

AUTHENTIC LEADERSHIP

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Association of
Immunization
Managers

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AUTHENTIC LEADERSHIP

authentic leadership in action

2022 AIM Leadership in Action

Presented by:
Corey Leneker, MPA



thanks!

Welcome!



1.

Care for self.



2.

Care for others.



To be yourself in a world that is constantly trying
to make you something else is the greatest
accomplishment.

Ralph Waldo Emerson



GOALS

1. Identify the four elements of Authentic Leadership.
2. Assess leadership strengths and areas to grow.
3. Build an Authentic Leadership Action Plan.

Participant Workbook



Reflect



1. How do you define leader?
2. Do you consider yourself to be an authentic leader? Why or why not?

Workbook page 2

Small Groups



Hello!

How do you define leader?

Discuss



How do you define leader?



A leader is anyone who takes responsibility
for finding the potential in people and processes,
and who has the courage to develop that potential.

Brené Brown



Reflect



1

Identify a leader who has had a positive impact on you.

2

Describe the leader in only 3 words.

Goal 01

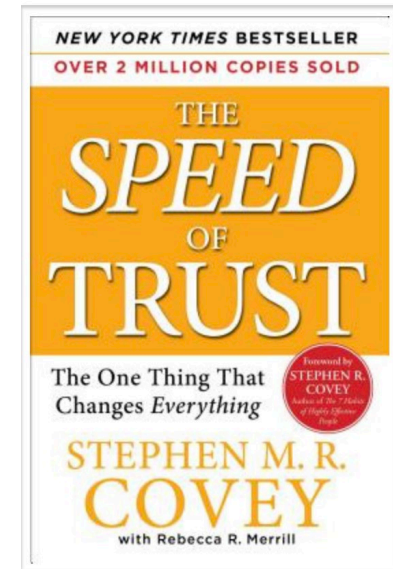
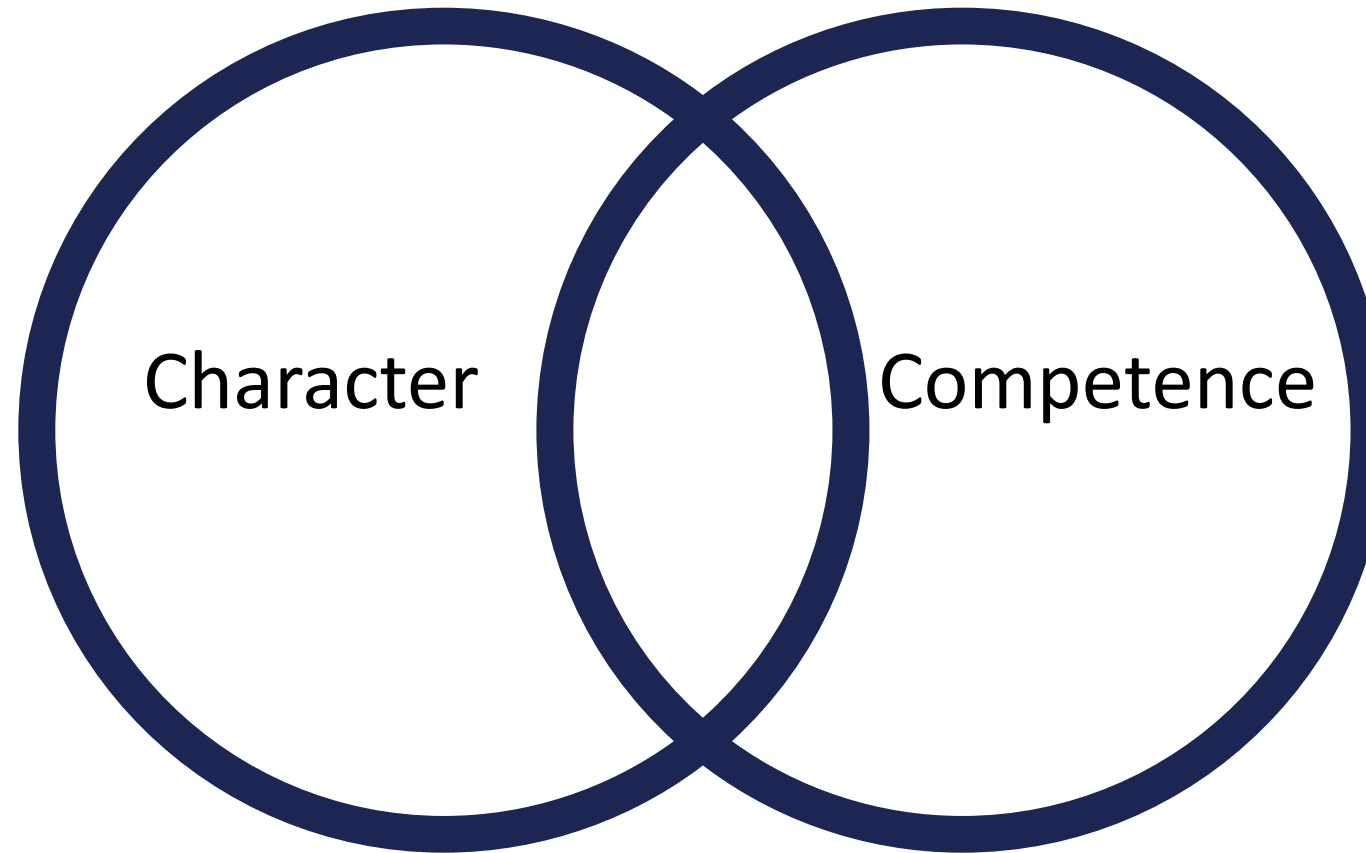
Identify the four qualities of Authentic Leadership.

