

Authentic Leadership

Jennifer Giordano/James Puglia

Definitions

Theoretical: self-awareness, moral perspective, balanced processing, relational transparency of the leader

Practical: determining what's beneficial to all- leader, followers, and organization

Intrapersonal: self-knowledge, self-regulation, self-concept ("originals" not "copies")

Interpersonal: is relational (emerges from leader/follower interactions)

Strengths of Style

Trustworthy leadership needed in society

Provides broad guidelines

Has explicit moral dimension

Values and behaviors can be developed over time

Authentic Leadership Component	Definition
Self Awareness	To what degree is the leader aware of his or her strengths, limitations, how others see him or her and how the leader impacts others.
Transparency	To what degree does the leader reinforce a level of openness with others that provides them with an opportunity to be forthcoming with their ideas, challenges and opinions.
Ethical/Moral	To what degree does the leader set a high standard for moral and ethical conduct.
Balanced Processing	To what degree does the leader solicit sufficient opinions and viewpoints prior to making important decisions.

Criticisms of Style

Concepts- not fully confirmed, Morally- partially explained

Positive "psychological capacity"-unclear

Positive organizational outcomes- unclear

Authentic Leadership-

Here are possible leaders that fit the positive characteristics defined in this theory.

Nelson Mandela- Knew that it would take time and that building trust was paramount in uniting individuals of different races in his country to live harmoniously with one another.

Abraham Lincoln- Appointed members of his cabinet that had differing opinions of his own to build transparency and openness.

Instrument/Authentic Leadership Questionnaire (ALQ)

16 items measuring four factors:

Self awareness-how aware you are of your strengths/weaknesses

Internalized moral perspective-your standards of conduct

Balanced processing-how you engage in opinions and viewpoints prior to making decisions

Relational transparency-how you're open with others

Links and Sources

Authentic Leadership questionnaire for researchers. (n.d.). Authentic Leadership Questionnaire by Avolio, Gardner & Walumbwa. Retrieved July 16, 2013, from <http://mindgarden.com/products/alq.htm>

Center for authentic leadership. (n.d.). Home - Center for Authentic Leadership. Retrieved July 16, 2013, from <http://www.authenticleadership.com/>

Northouse, P. G. (2012). Leadership: theory and practice. Sage.

Shamir, B., & Eilam, G. (2005). "What's your story?" A life-stories approach to authentic leadership development. The Leadership Quarterly, 16(3), 395-417.5