

What Does It Take To Be An Authentic Leader?

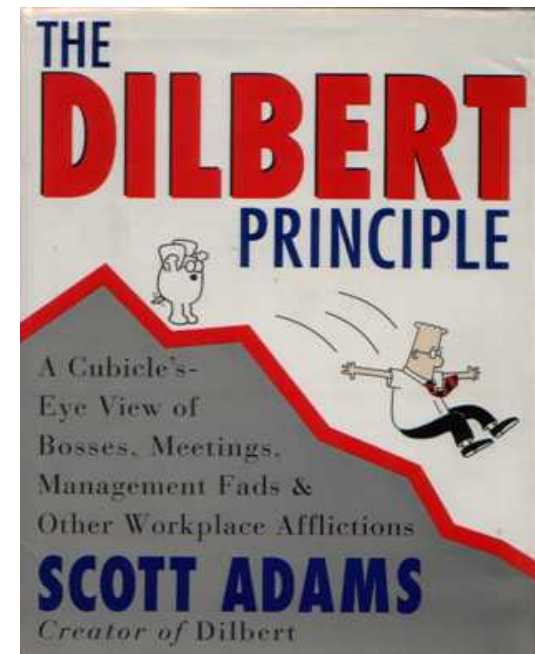
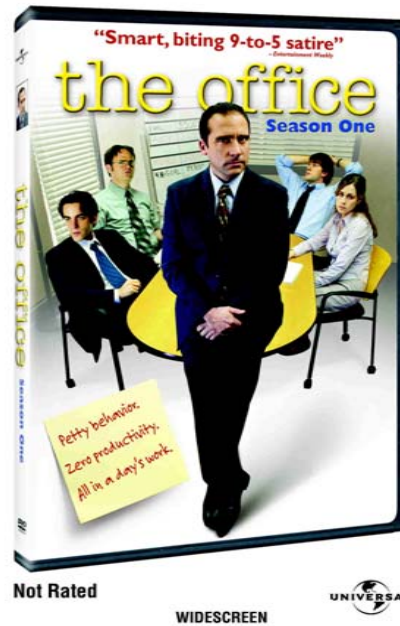
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Loss of Faith



Loss of meaning and fun

“Work is about daily meaning as well as daily bread; for recognition as well as cash; in short, for a sort of life rather than a Monday through Friday sort of dying...we have a right to ask of work that it include meaning, recognition, astonishment and life”

Studs Terkel

The leadership outcome?

Leadership is getting harder...

And more valuable

Clever compensation is not enough

To attract, keep and engage the best people requires
inspirational leadership...

and moral purpose

What authentic leaders do

Sense situations...and articulate them

Identify – get close but keep your distance

Reveal difference - know and show yourself enough



What authentic leaders do

Reveal weakness
Communicate with care



Inspirational Tensions

- Show strength but reveal weakness
- Be yourself but conform enough
- Get close but keep your distance
- Be authentic but be prepared to be a role player

Leading in a Downturn

- Don't claim to know the future – but articulate a vision/values (integrity and optimism)
- Understand the politics – but remain above them
- Focus on task (speed) – but build cohesion (keep talking and listening)
- Identify with the troops – but be prepared to be apart
- Remain steadfast – but adapt, be nimble
- Admit mistakes – and say sorry where necessary

Who are clever people?

Highly talented individuals with the potential to create disproportionate amounts of value from the resources that the organization makes available to them.

The world turned upside down

FROM

making individuals more valuable to organisations – by
“motivation” and “engagement”

TO

making organisations more valuable to individuals – *who are
already valuable*

Some new leadership rules

Do's	Don'ts
Explain and persuade	Tell people what to do
Use expertise	Use hierarchy
Give people space and resources	Allow them to burnout
Tell them what	Tell them how
Give people time	Interfere
Provide boundaries (agree simple rules)	Create bureaucracy
Give recognition (amplify their achievements)	Give frequent feedback

Some new leadership rules

Do's	Don'ts
Encourage failure and maximise learning	“Train”
Protect them from the rain	Expose them to politics
Talk straight	Use bullshit or deceive
Give real world challenges with constraints	Build an ivory tower
Create a galaxy	Recruit a star
Conduct and connect	Don't take all the credit as the leader