Workbook page 3

4 Elements of Authentic Leadership

1. Trust

Trust



Source: Speed of Trust, Dr. Stephen M.R. Covey, Revised version 2018

Discuss



Why is trust important at work?

Trust

1. Helps with handling change.
2. Potential to decrease stress by 74% and less likely to experience burnout.
3. Teams that trust their managers report a 76% higher level of employee engagement.
4. Enables creativity and innovation.
5. Provides foundation for successful difficult conversations.

Reflect

TRUST

1 2 3 4 5

Assess how you are demonstrating Trust.

Write a few sentences about why you chose that number.

4 Elements of Authentic Leadership

1. Trust
2. Compassion

Small Groups



How have you seen compassion demonstrated at work?

Compassion

Compassionate Leadership:

- Awareness of others and their feelings
- Empathetic responses to their condition; and
- Ability and desire to act.

Source: Center for Compassionate Leadership , 2019. www.centerforcompassionateleadership.org

Compassion

1. Happier more fulfilled employees.
2. Lower organizational turnover rates.
3. More resilient employees who are less likely to experience burnout and stress.
4. Enhanced productivity and innovation.
5. Higher customer satisfaction rates and loyalty.

Reflect

COMPASSION

1 2 3 4 5

Assess how you are demonstrating Compassion.

Write a few sentences about why you chose that number.

Workbook page 3

4 Elements of Authentic Leadership

1. Trust
2. Compassion
3. Stability

Stability

Stability is something we don't often think about as a leadership quality – that is until it's absent.

A lack of stability harms cultures, stifles productivity, erodes trust, and makes it extremely difficult to retain talent.

Source: Forbes, 2019. www.forbes.com



“Few things positively impact an organization like a **stable tone** from the top.

A humble and resolute confidence, a sure hand, and a steady calm inspire belief in a leader's competence and capability.



Discuss



How can leaders demonstrate stability?

Stability

True North: Clear convictions and principles.

Training, Development, & intellectual curiosity.

Compassionate Leadership.

Freedom to fail.

