

# The Authentic Leadership Program

**INSIUM**

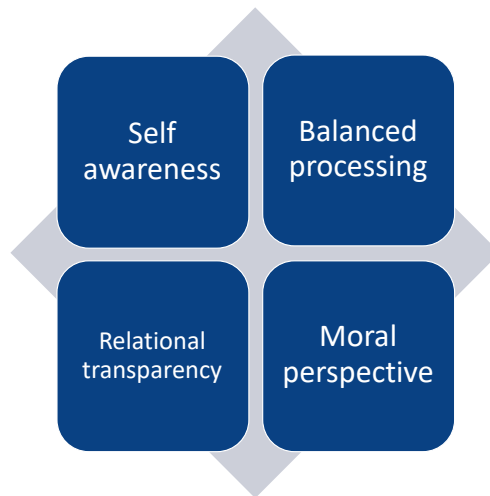


## What we know ... Authentic Leadership

***Authentic leadership is the root basis for all forms of positive leadership.***

Luthans & Avolio, 2003

*Building upon his work on transformational and transactional leadership with Bernard Bass, Bruce Avolio began to explore authentic leadership in order to provide a more expanded and robust Full Range Leadership Model (FRLM) (Bass & Avolio, 1994), that would restore confidence in leadership after the corporate scandals and management malfeasance (Avolio, 2011) of this century.*



Walumbwa, Avolio, Gardner,  
Wernsing & Peterson, 2008

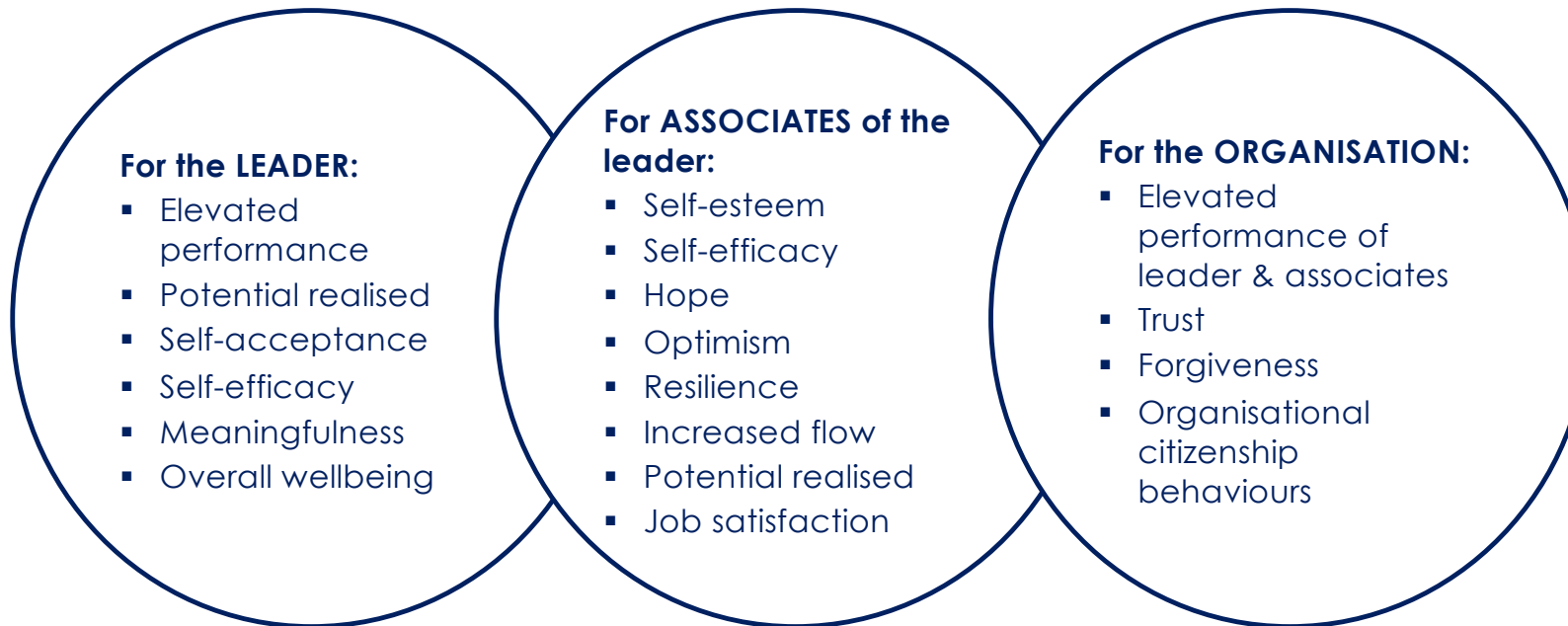
Authentic leaders demonstrate 5 qualities:

1. Understand their purpose
2. Practise solid values
3. Lead with their heart
4. Establish connected relationships
5. Demonstrate self-discipline

Bill George, 2018



## What we know ... Outcomes of Authentic Leadership



Banks, McCauley, Gardner & Guler, 2016





# The Authentic Leadership Program – Overview

The Authentic Leadership Program is a learning initiative designed to actively engage you in a process of self-discovery, enabling you to develop and live out your Authentic Leadership.

