Authentic Leadership

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Our Team

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Agenda

01	Context
02	Definitions
03	Characteristics & Impact
04	Recommendations

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Context

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Inquiry Questions

In what ways are creativity, emotion, and identity truncated within the workplace?

What impact does this truncation have on people?

Premises

Workplaces, which have systematically advanced the capital of White, cis-, American men assert their way of being as an assumption, then presume these ways as "neutral."

Non-normative identities must then alter, conceal, or swallow these identities in order to survive in the traditional workplace.

Further Questions

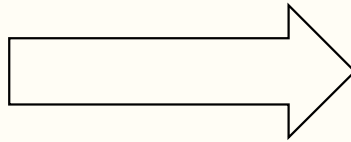What is <u>lost</u> when we assume and assert one way of being within the workplace?

In what ways do creativity, emotion, and identity enhance, deepen, or expand the workplace?

How does it depend on the setting?

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Why it matters to us

How?

Primary Sources

Ashley Brown, *Director*, Vanderbilt Student Center for Social Justice and Identity (SCSJI)

Rangaraj Ramanujam, *Professor*, Management and Health Policy at Owen School of Business

"White Supremacy Culture" from Dismantling Racism: A Workbook for Social Change Groups by **Kenneth Jones and Tema Okun**, *2001*

Limitations

- Non-exhaustive research
- Limited expertise & professional representation (Law, Business, Counseling/Education)

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02

Defining Authenticity

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Q

Call to mind an authentic mentor, colleague, or leader. In a few words, what are their qualities?

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Authenticity is NOT

Unfiltered impulses, with disregard to others' well-being and your role responsibilities
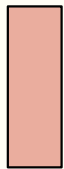
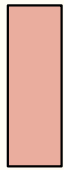A noun, a fixed state of being, or an immutable quality

Prescriptive

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Authenticity

Internal

What you expect of yourself
Alignment with your values

External (role)

What is expected of you in your role
Alignment with the values of your role & setting

Aspirational

Alignment with long-term goals
"Is this taking me (us) where I (we) want to go?"

Authenticity

Internal

What you expect of yourself
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External (role)

What is expected of you in your role
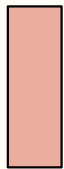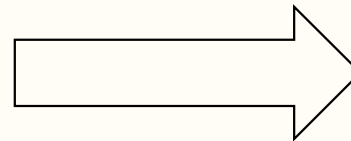Alignment with the values of your role & setting

Aspirational

Alignment with long-term goals
"Is this taking me (us) where I (we) want to go?"

→ Emotional Labor

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Characteristics and Impact of Authentic Leaders

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Characteristics

Self-awareness

Strengths, weaknesses, limitations of abilities, emotional intelligence

Listening skills

Trust through active listening

Components of Authentic Leadership

Idea from the 1960s!

Gained popularity in 2003 w/ publishing of Bill George's book, *Authentic Leadership*

Emotional Control

Ability to deliver and receive honest feedback

Relationship-driven

Devotes energy into peers to build connections

Characteristics

Accountability

Strong internalized morals, ability to take responsibility for mistakes/harm

Empathy

Relational transparency, understanding of humanity of peers

Have an internal code of ethics!

Be resistant to external pressures to show consistency in your spaces

Humility

Acts to better the entire organization, not just themselves

Long-term goals

Goals related to ethics, ability to recognize challenges

https://www.betterup.com/blog/authentic-leadership

Liberation th... ntic Leadership

Affects of White Supremacy Culture

Sense of Urgency

Perfectionism

Understand democratic processes take longer than unilateral operation

Defensiveness

Product over Process

Antidotes

Develop a culture of appreciation

Separate the person from the mistake

Speak to positives before offering criticism

Learn from the past and intergenerationally

Interrogate the relationship between defensiveness and shame

Actively discuss how defensiveness and power dynamics affect relationships and psychological safety

Include process or quality goals in your planning

Have a living values statement/mission

The way something is done is more important than its outcome

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Liberation through Authentic Leadership

Affects of White Supremacy Culture

Worship of the Written Word	Paternalism	Fear of Open Conflict	Individualism

Antidotes

Value communication that can't go in a memo	Include people who are affected by decisions in your decision-making	Polite peace =/= satisfaction	Recognize the skills and contributions of your peers
Accept there are many ways to get to the same goal	Make sure that everyone knows and understands their level of authority and responsibility in your organization	Safely elicit healthy conflict & multiple ways of offering feedback	Elevate one another
Honor group decisions		Check-in with one another after a conflict and its resolution	Develop the skills and leadership of those you "lead"

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Q

Call to mind a safe, authentic (work)space.
In a few words, how did it make you feel?
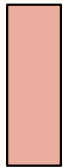
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Impacts

What does an authentic workplace LOOK like?
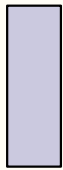
Psychological Safety

The feeling that you won't be punished for speaking up, asking questions, or offering feedback

Dynamics

Variance in how people perform similar work

Flexibility

Space is made for people to complete tasks in their own way
People are trusted as competent professionals

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Being an Authentic Leader

Authentic Leadership in Our Professions

Counseling

- Center counselor identity as the basis for treatment approach, methodology, and relationship-building
- Client wellness is contingent upon counselor wellness
- Celebrate different ways of being as an ecstatic representation of the pluralistic society we serve

Business

- Has self-awareness of their optimal work/leadership style, and the ability to adjust as needed
- Sets team norms to accommodate for both introverts and extroverts
- Uses team members' questions or disagreement as opportunities to improve or innovate

Law

- Maintains humility and prioritizes client well-being
- Spends time allowing for self-reflection upon strengths and weaknesses
- Genuinely engages in building meaningful relationships with clients, co-workers, and community members
- Embrace personal background/experiences

A (non-exhaustive) list of suggestions for how to be an authentic leader

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Explore your core values

What resonates in your personal and professional life?

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Journal/self-reflect (and go to therapy!)

Learn in the moment & identify larger themes in life/at work

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Ask for honest feedback

Acknowledge feelings & consider ways to change

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Share your story

Inspire, comfort, & motivate others; make room for all

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Be judgment free of others

Seek to understand, not just to be understood

Seek continual growth!

Thank you!

♥

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