

# *Authentic Leadership*

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## *Fast Facts*

### *History*

- It is one of the newer areas of leadership.
- It grew out of need for honest and transparent leaders after scandals and tragedies in early 2000's (9/11, Enron, etc.).

### *Development*

- No single definition is agreed upon. However, the authentic leader is supposed to be genuine, honest, transparent, and 'do the right thing' .
- There are three different viewpoints.
  - Intrapersonal perspective- analyzes the leader's background and self-image.
  - Interpersonal perspective- how followers and leaders interact.
  - Developmental perspective- not an inborn trait, something that can be developed.

### *Strengths*

- There is a need for trustworthy leadership in society.
- The traits can be developed over time, people do not have to be born with them.
- The moral component appeals to society.
- Someone's authentic leadership ability is measurable using the Authentic Leadership Questionnaire.

### *Weaknesses*

- There has been very little research done on authentic leadership.
- The interplay between morality and leadership has not been fully explored.
- Can Authentic Leadership cause positive organizational results?

### *Practical Uses*

- Robert Terry's *Action Wheel* (identify real problem on the wheel and collectively come up with response).
- Bill George identified five characteristics (passion, compassion, consistency, connectedness, and behavior) that people need to develop in order to be authentic leaders.