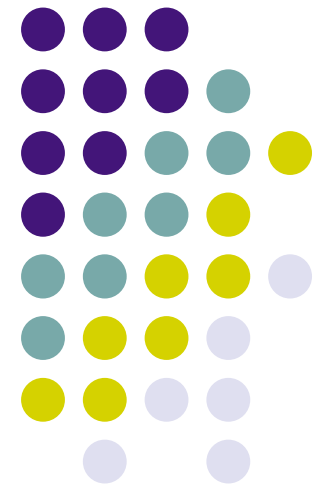


# Leadership Agility in a Dramatically Changing World

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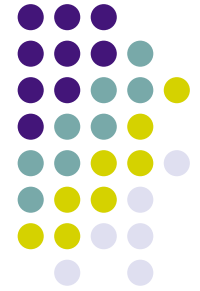
**Heart at work or just hard at work? –  
Leading as if people REALLY  
matter”**

**Part A – Authentic Leadership**



Greg Latemore  
27<sup>th</sup> April 2012

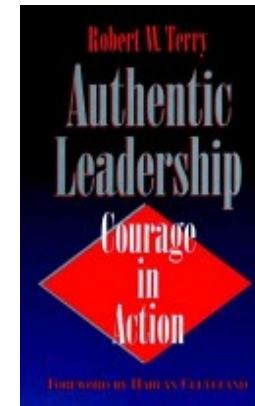
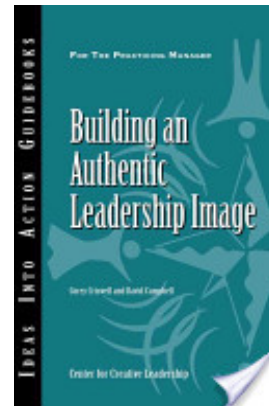
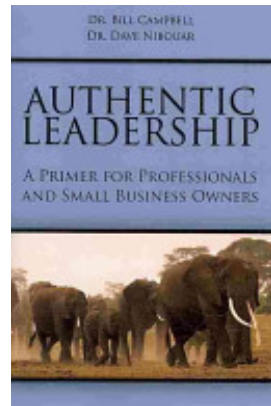
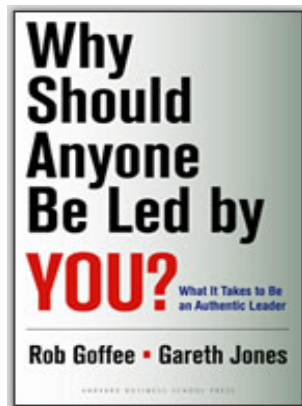
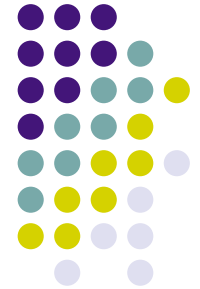
# Session Objectives



**During this Session, you will be invited to:**

- Identify what it means to be ‘authentic’ as a leader.
- Self-assess your own authenticity.
- Recognise and address issues of ‘hubris’
- See the benefits of connecting as a ‘deep actor’

# Authenticity - A Popular Topic



# Prologue on Authenticity ...

## 8 Private Questions – “Yes or No”?!



1. Do you often feel superior in comparison with others?
2. Do you sometimes exaggerate how good you are?
3. Do you occasionally engage in boasting?
4. Do you frequently have grandiose fantasies?
5. Do you seem to need a lot of attention?
6. Do others often see you as quite self-centred?
7. Have others ever accused you of being arrogant?
8. Do you relate to others to further your own interests without giving them credit?

Source: de Vries (2002:99)

# Key Ideas on Authentic Leadership



Management Incompetence

Hubris

Emotional Labour

Career Stallers, Stoppers & Tripwires

Organisational Delusion

# Sobering Quotes



Candor flees authority.

Executives aren't always paragons of rationality.

The first step toward change is awareness of dysfunctional behaviour.

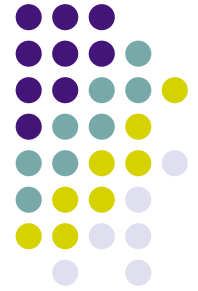
Narcissism and leadership are intricately connected.

Source: De Vries (2002)

# Early Studies

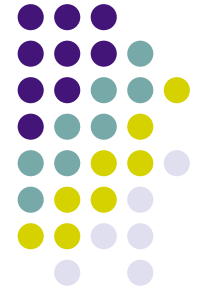
*Bentz (1985) pioneered the study of management incompetence. 7 themes:*

1. Is unable to prioritise and/or delegate
2. Is reactive
3. Is unable to maintain relationships
4. Is unable to build a team
5. Has poor judgment
6. Is a slow learner
7. Has an overriding personality defect.



