



Authentic Leadership Development

Who & Why are you?

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Co-Director

Center for Public Leadership

Harvard Kennedy School of Government

HQ U.S. Air Force Academy



Brigadier General Dana H. Born
Dean of the Faculty



HARVARD Kennedy School JOHN F. KENNEDY SCHOOL OF GOVERNMENT



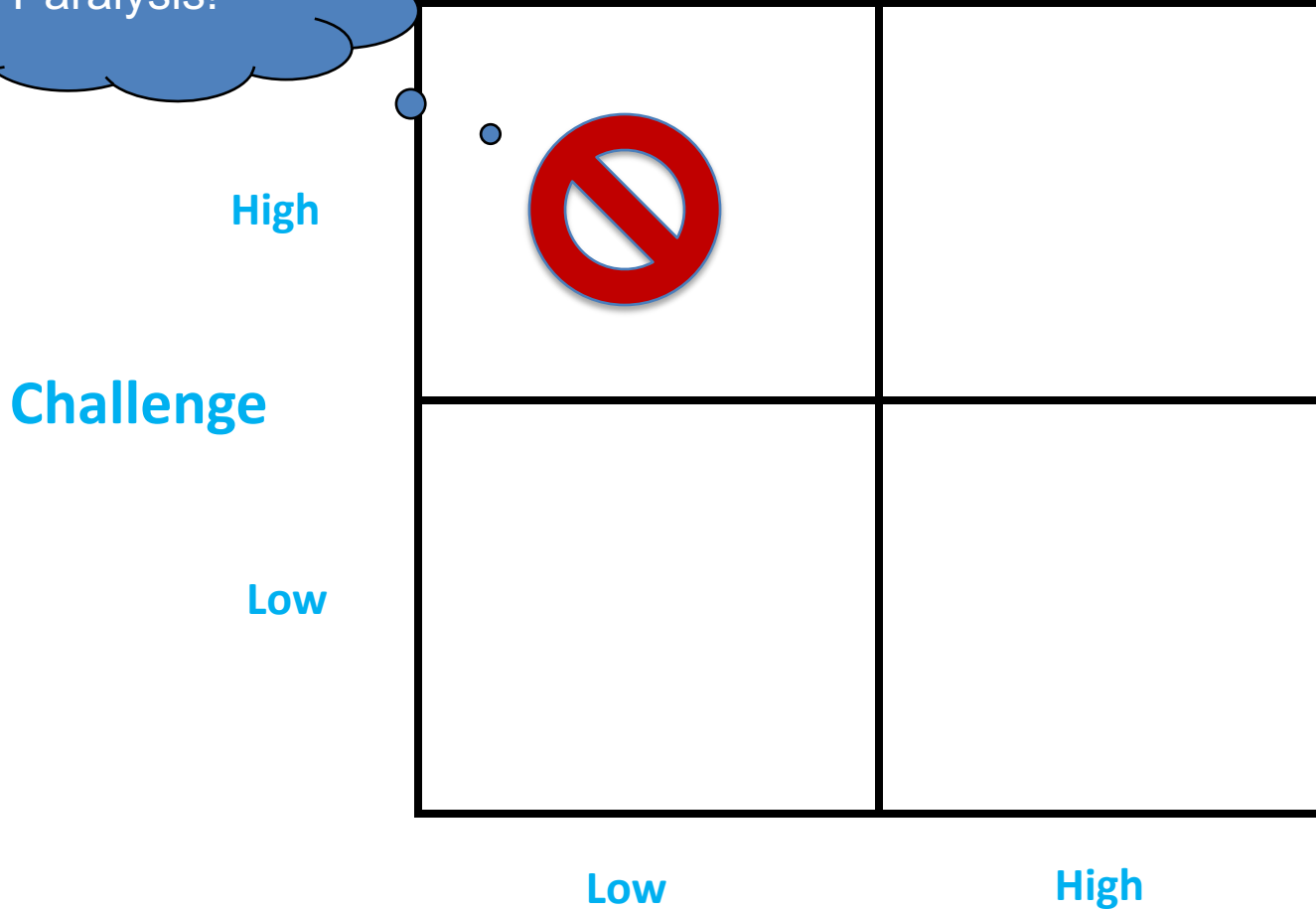
Dana Born
Co-Director
Center for Public Leadership
Lecturer in Public Policy



Tim, Hanna, Heather & Dana



Paralysis!



Paralysis!!

High
Challenge
Low



Low

High

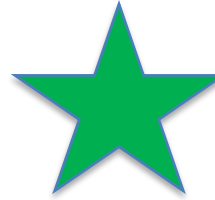
Support

Everyone gets a trophy!

Paralysis!

Tough Love!
Sweet-Spot!

High



Challenge

Low



Low

High

Support

Everyone gets
a trophy!

Recent Trends in Authenticity Research

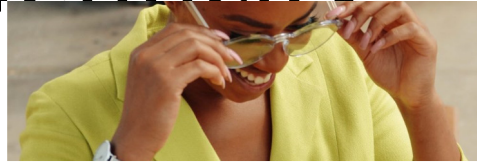
Lehman, et al., (2019)

Academy of Management Annals

Recent Trends in Authenticity Research

Decade	Total	Management	Marketing	Psychology	Sociology
1990-1999	19	5	2	7	5
2000-2009	100	51	13	22	14
2010-2017	208	110	22	50	26
Total	327	166	37	79	45
Number Empirical	241	91	34	77	39
Percent Empirical	74%	55%	92%	97%	87%

“Authenticity”



Why I Started Bringing My Entire Self to Work... And Why You Should Too!

