

CONTENTS

FOREWORD BY DR ADRIAN CHAN	v
ABOUT THE AUTHOR	vii
PREFACE	viii
ACRONYMNS	xii
PART I: DEFINITION AND IMPACT OF AUTHENTIC LEADERSHIP	1
Chapter 1 Why the Need for Authentic Leadership?	2
Leadership today	2
What are the consequences of poor leadership?	5
Achieving a better quality of leadership	6
Some well-known South African examples of authentic leadership	10
Rationale for better leadership.....	11
Conclusion	12
Your personal reflections: The state of leadership.....	12
Chapter 2 Defining Authentic Leadership	13
What is authenticity?.....	13
Understanding leadership authenticity	15
Leadership authenticity and political acumen: Can they co-exist?	22
Conclusion	24
Your personal reflections: How authentic a leader are you?.....	25
Group discussion: Authentic leadership in your organisation.....	25
Chapter 3 Applying Authentic Leadership	27
What we have to lose without leadership authenticity	27
What we have to gain from authentic leadership.....	30
Conclusion	50
Group discussion: What is the effect of leadership in your organisation?.....	50
PART II: DEVELOPMENT OF AUTHENTIC LEADERSHIP	51
Chapter 4 Development of Authentic Leadership.....	52
Development levels toward leadership authenticity	52

Journey towards increased leadership authenticity	55
Leader developmental readiness	56
Developing authentic political acumen to enhance authentic leadership effectiveness	56
Measuring the development of authentic leadership.....	58
Conclusion	58
Personal reflections: Your development of authentic leadership	59
Group discussion: Development of authentic leadership in your organisation.....	59
Chapter 5 Criteria for Leadership Authenticity Programmes.....	61
Important programme considerations	62
Rationale for a coaching facilitation style in AL programmes.....	65
The role and requirements of an ALD facilitator	72
Additional programme considerations towards successful AL development	72
Conclusion	75
Chapter 6 The Authentic Leadership Programme – High-level Underpinnings	77
My profile and underpinnings as an ALD facilitator.....	77
Alignment of underlying programme theory to proposed guidelines.....	78
Conceptual framework underpinning the leadership authenticity programme.....	80
Systemic coaching facilitation style used in this programme.....	85
Overview of the usual structure of the leadership authenticity programme.....	85
Conclusion	87
Chapter 7 The Authentic Leadership Programme – Detailed Overview.....	89
Overall ALE programme	89
Development of individual ALE – process model and programme components	92
Development of team ALE – Process model and programme components	131
Tailorability of the authentic leadership effectiveness programme	153
Sustainability of individual and team authentic leadership effectiveness	154
Conclusion	155
Individual ALE exercise: Your internal AL Compass.....	155
Team ALE exercise: Your team ALE Charter.....	155
Chapter 8 Authentic Leadership Programme Effect – Detailed Case Study.....	157
Direct programme effect on leadership authenticity.....	157
Further programme effect on inter-relational trust.....	169

Further programme effect on individual authentic leadership effectiveness	174
Further programme effect on team authentic leadership effectiveness.....	180
Conclusion	189
Personal reflections: Authentic leadership case study	189
Chapter 9 Authentic Leadership Programme Effect – High-level Case Studies	191
Case study 1: Effect of authentic leadership effectiveness on business results	191
Case study 2: Development of authentic leadership political acumen.....	199
Case study 3: How to sustain individual and team authentic leadership effectiveness.....	203
Conclusion	206
Group discussion: Authentic leadership case studies	206
PART III: WELL-KNOWN LEADERS THROUGH THE LENS OF AUTHENTIC LEADERSHIP	207
Chapter 10 Well-known Leaders Through the Lens of Authentic Leadership	208
What happens when individual and collective authentic leadership is lacking.....	208
Two well-known examples of South African political leaders	212
Comparing two well-known authentic leaders	236
Conclusion	238
Group discussion: Leaders through the lens of authentic leadership.....	238
Chapter 11 A Final Word.....	239
Leadership lessons.....	239
Personal reflections	240
Conclusion	242
APPENDICES.....	243
APPENDIX 1: Leader participant profiles	243
APPENDIX 2: Template for testing leadership developmental readiness	245
APPENDIX 3: Programme contracting – Commitment document	246
APPENDIX 4: Programme Component – Adult experiential learning.....	247
APPENDIX 5: Programme Component – Life Chapters.....	248
APPENDIX 6: Programme Component – Individual AL Compass	249
APPENDIX 7: Programme Component – Individual ALEC.....	250
APPENDIX 8: Programme component – Team ALEC.....	253