



# Authentic Leadership Workbook

## A Promoting Excellence Online Course

This is part of a series of online courses  
available from Promoting Excellence  
Leadership Consultants.

Date the course started:

Date completed:

Name:

Workplace:

Role:

# HOW THE COURSE WORKS

The Promoting Excellence Certificated 'Authentic Leadership' Course consists of a series of Modules, containing slides with videos, together with a workbook containing materials, tables, quizzes, and plenty of space for your notes and observations to key-in onscreen. All are available for you to download and either retain or print as you wish.

Taking them together, they will lead you, on a modular basis, through the whole of our Promoting Excellence 'Authentic Leadership' Course, and will conclude with a certificate that you can download to show you have successfully completed the training and have been officially certificated by Promoting Excellence Limited. Your name can be typed onscreen into the certificate, which can then be retained and saved for future reference as a PDF - or it can be printed off, to be framed or filed, as you wish.

Each module has video narration, so it is best to complete the course in a location where sound will not disturb others around you. The course is linear, so you should start by downloading and completing the Introduction, followed by Module ONE, Module TWO, and so forth. Your password and login ID gives you access to the full course, and in most cases for a full year from purchase, so you will not need to rush, but can work methodically. Some downloads are quite large - up to 50MB or so - so you should only download the module upon which you are currently working, before progressing to the next one. Downloading all modules together in one go will put excessive load on the document server and could temporarily deny your colleagues their own access to the documents.

If a module has any additional worksheets, diagnostics or bonus materials, these are listed onscreen in your course download page, in the order you will need to download them. Not all courses, and not all modules have worksheets or handouts, but where they do, they are listed on that page for you to download and use.

## IS THE COURSE FOR AN INDIVIDUAL OR A GROUP?

The course has been written for use by both individuals and small groups. An individual will need to reflect upon some of the ideas raised, and to jot down their thoughts in the workbook – perhaps to discuss with a 'Critical Friend'. Or the individual may like to then discuss their ideas with peers, or a competent leader. A small group, on the other hand, will find benefit in discussing the ideas and issues raised as a group, and perhaps agreeing on some joint actions.

## AIMS

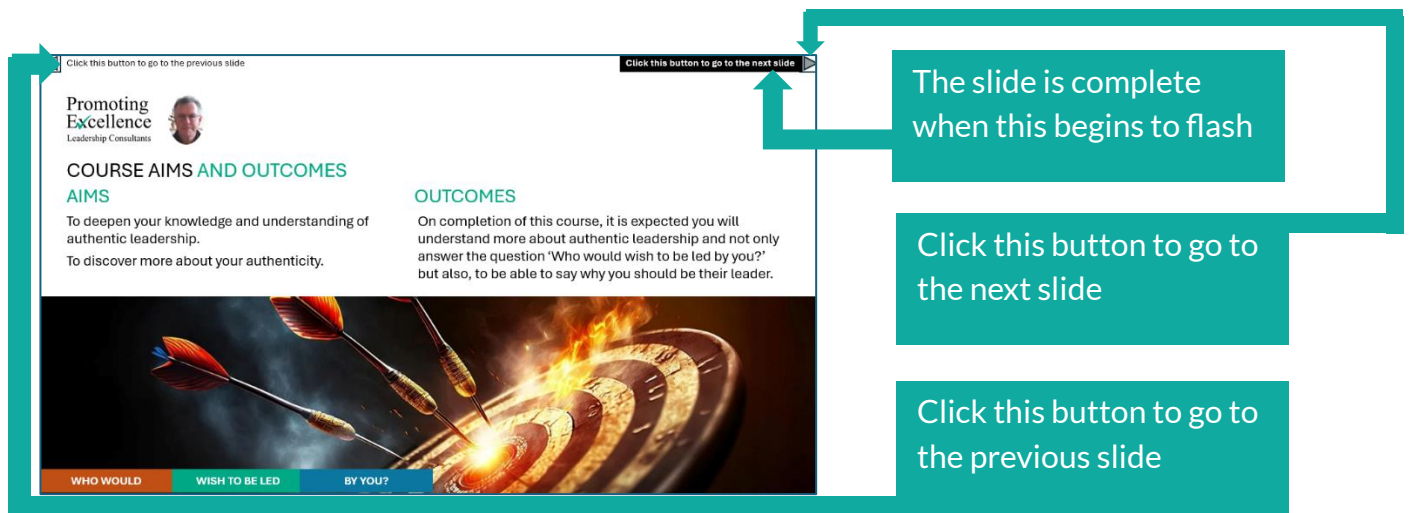
- To deepen your knowledge and understanding of authentic leadership.
- To discover more about your authenticity.