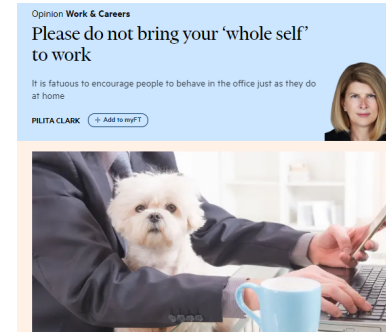
Published on November 16, 2017



Giselle Warren, MPA | + Follow
Chief Executive Officer at Giselle Ave.
13 articles



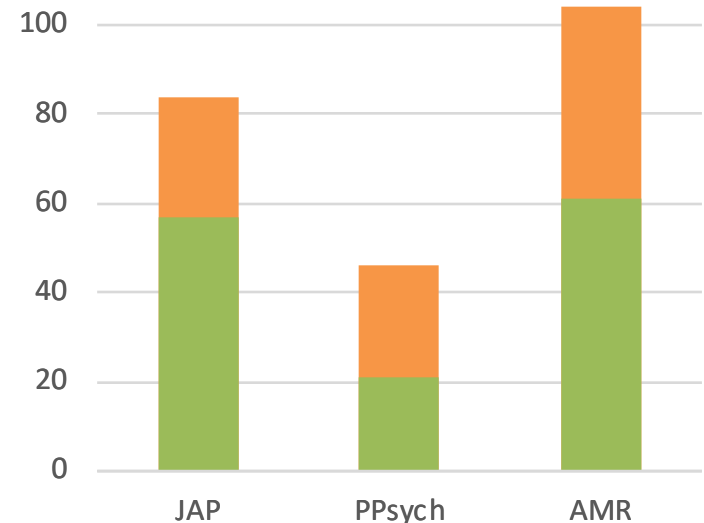
- Long history in psychology, in general
 - Maslow, Deci & Ryan, Swann, Goldman & Kernis
 - Benefits of knowing and enacting one’s “true self”
- Discussed more and more in the organizational literatures
- Also discussed more and more in popular culture



3 Essential Steps To Becoming More Authentic In Life And Work



Kathy Caprino Contributor @
I cover career and personal growth, leadership and women's issues.



Articles with the word
“authenticity”
Since 2010

Flight Plan

- **AUTHENTIC”**
 - Reflection #1: Why? What? How? When?
- **POWER in Your Life Story**
 - Reflection #2: Competing Narrative
- **MEANING in “I/Me” → “We”**
 - Lecturette: Be-Know-Do
- **STRENGTH in Vulnerability**
 - Reflection #3: Mo Cheeks

Reflection 1: “Authentic”

- Why?
- What?
- How?
- When?



Your Journey

Losing Your Way



Crucibles

5 Areas of Personal Development

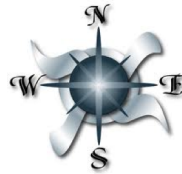
Self-Awareness

Values and Principles

Motivations

Support Team

Integrated Life



Transformation from Me to We

Putting it into Action

Finding Your Purpose and Aligning with it

Empowering Other Leaders

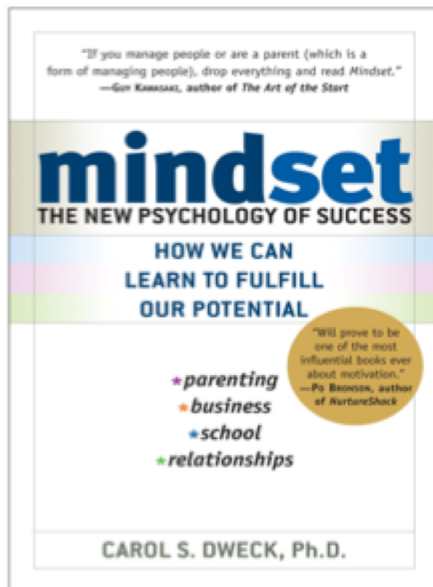
Honing Style and Use of Power

Authentic Leadership Development

The Course Map

“Growth” vs. “Fixed” Mindset

Carol Dweck on Growth Mindsets and Fixed Mindsets



Fixed Mindset	Growth Mindset
Intelligence is static.	Intelligence can be developed.
Leads to a desire to <i>look smart</i> and therefore a tendency to	Leads to a desire to <i>learn</i> and therefore a tendency to
• avoid challenges	• embrace challenges
• give up easily due to obstacles	• persist despite obstacles
• see effort as fruitless	• see effort as path to mastery
• ignore useful feedback	• learn from criticism
• be threatened by others' success	• be inspired by others' success

How many Psychologists does
it take to change a lightbulb?

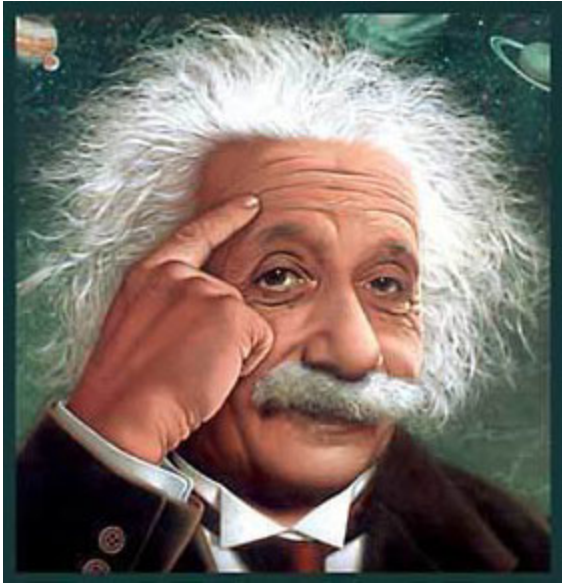


One, but the lightbulb
has to want to change.

World-Renowned Stanford University psychologist,
after decades of research on achievement and success.

“We are entrusted with people’s lives. They
are our responsibility and our legacy. We
know that the **growth mindset** has a key role
to play in **helping us fulfil our mission** and
in helping them
fulfil their potential.”

(Dweck, 2012)



“It’s not that I’m so smart; it’s that I stay with problems longer.”

(Albert Einstein)

Who are you?



*Always remember that
you are **absolutely unique**...*

*...just like **everyone else**.*

--Margaret Mead
(Anthropologist)

Emotional Intelligence
(Burns, 1979; Goleman, 1996)

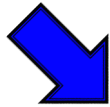
Self-awareness
Self-regulation
Motivation
Empathy
Social Skills

Understanding of own emotions
Ability to control and adapt emotions
Initiative, optimism
Service to others, understanding
Building relations, conflict management

Anyone Been There?