# The Dark Side of Leadership

## - 3 skill deficiencies

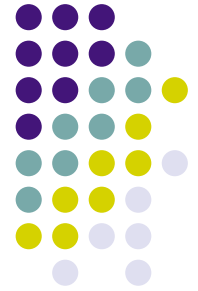


1. Problems with their vision
2. Problems with their communication & impression management
3. Problems with their general management practices.

Source: Conger (1990)



# The Dark Side of Leadership - Revisited



*10 Potential 'tripwires' for executives ...*

Excitable

Mischievous

Cautious

Imaginative

Detached

Diligent

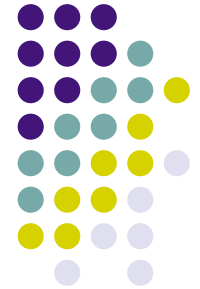
Leisurely

Dutiful

Arrogant

Colourful

# What We Know - 7 Findings



1. There is general agreement on dysfunctionality – “to blow up, to show off or to conform”
2. Derailment often co-exists with strong social skills & is masked
3. We tend to look at symptoms (turnover, theft) and not causes (management incompetence)
4. Dysfunctionality is best seen by observers not in self-reports
5. Most studies look at what people do not why they do it
6. We might not understand the origins of dysfunctionality but we do know the consequences. One big finding is that dysfunctional managers don’t learn from their past experiences.
7. People high on dysfunctionality erode trust.

Source: Hogan & Hogan (2001)

# The Realities of Hubris



Hubris is the capital sin of pride, and thus  
the antithesis of two ethics  
that the Greeks valued highly:

*aidos* (humble reverence for law) &  
*sophrosyne* (self-restraint, a sense of  
proper limits).

Source: Ronfeldt (1994)

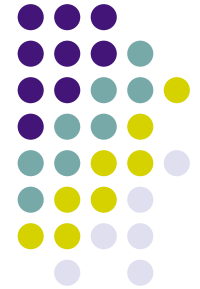


## 5 Career Stallers

1. Difficulty with interpersonal relationships
2. Difficulty building and leading a team
3. Difficulty changing or adapting
4. Failure to meet business objectives
5. Too narrow functional orientation.

Source: Benchmarks (2001)

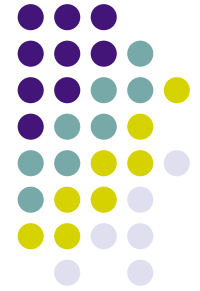
# 15 More Career Stallers & Stoppers (if you needed any more!)



1. Unable to adapt to differences
2. Poor Administrator
3. Overly Ambitious
4. Arrogant
5. Betrayal of Trust
6. Blocked Personal Learner
7. Lack of Composure
8. Defensiveness
9. Lack of Ethics and Values
10. Failure to Build a Team
11. Insensitive to Others
12. Key Skills Deficiency/Overdependence on a Single Skill
13. Non-strategic/Over-managing
14. Performance Problems
15. Political missteps

Source: Lombardo (2006)

# 3 Forms of Organisational Delusion



Avoidance (escape the present by being submerged in the past or projecting into the future)

Fantasised Self-Image (create a false image of oneself to avoid the pain of confronting reality)

Playing games (example, avoids genuine contact by polite avoidance)

Source: Merry & Brown (1990)

# How to Overcome Hubris?



**Humility**

**Humour**

**Humanity**

**Hope**

Source: de Vries (2002)

# Effective Leadership 'on the Couch'



Be aware of your 'inner theatre' & become  
*authentizotic*.

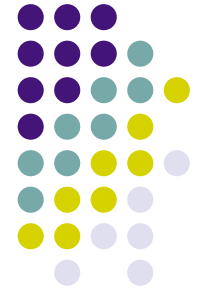
This means being authentekos = 'authentic',  
walking the talk, & doing things in organisations  
that are zotekos = 'vital to life', such as  
providing autonomy, interaction and recognition.

**Authenticity = 'truth with finesse', which  
brings life to yourself and to others**  
(Greg Latemore)

Source: de Vries (2002)



# Avoiding Self-Destruction – 5 Hints



1. Use institutional checks on irrationality (meetings, briefings, public presentations).
2. Encourage frank feedback from outsiders who can warn of sources of trouble.
3. Ensure a strong independent Board that is not just a rubber stamp on the CEO.
4. Participate in top executive development among peers
5. Empathetic listening to staff and customers.