## OUTCOMES

On completion of this course, it is expected you will understand more about authentic leadership and not only answer the question 'Who would wish to be led by you?' but also, to be able to say why you should be their leader.

## SOME HOUSEKEEPING POINTS

In each module, you can go forwards to the next slide by clicking on the button in the **top right** corner of each module-slide. To signify that a slide is fully completed and ready to advance, the button-label will flash. You can also go backwards to look again at any slide you have completed. To do that click the button in the **top left** corner. When going back through slides, their videos (if any) will not automatically play - but you can play them by clicking on them)



The image shows a screenshot of a course slide with a teal border. At the top left, there is a button labeled "Click this button to go to the previous slide". At the top right, there is a button labeled "Click this button to go to the next slide". The slide content includes the logo for "Promoting Excellence Leadership Consultants" with a profile picture of a man. Below the logo, it says "COURSE AIMS AND OUTCOMES". Under "AIMS", it reads: "To deepen your knowledge and understanding of authentic leadership. To discover more about your authenticity." Under "OUTCOMES", it reads: "On completion of this course, it is expected you will understand more about authentic leadership and not only answer the question 'Who would wish to be led by you?' but also, to be able to say why you should be their leader." The slide features a background image of a target with arrows hitting the bullseye. At the bottom, there are three tabs: "WHO WOULD", "WISH TO BE LED", and "BY YOU?". Three teal callout boxes on the right side of the slide provide instructions: "The slide is complete when this begins to flash" (pointing to the next slide button), "Click this button to go to the next slide" (pointing to the next slide button), and "Click this button to go to the previous slide" (pointing to the previous slide button).

### Using an iPad or Android Device

If you are viewing this course on an iPad, please choose the option 'Download', rather than 'View'. Download gives you the full file (remember you need the Apple iPad MS-PowerPoint app, free to all Microsoft 365 subscribers. It is best to download and run that PowerPoint App first). With regard to this workbook, and other downloadable documents, using a PC or MAC is better, because the version of Acrobat built in to tablets does not usually allow the quizzes to score themselves for you etc.

The Downloaded MS-PowerPoint app will be saved into 'Files' on your iPad and will then auto-run if you have the MS-PowerPoint App already downloaded and it has been run already at least once. As noted above, the iPad & Android versions of Adobe Acrobat do not support PDFs with embedded calculations, so it is best to complete your diagnostics and workbooks on a PC or a MAC. Overall, the use of a PC or MAC is definitely recommended for the best experience.

### Support and Technical Support

Technical support on device configuration options can only be provided by your ICT department. The course has been tested and certified as running on PC (Windows 10, Windows 11, with Office 365 (v25-01 tested), but the course should work equally well on an up-to-date MAC with MS-Office.

### **Using Adobe Acrobat Reader rather than a browser's own, built-in, PDF reader**

Adobe Acrobat Reader is required to complete diagnostics and workbooks. Versions embedded into browsers may not have all features of Acrobat Reader and may not automatically score diagnostics for you, for example. Please check with your ICT department before downloading and installing the free Adobe Reader.

All modules are in Microsoft 'PowerPoint Show' format. Microsoft PowerPoint must be installed on your PC, MAC, iPad or Android device in order to allow these to work properly for you.

### **Saving your Workbook, your notes, and your Progress**

This workbook can be completed on-screen and saved whenever you wish.