Actually
Leading



In
Classrooms



$$70 - 20 - 10$$



Supplemented by
Feedback & Coaching

Leadership v. Leader Development



Social Capital primarily about investing in your *human capital* Capital

“We maintain that leadership is character. It is not just a superficial question of style, but has to do with who we are as human beings, and with the forces that have shaped us. . . .”

“We find that the process of becoming a leader is much the same as the process of becoming an integrated human being.”



W. Bennis and J. Goldsmith, *Learning to Lead*
(Cambridge, MA: Perseus Books, 1997), p. xii.

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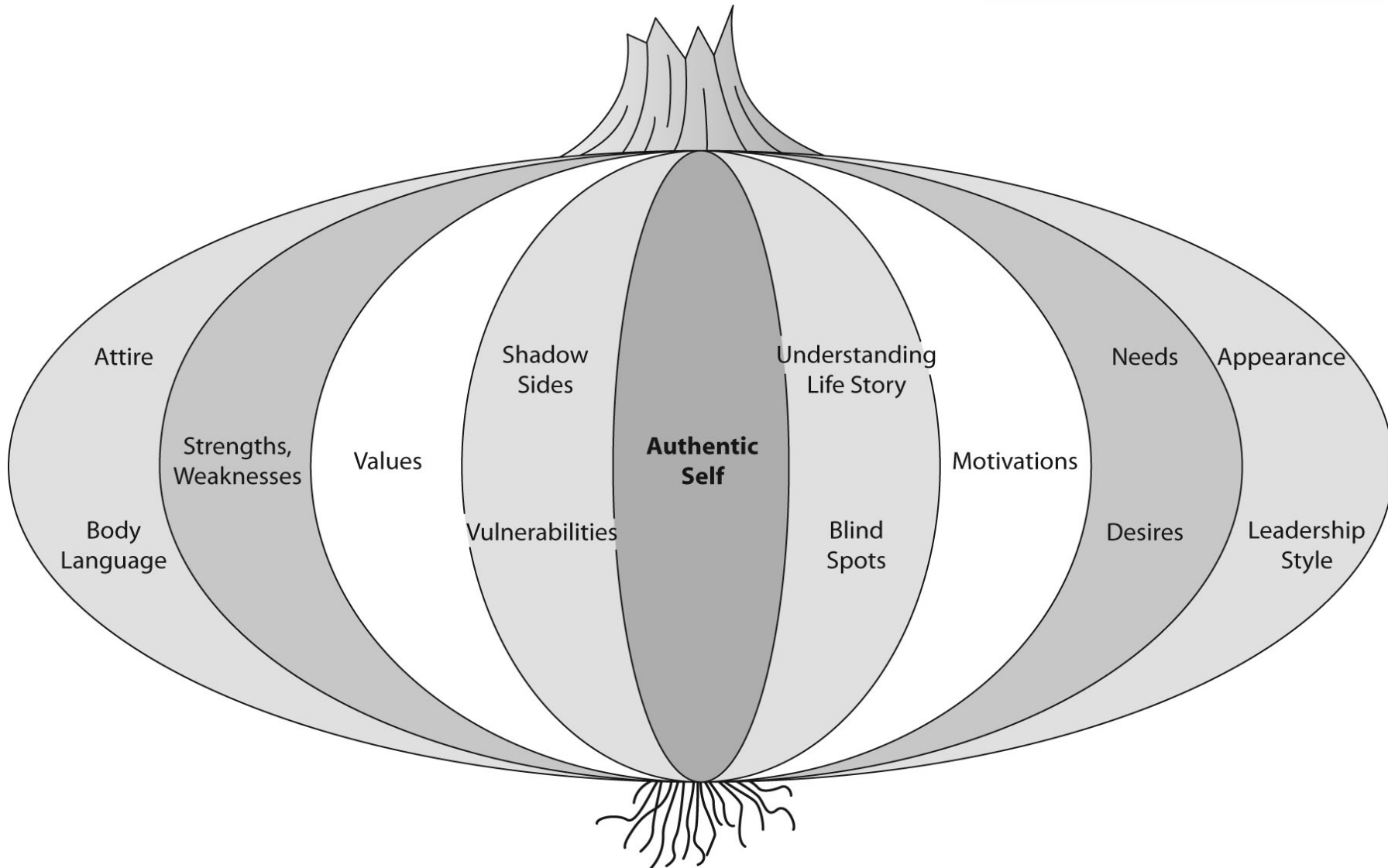
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*“The story of your life is NOT your life....
...It’s your life story.”*

-- John Barth (Novelist)

- 1) What is **your story**?
- 2) How is it created? Told? Who authors **your story**?
- 3) How does **your story** influence your...
actions?
relationships?
leadership?

“Scratch and Sniff”

Are they for real?

Who you are...

Your life story...

When it comes time to lead...

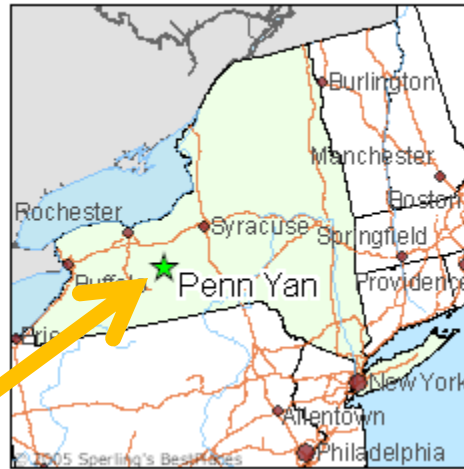
- 1) Step up
- 2) Lead Effectively
- 3) Live an integrated and meaningful life



Hometown Penn Yan NY (Finger Lakes)



