

BECOMING AN AUTHENTIC LEADER

What is 'authentic leadership'?

Authentic leadership is founded on two principles:

- We are all leaders in some or all aspects of our roles.
- People follow leaders that they believe in.

This means that we all have a part to play in inspiring others and shaping the organisation. We are at our most powerful and effective as leaders when we are acting authentically. Issues such as gaining employee engagement, developing creativity, openness or risk-taking cannot simply be demanded of employees by their leaders. These things have to be given freely by those employees to their leaders. In modern organisations, compliance is not enough, commitment is what is required and this calls for a new style of leadership.

Acting authentically means acting with high levels of awareness, and with an understanding of your own motives, values and beliefs. It also requires the ability to empathise with others and to have the flexibility to adjust your style to meet their needs. This means having the ability to act congruently by matching your *intent* with your *impact*. No more mixed messages, hidden agendas or confusion.

We have developed a programme which gives people the opportunity to develop the core elements that make up authentic leadership.

Purpose of the programme:

To create leaders who are inspiring, act with integrity and build the confidence, loyalty and commitment of others because they are believable.

Key Features of the programme:

- It is always grounded in practical application so delegates can gain immediate benefit from what they are learning.
- Modules are long enough for people to reflect, move beyond habitual patterns of behaviour and consolidate new behaviours.
- We have designed the programme to give early payback to the organisation. Integral to the programme are a series of work-based tasks, which help consolidate learning, maintain momentum and drive for results.
- One-to-one coaching throughout the programme enables delegates to consolidate their learning, plan their own development and apply new skills in the workplace.

Programme structure

Foundation day (1 day):

This is the launch of the programme. Delegates are introduced to the concept of **Emotional Intelligence**, including feedback on their own results from an EI psychometric inventory. This tool is a highly effective way of raising awareness of a leader's level of self awareness and impact on others. Delegates then begin to set their own **learning objectives** for the programme.

Module 1 (2 days)

Leaders are at their most authentic when they are aware of what drives their behaviour. This module essentially examines the question, '**Who am I?**' and introduces the concept of authentic leadership. It gives delegates the opportunity to explore how and when they act most congruently and what influences can knock them off balance.

Module 2 (2 days)

Having gained greater insight into what drives their own behaviour, this module concentrates on raising awareness on how each delegate **impacts on other people**. It extends the idea of congruence into communicating congruently with others. This is a simple idea but harder to achieve in practice. **Feedback** forms a key element of this module, as the ability to give and receive feedback is considered a key part of authentic leadership.

Module 3 (3 days)

The first two modules have an emphasis on self awareness and self management. Authentic leadership is based on the idea that to lead others, first one has to manage the self. From this firm foundation delegates now begin to focus on techniques for leading others. Modules 3 and 4 each take 3 days to give delegate opportunity to practise and reinforce the skills they learn. Module 3 focuses on **influencing others**. It includes highly practical and simple techniques for understanding others and developing a style to meet their needs. This extends into the key skill of **inspirational leadership** and how using your own style of leadership can be the most powerful way of inspiring people.

Module 4 (3 days)

This is the conclusion of the Authentic Leadership Programme. It concentrates on other key characteristics of leadership such as **leading through change, thinking strategies** and **tolerating ambiguity and uncertainty**. As for Module 3, this module is more technique-based than the first two modules, with an emphasis on practical application.

Note: Between each of the modules, delegates receive high impact **1 to 1 coaching** from external coaches. This is an integral part of the course, and each coaching session is designed to complement the material covered in each module.

Delegates also complete a variety of tasks in between modules. These tasks give delegates early opportunities to convert theory into practice, and for the organisation to benefit quickly from their attendance on the programme.

*'This above all, to thine own self be true,
And it must follow, as the night the day,
Thou canst not then be false to any man'*
From Hamlet, William Shakespeare

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