Source: Forbes, 2019. www.forbes.com

Reflect

STABILITY

1 2 3 4 5

Assess how you are demonstrating Stability.

Write a few sentences about why you chose that number.

4 Elements of Authentic Leadership

1. Trust
2. Compassion
3. Stability
4. Hope

Hope

Everything that is done in the
world is done by Hope.

Dr. Martin Luther King Jr.

Discuss



What role does hope play in leadership?

Hope

1. Optimism in the the future.
2. Hopeful leaders are encouraging and remain focused on the best in teams and people.
3. Hopeful leaders are always moving towards a goal, but they don't allow it to steal their joy.
4. Hopeful leaders embrace change.
5. Diversity, Equity, and Inclusion.

Reflect

HOPE

1 2 3 4 5

Assess how you are demonstrating Hope.

Write a few sentences about why you chose that number.

Discuss



Review the 3 words to describe the leader who has had a positive impact on you.

Do they fit into these elements?

- Trust
- Compassion
- Stability
- Hope

Goal 02

Assess leadership strengths and areas to grow.

Assessment Scores

Strengths?

Areas to grow?



What percentage of
leaders rated their
leadership ability as
average or above
average?

Source: Strengths-based Leadership: The 4 Things Followers Need. Gallup, 2019

97%

Source: Strengths-based Leadership: The 4 Things Followers Need. Gallup, 2019

Small Groups



What can make it challenging to share feedback with a leader?

Discuss



What are the risks if a leader doesn't receive feedback?

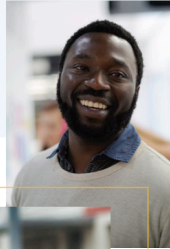

ASSESSMENTS

1. Clifton Strengths Assessment
2. VIA Character Strengths Assessment

Workbook page 4

EXECUTING	INFLUENCING	RELATIONSHIPS	THINKING
Achiever	Activator	Adaptability	Analytical
Arranger	Command	Developer	Context
Belief	Communication	Connectedness	Futuristic
Consistency	Competition	Empathy	Ideation
Deliberative	Maximizer	Harmony	Input
Discipline	Self-Assurance	Includer	Intellection
Focus	Significance	Individualization	Learner
Responsibility	Woo	Positivity	Strategic
Restorative		Relator	

The VIA Classification of 24 Character Strengths

Wisdom	CREATIVITY <ul style="list-style-type: none"> Clever Original & Adaptive Problem Solver 	CURIOSITY <ul style="list-style-type: none"> Interested Explores new things Open to new ideas 	JUDGMENT <ul style="list-style-type: none"> Critical thinker Thinks things thorough Open-minded 	LOVE OF LEARNING <ul style="list-style-type: none"> Masters new skills & topics Systematically adds to knowledge 	PERSPECTIVE <ul style="list-style-type: none"> Wise Provides wise counsel Takes the big picture view
Courage	BRAVERY <ul style="list-style-type: none"> Shows valor Doesn't shrink from fear Speaks up for what's right 	PERSEVERANCE <ul style="list-style-type: none"> Persistent Industrious Finishes what one starts 	HONESTY <ul style="list-style-type: none"> Authentic Trustworthy Sincere 	ZEST <ul style="list-style-type: none"> Enthusiastic Energetic Doesn't do things half-heartedly. 	
Humanity	LOVE <ul style="list-style-type: none"> Warm and genuine Values close relationships 	KINDNESS <ul style="list-style-type: none"> Generous Nurturing Caring Compassionate Altruistic 	SOCIAL INTELLIGENCE <ul style="list-style-type: none"> Aware of the motives and feelings of self/others Knows what makes others tick 		
Justice	TEAMWORK <ul style="list-style-type: none"> Team player Socially responsible Loyal 	FAIRNESS <ul style="list-style-type: none"> Just Doesn't let feelings bias decisions about others 	LEADERSHIP <ul style="list-style-type: none"> Organizes group activities Encourages a group to get things done 		
Temperance	FORGIVENESS <ul style="list-style-type: none"> Merciful Accepts others' shortcomings Gives people a second chance 	HUMILITY <ul style="list-style-type: none"> Modest Lets one's accomplishments speak for themselves 	PRUDENCE <ul style="list-style-type: none"> Careful Cautious Doesn't take undue risks 	SELF-REGULATION <ul style="list-style-type: none"> Self-controlled Disciplined Manages impulses and emotions 	
Transcendence	APPRECIATION OF BEAUTY & EXCELLENCE <ul style="list-style-type: none"> Feels awe and wonder in beauty Inspired by goodness of others 	GRATITUDE <ul style="list-style-type: none"> Thankful for the good Expresses thanks Feels blessed 	HOPE <ul style="list-style-type: none"> Optimistic Future-minded Future Orientated 	HUMOR <ul style="list-style-type: none"> Playful Brings smiles to others Lighthearted 	SPIRITUALITY <ul style="list-style-type: none"> Searches for meaning Feels a sense of purpose Senses a relationship with the sacred