New York



Keuka Lake



Downtown

Basic Cadet Dana Lindsley 1979



Fall 1979

Basic
Cadet
Training



Family



Memorable Moments



Leadership Philosophy

“Others Success = My Success”



Some Favorites

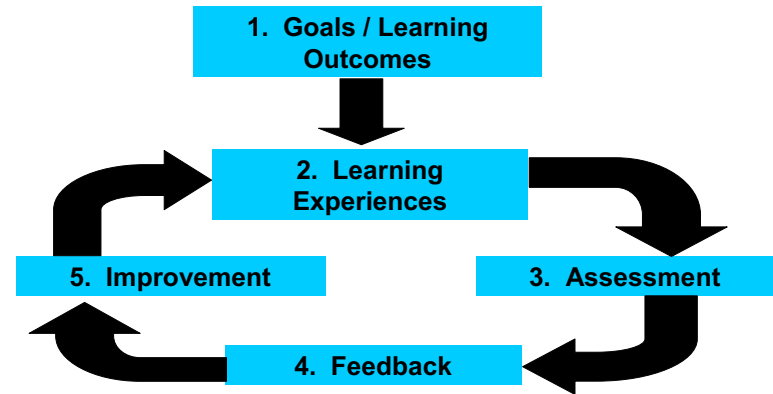


*Man's flight through life
is sustained by the
power of his knowledge*

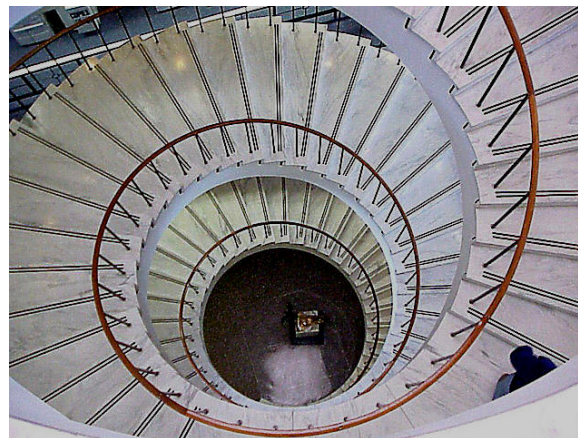
*Leadership and learning are
indispensable to each other*



A "Learning Focused" Approach



"Engaged Learners ... Engaged Learning"



*Ability to learn is
the most
important quality
a leader can have.*

Our Stories...

- 1. We Tell Others About Ourselves**
- 2. Others Tell About Us**
- 3. We Tell Ourselves About Us**

(1) Self-affirming

(2) Self-doubting

QUESTIONS:

(1) Which one is you?

(2) Which one is real?

Reflection #2: Competing Narratives

- Self-Affirming (positive, hero, hopeful)
 - Write down a few bullets that capture the essence of your “self-affirming” narrative
- Self-Doubting (negative, villain, fearful)
 - Write down a few bullets that capture the essence of your “self-doubting” narrative
- Pair & Share (your competing narratives)

“The Person of the Leader”

To the extent that you have a clearer sense of:

Who you are,

your life story,

your values & principles,

your motivations & passions,

your leadership purpose,

-- your *True North* . . .

when it comes time to lead, you will be more likely to:

1) *step up,*

2) *lead effectively,* and

3) *live an integrated & meaning-full life.*

Two Models

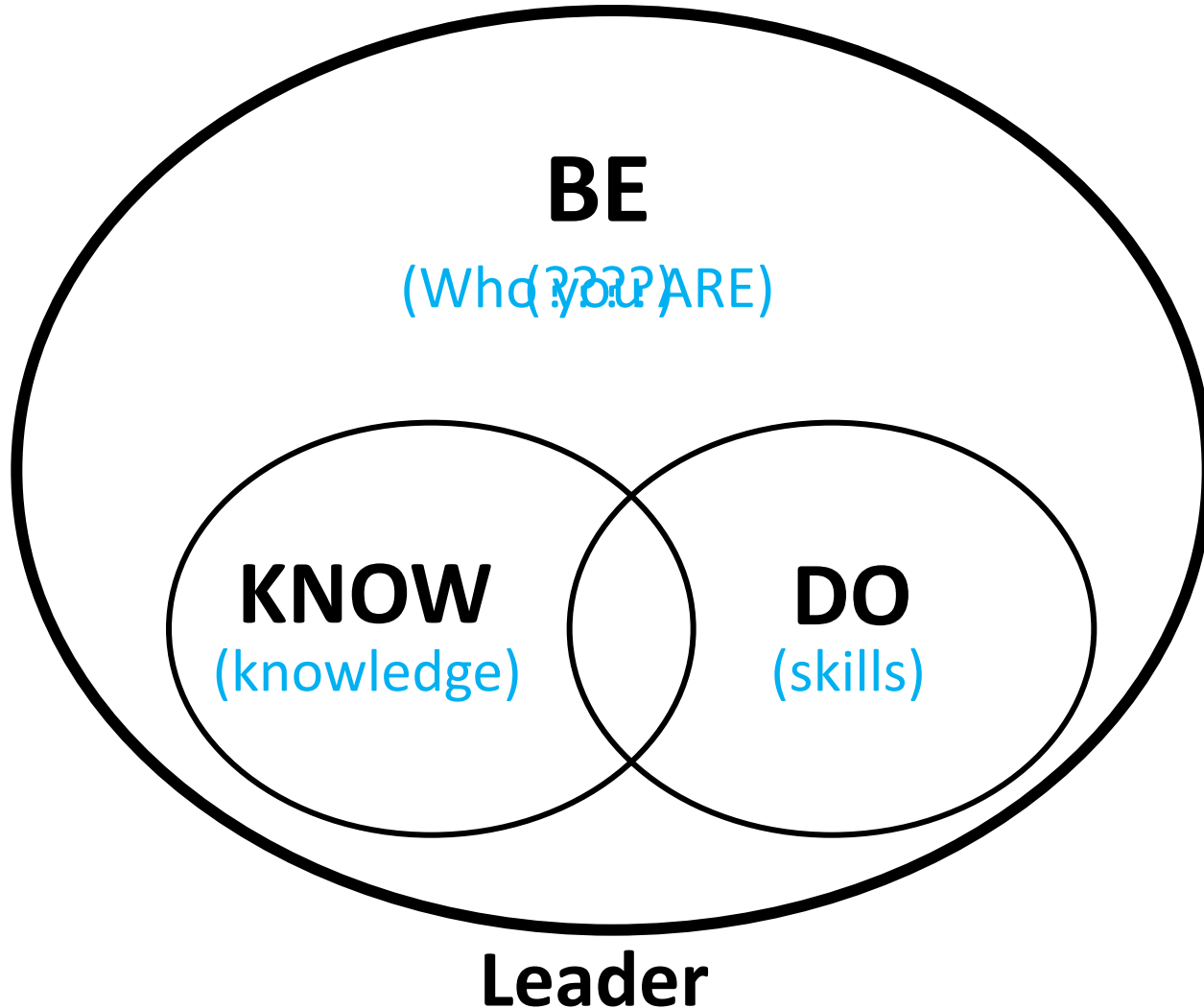
What's changing?