Source: De Vries (1989)

# Authenticity



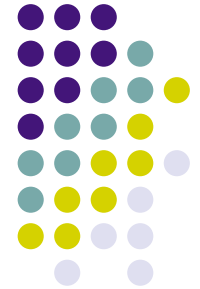
Be vulnerable – but not too much!

Be honest – but not too much!

Be yourself – but display tact!

Source: Goffee & Jones (2006)

# Authenticity in Action



	Low Genuineness	High Genuineness
High Skill as a Leader	Robotic Leader	Authentic Leader
Low Skill as a Leader	Inept Leader	Maverick Leader

Source: Goffee & Jones (2006)

# Authenticity & Emotional Labour



Surface acting

Deep acting

Genuine expression

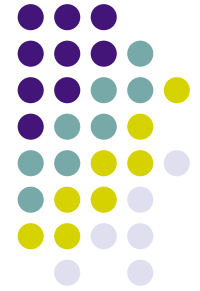
## An Example - Authentic Speaking



Achieve authenticity through ‘mastery of a calculated process’ not just rehearsing words & gestures. Embody 4 ‘intents’ & you will achieve the ‘perceived and real authenticity that creates a powerful bond with listeners’ (Morgan 2008):

1. The intent to **be open** with your audience (imagine a friend is listening)
2. The intent to **connect** with your audience (keep their attention through intensity and moving closer)
3. The intent to be **passionate** about your topic (why are you talking & why is this important?)
4. The intent to really **listen** to your audience (read their non-verbals & emotions).

# An Historical Observation on Speaking

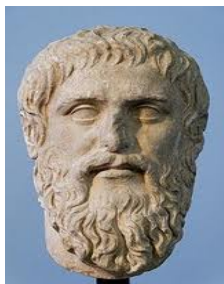
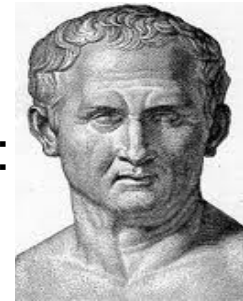


The Greek sophists insisted all oratory should first appeal to:

- Reason (*logos*)
- Emotion (*pathos*)

Cicero added that all good speakers ought:

- To prove (*probere*)
- To delight (*delectare*)
- To persuade (*flectere*)

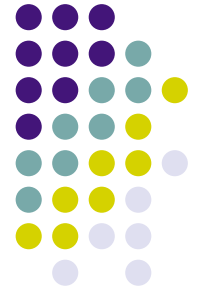


Nonetheless, Plato still insisted that  
'thinking well' was always better than 'speaking well'!



Source: de Botton (2012) pp.124 - 125

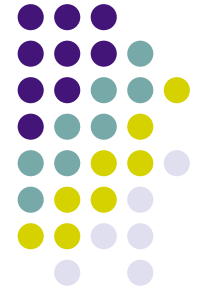
# Activity – Reflection on Hubris



**Whom** you do you know who seems to display signs of hubris? What can you do to cope & deal with these people & this behaviour?

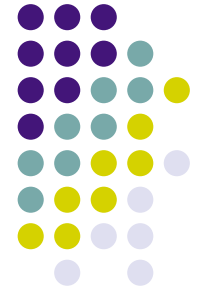
To what signs of hubris might **you** personally need to pay attention? (assuming you are self-aware!)

# Activity – Reflection on Authenticity



1. Think of **someone else** whom you know, who seems to be authentic. What do they do or say?
2. How authentic do you think **you are** in comparison? Why or why not?
3. What could **you do** – authentically! - to develop 'authenticity'?





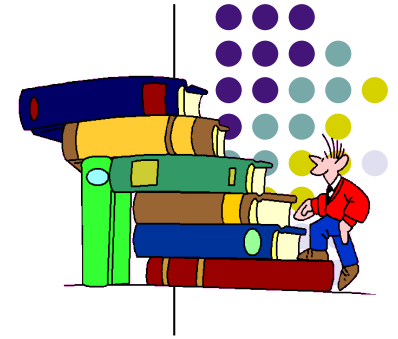
# Postscript on Humility

Some steps to cultivate humility – to become more ‘mammalian’ and less ‘reptilian’!

- Be shaped by what and whom you love
- Develop a sense of humour
- Reflect on the lives of others
- Practice ‘thought experiments’
- Act humbly
- Forget about achieving humility.

Source: Dickson (2009) pp.173-183.

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