Goal 03

Build a personalized Authentic Leadership action plan.



Leadership is a journey. You start out being who you think you are and along the way you become more of who you really are.”

Robert Holden PhD



Reflect



1

Select your top 5 values.

2

Write a sentence about what each value means to you.

Workbook page 5

Small Groups



1

Share one of your values.

2

How do you demonstrate that value at work?

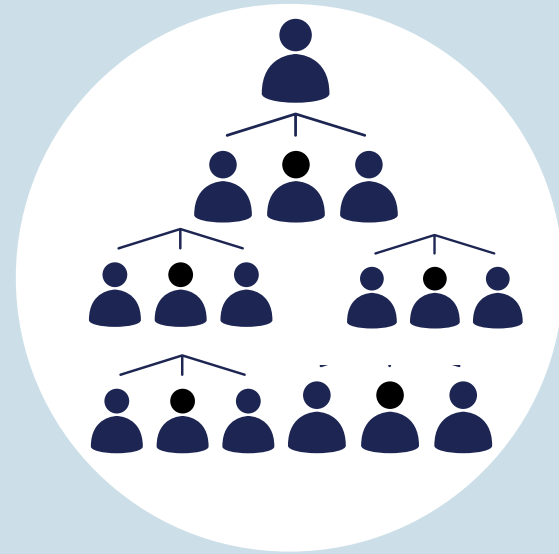
Everyone has a role



Employees



Managers

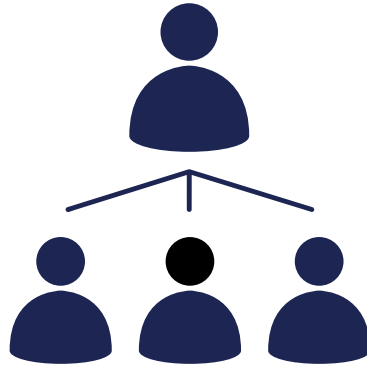


Leaders

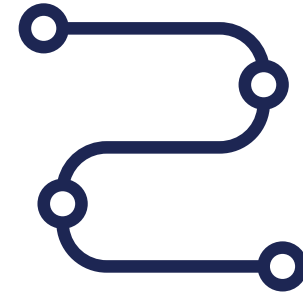
Strategy



Make Leadership
Development part
of the culture



Equip managers to
identify emerging
leaders



Design employee
experience to grow and
build leaders

AUTHENTIC LEADERSHIP ACTION PLAN

Top 5 Values and how I will demonstrate those values in my leadership.

An action I will take in each of the 4 Elements of Authentic Leadership

Trust

Compassion

Stability

Hope

My leadership strengths

I will seek feedback from...

My leadership areas to grow

Start building your Authentic Leadership Action Plan.

Workbook page 6

GOALS

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