“Content”

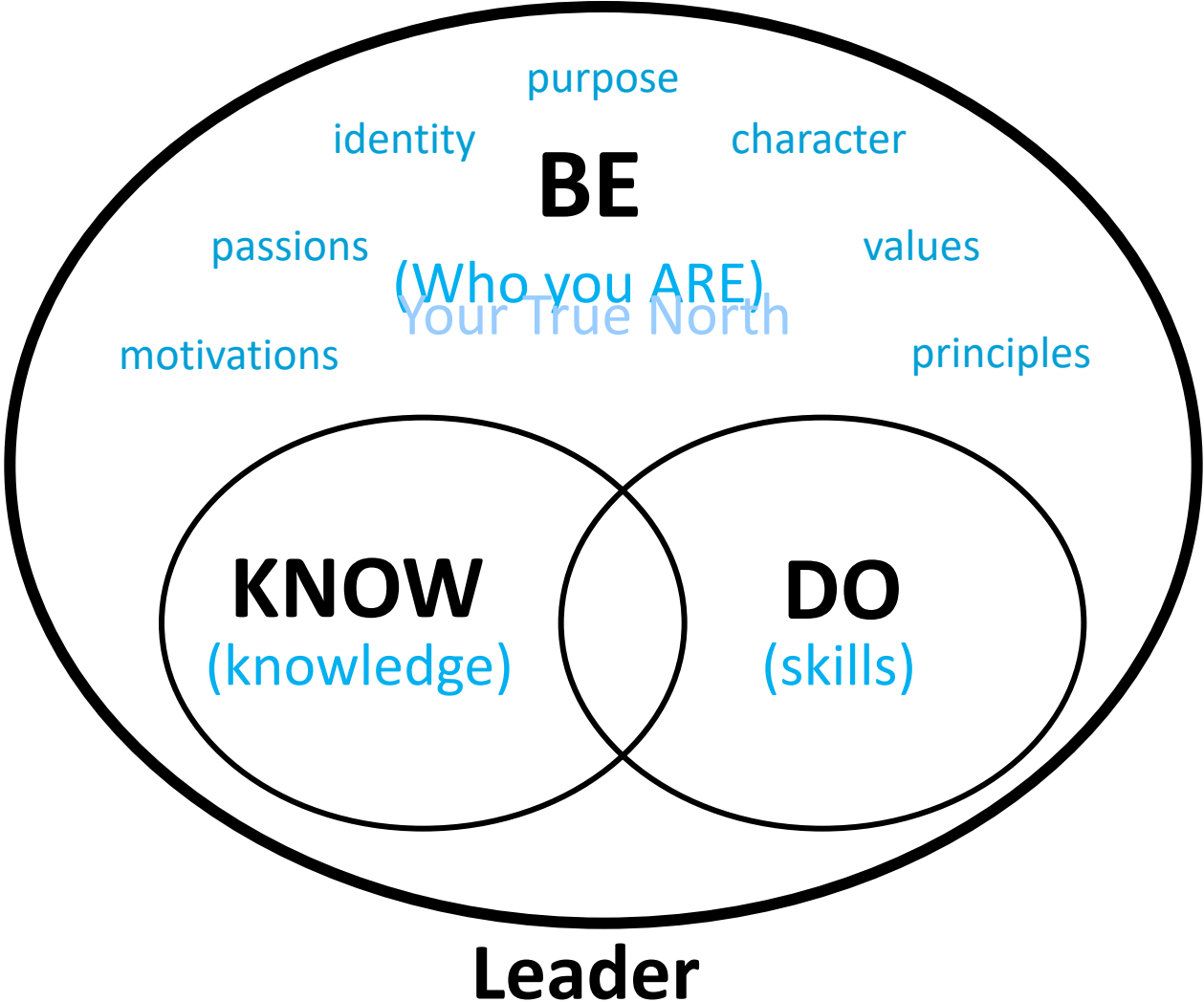
How does it happen?

“Process”

