapter 9 – Authentic Leadership Programme Effect: High-level Case Studies – reports on three case studies with a different focus on authentic leadership development in each case study. The first case study explores the story of an executive leader who, together with his leadership team, embarked on a journey of developing individual and team authentic leadership effectiveness, with a specific focus on the impact it had on their business results. The second case study explores whether authentic leadership and political acumen can co-exist. Finally, the third case study highlights views from the field on how individual and team authentic leadership can be sustained when all else constantly changes.

Part III – Well-known Examples of Leaders Through the Lens of Authentic Leadership – even though AL programmes have not really been available before, such leadership can be developed by means of introspection and commitment to further development during a lifetime of life experiences and work episodes.

Chapter 10 – Well-known Leaders Through the Lens of Authentic Leadership – reflects on what happens when personal and professional authentic leadership is lacking. This is followed by viewing through the lens of authentic leadership two well-known leadership

examples, those being Helen Suzman, an erstwhile political opponent of the South African apartheid government, and Nelson Mandela, the first President of democratic South Africa, illustrating why they were such influential leaders.

Chapter 11 – A Final Word – considers the leadership lessons that emanate from these comparisons, followed by my personal reflections, as the author of this book.