Discovering and living your authentic leadership requires an ongoing commitment to expanding your self-awareness and developing all aspects of self from “the inside-out”, rather than “outside-in”. The Authentic Leadership Program acts as a catalyst for you to begin to explore a range of concepts and experiences to facilitate this learning process.

This program is built on the proposition that we all have a role to play in leadership, irrespective of whether or not we formally hold a leadership position. Whether you are a senior leader who is leading others, or a professional specialist engaging with the business, the challenge is to understand ourselves well enough to determine why, when, where and how we can leverage our leadership gifts to their greatest effect.

This program aims to build leaders who: are deeply aware of how they think, feel and behave; are conscious of their own and others' values, perspectives and strengths; understand their work environment; and are able to positively affect change.

## Through participation in the program, you will...

- Understand what it means to be an authentic leader and how to lead authentically
- Gain heightened self awareness through a number of feedback mechanisms and guided reflective practice
- Better understand your core values, motivation and behaviour
- Explore the importance and impact of your emotional intelligence in the workplace
- Explore your leadership style, presence and impact
- Enhance your ability to effectively lead self and others to higher levels of performance
- Have the insight and capability to work effectively within the organisational context



# The Authentic Leadership Program – What is involved?

The program consists of the following components:



## Preliminary learning activities:

The following learning activities will be completed prior to participation in Workshop 1:

- Selected reading and self reflection activities
- Developmental discussion (with line manager) to establish desired learning outcomes
- 360 Feedback process using Genos Emotional Intelligence Assessment and tailored qualitative feedback

## Workshop 1: Discovering Your Authentic Leadership:

The focus of this 3 day program is “Self as Leader” and explores the following:

- What does it mean to be an authentic leader?
- Learning from life stories: Experience + Reflection = (insight x learning) Wisdom
- Defining and acting on values
- Understanding and application of Emotional Intelligence
- Mindfulness and reflective practice
- Peer learning partners and coaching

## Interim learning activities: Living Your Authentic Leadership:

Following Workshop 1 there will be a number of activities to reinforce and further learning. These include the following:

- 1 - 1 Coaching with the program facilitators to further explore and/or review application of the concepts addressed in the workshop and to support ongoing learning and development
- Guided reading and self-reflection activities
- Mindfulness activities



## Developing Your Authentic Leadership – What is involved? (cont.)

### Workshop 2: Leading Authentically in Context:

This 2 day program is held 6-8 weeks after Workshop 1 and focuses on “Leading in Context.” It explores the following:

- Leading with purpose – establishing “WHY?”
- Exploring organisational context
- Building and leveraging stakeholder relationships
- Leadership presence and impact – operating as “Best Self”
- Establishing leadership principles

### Ongoing Learning and Application:

The following activities support ongoing learning, application and performance:

- Implementation of learning and development plans
- Ongoing reflective practice and mindfulness activities
- Periodic communications from facilitators providing links to relevant articles, tools, etc.

The Authentic Leadership Program is based on the organisational research of a number of leaders, including:

- Professor Bill George, Harvard Business School, author of “*Authentic Leadership*” and “*Finding Your True North*”
- Dr. Bruce Avolio, University of Washington, author of “*Full Range Leadership Development*” and “*The High Impact Leader: Moments Matter in Authentic Leadership Development*”
- Dr. Ben Palmer, CEO Genos International, with Dr. Con Stough, the researcher and developer of the Genos Model of Emotional Intelligence
- Dr. Martin Seligman, Director of University of Pennsylvania Positive Psychology Centre, author of “*Authentic Happiness*” and “*Flourish*”
- Dr. Russ Harris, author of “*The Happiness Trap*” and “*The Confidence Gap*”
- Sean Hannah, Fred Walumbwa, Bruce Avolio, William Gardner, Tara Wernsing & Suzanne Peterson who independently and collaboratively have made significant contributions to authentic leadership research





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**Furlan:** (n) dream  
“O ài fat un biel insium”:  
“I had a beautiful dream”

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