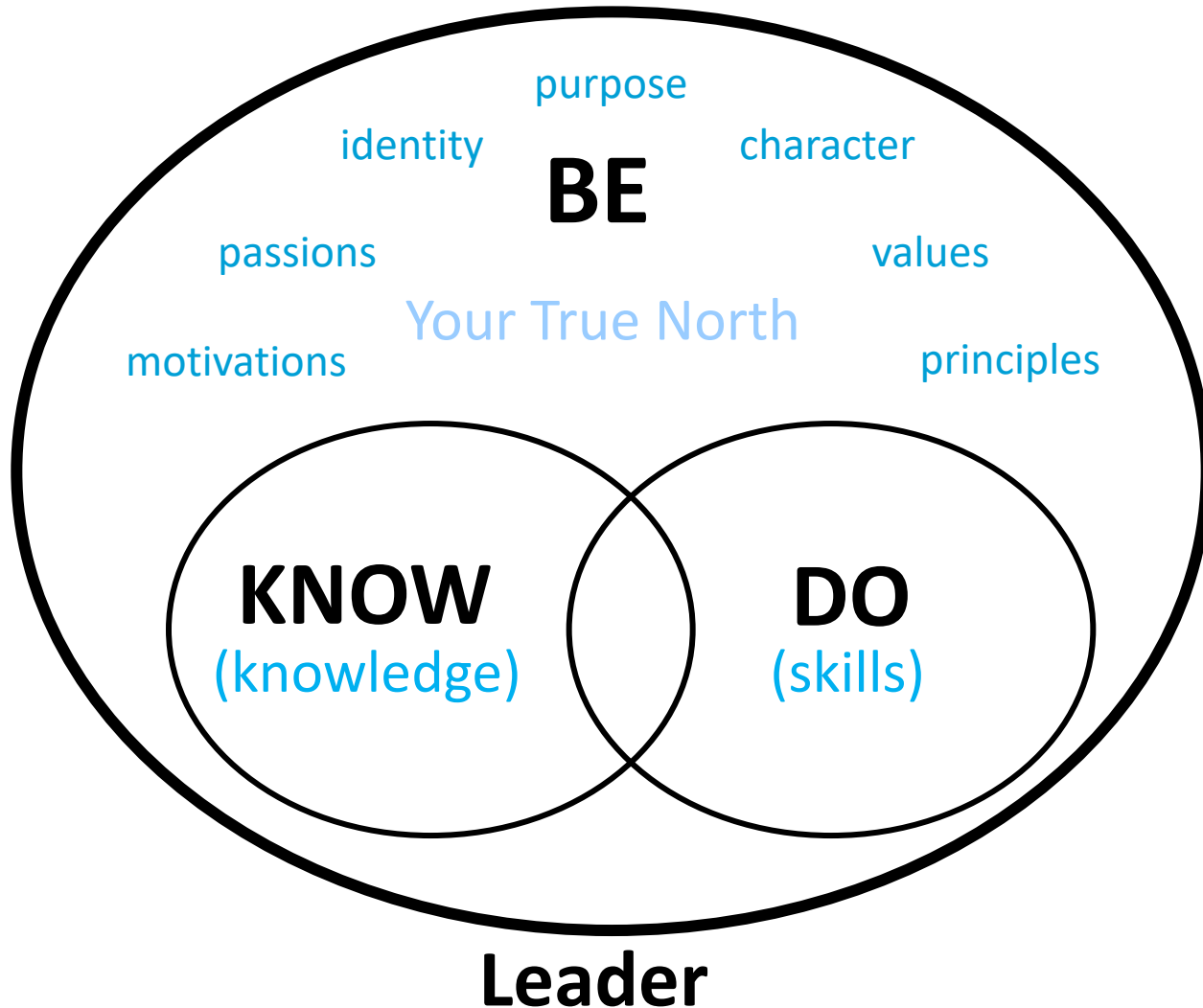
Content Model: What's Changing?



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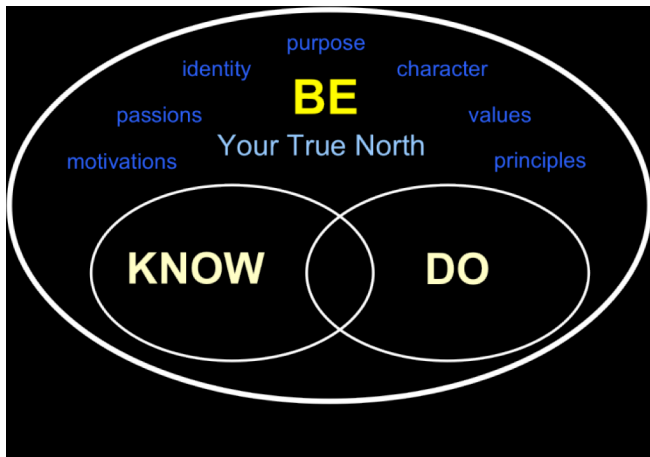
The Person of the Leader primary focus is on the BE component of your development



Two Models

What's changing?

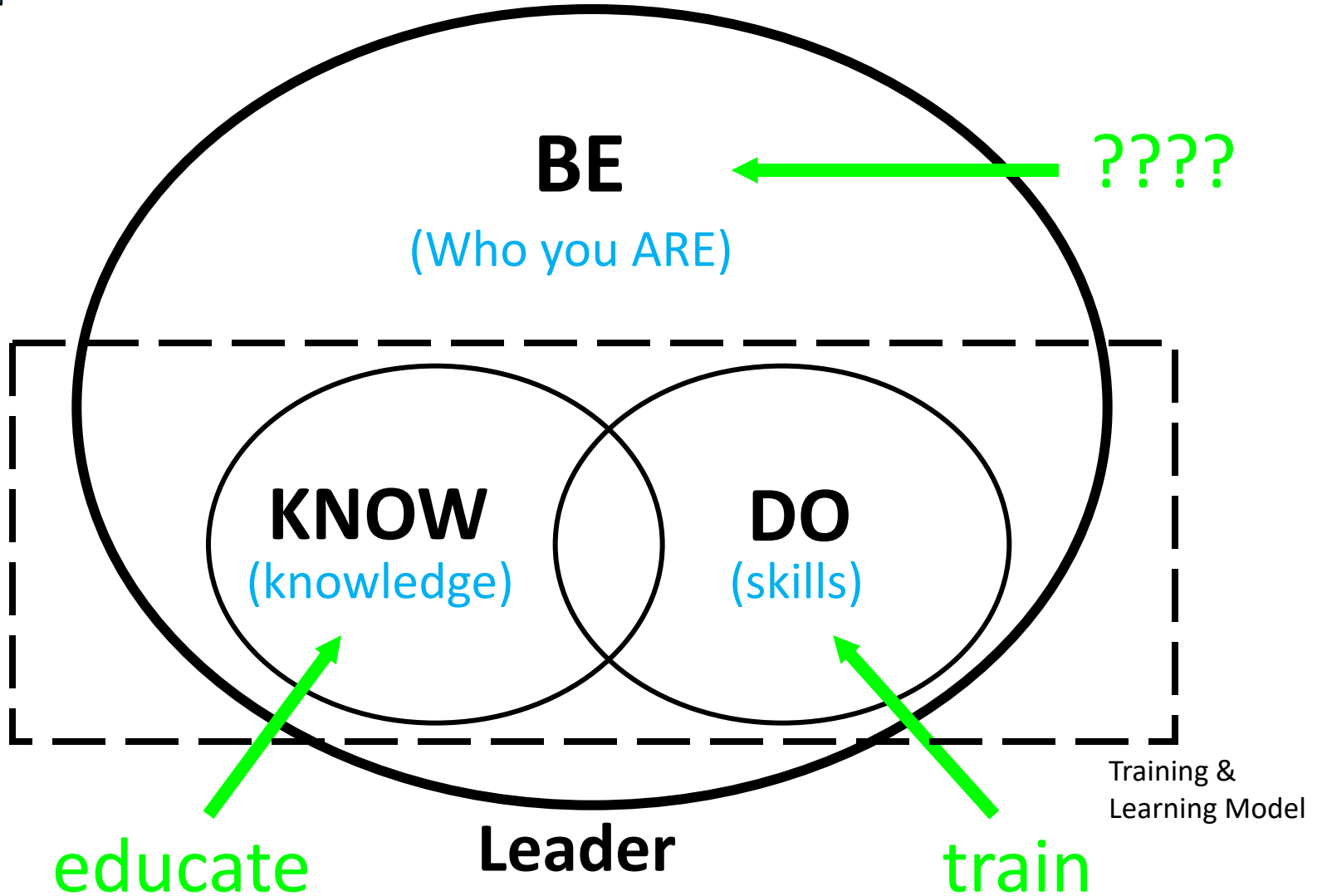
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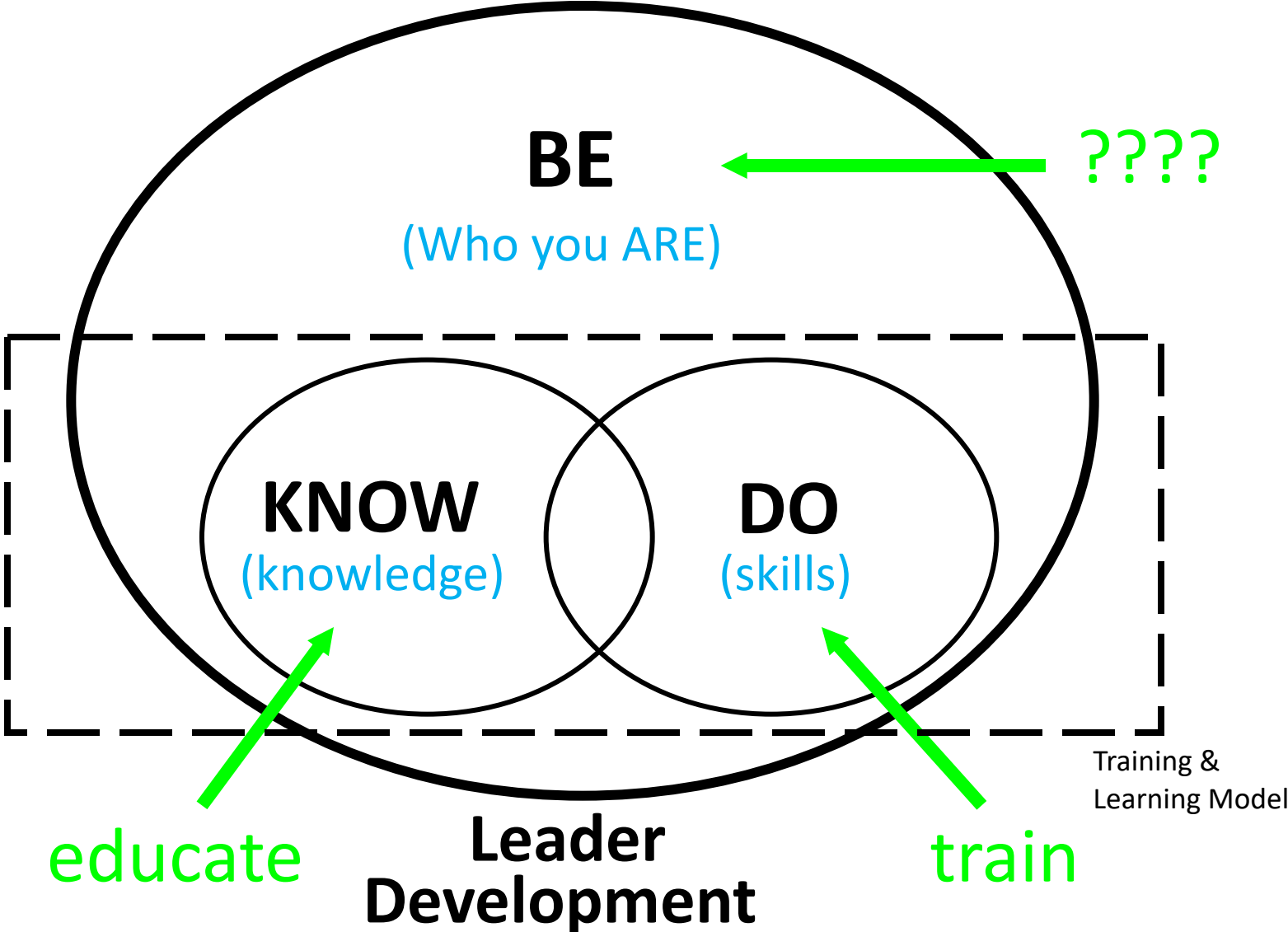
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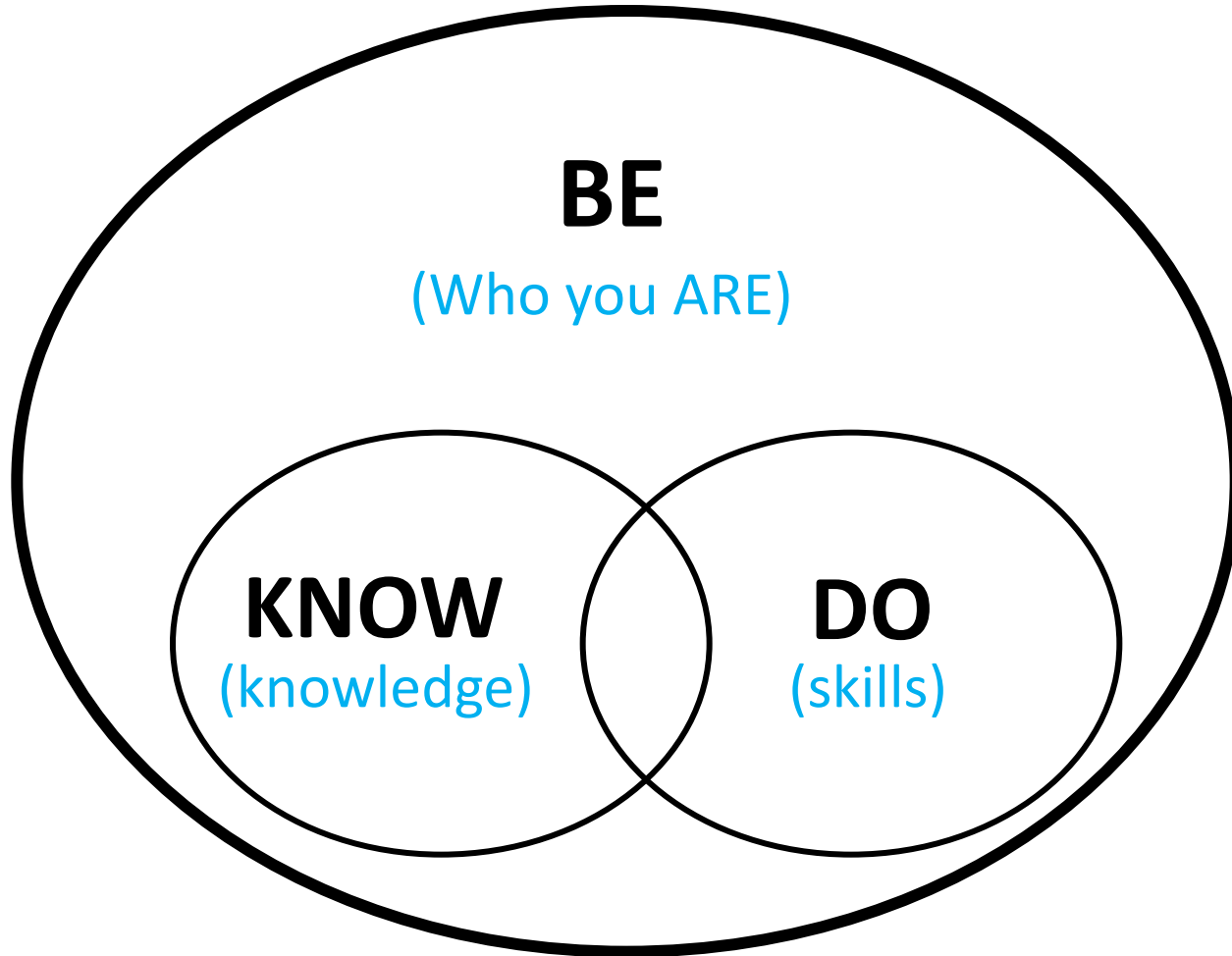
Process Model: How does it happen?



Process Model: How does it happen?



How does it happen? A holistic approach!



**Leader
Development**

How does it happen?

A Process Model



How does it happen?

A Process Model



How *ready* are you?

How are you ready?

How *open* are you?

How *present* are you?

What are your *expectations*

Why are you here?

How are you here?

Will you do anything with it?

What will you do with it?

How will you make sense?

With whom?

What will you *do* differently?

How will you *be* differently?

How will you *lead* differently?

The underappreciated
“bookends of development”



Coach Maurice "Mo" Cheeks (April 2003)
Game 3 of first round of 2003 NBA Championships
Portland Trail Blazers v. Dallas Mavericks
20,000 fans Portland's Rose Garden Arena
14 year old Natalie Gilbert

<https://www.youtube.com/watch?v=q4880PjNO2E>

Leadership is not about titles, positions or flowcharts. It is about one life influencing another.”

— [John C. Maxwell](#)



“Watch your thoughts, they become your words.
Watch your words, they become your actions.
Watch your actions, they become your habits.
Watch your habits, they become your character.
Watch your character, it becomes your destiny.” - Anon

True North Groups (TNGs)



- 1 Sun, Mar 29: (Virtual Summit)
TNG Contract & Life Story (Intro & Chap 1*)
- 2 Summer 2020
Losing Your Way (Chap 2*)
- 3 Fall 2020
Crucibles (Chap 3*)
- 4 Winter 2020
Develop Your Self-Awareness (Chap 4*)

Summit A (March 2021)

- 5 Values & Motivated Capabilities (Chap 5 & 6*)
- 6 Support Teams & Integrated Life (Chap 7 & 8*)
- 7 I to We, Purpose & Empowerment (Chap 9, 10 & 11*)

TNG Expectations



- Be fully committed to the **spirit and process** of the TNGs
- **True North Groups (TNG)** 6 person groups, assigned 29 March, meet for seven sessions, facilitators rotate
 - **MANDATORY**
- Embrace the spirit/norms of TNGs: (**TNG contracts**)
 - Thoughtful Preparation
 - Active Participation (balance advocacy & *inquiry*)
 - Openness & Honesty (adopt *learning* v. performance orientation)
 - Trust & Confidentiality
 - Tolerance – Non Judgmental
 - Conflict
 - Feedback



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