**PLEASE NOTE THAT THIS WORKBOOK, AND YOUR NOTES AND ANSWERS ARE NOT SAVED UNLESS YOU SAVE THE WORKBOOK. WE RECOMMEND YOU SAVE IT TO YOUR LOCAL 'DOCUMENTS' FILE ON YOUR PC OR MAC, BUT ANY DIRECTORY IN WHICH YOUR ICT DEPARTMENT REQUIRES YOU TO SAVE DOCUMENTS WILL BE JUST FINE.**

**YOUR COURSE IS PRESENTED BY THE VIRTUAL PETER RUSHTON.**

**PETER RUSHTON IS A SENIOR CONSULTANT FOR PROMOTING EXCELLENCE LTD.**

Peter is an accredited leadership trainer and executive coach, working across various sectors. He is also a published author on the topics of leadership and management. Peter was Principal of one of the first Beacon Colleges in the UK, and under his leadership all leadership and management Inspection grades were officially classified as 'outstanding'.

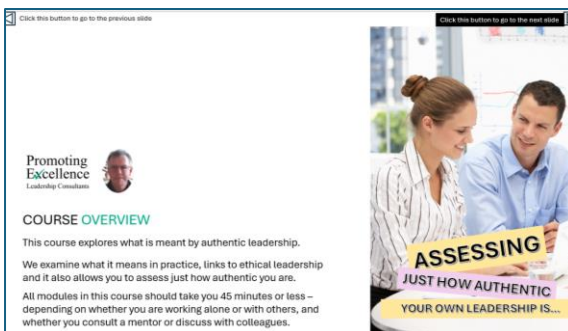
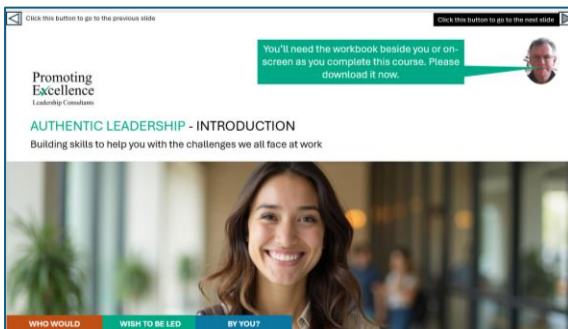
# INTRODUCTION

Resources Required

INTRODUCTION slides: Authentic Leadership - Introduction (ppsx file)

This Workbook

The course begins with a short Introductory Module.

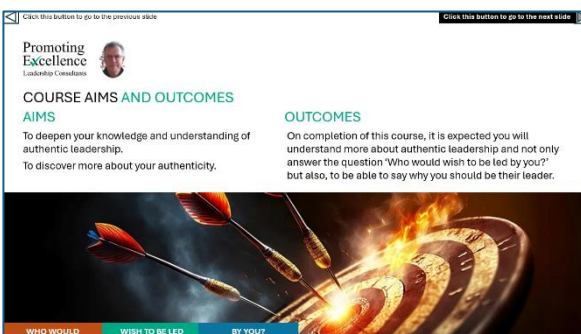


This course explores what is meant by authentic leadership.

We examine what it means in practice, links to ethical leadership and it also allows you to assess just how authentic you are.

All modules in this course should take you 45 minutes or less – depending on whether you are working alone or with others, and whether you consult a mentor or discuss with colleagues.

Please note that you can follow slides from the video in this workbook by their headings on screen. All work sheets can be downloaded separately and should be used alongside this workbook.



There are 6 modules in the course, plus an Introduction, with Certification at the end of Module Six.

The 6 modules in this course are: -

Module 1: What is authentic leadership and how authentic are you?

Module 2: Hallmarks of authentic leadership

Module 3: Exploring Your Authenticity.

Module 4: Managing and Evaluating your Authentic Leadership.

Module 5: Growing and Developing your Authenticity.

Module 6: Case Studies, and final thoughts.

Certification.

Click this button to go to the previous slide

Click this button to go to the next slide

Promoting Excellence  
Leadership Consultants

**PART ONE IN SIX MODULES**

Module 1: What is authentic leadership and how authentic are you?  
Module 2: Hallmarks of authentic leadership.  
Module 3: Exploring Your Authenticity.  
Module 4: Managing and Evaluating your Authentic Leadership.  
Module 5: Growing and Developing your Authenticity.  
Module 6: Case Studies, and final thoughts.  
Certification.

Click this button to go to the previous slide

Click this button to go to the next slide

Promoting Excellence  
Leadership Consultants

**SUSTAINABILITY FOR COURSE MATERIALS**

The whole course is covered by a workbook that can be found in the course materials on the web.

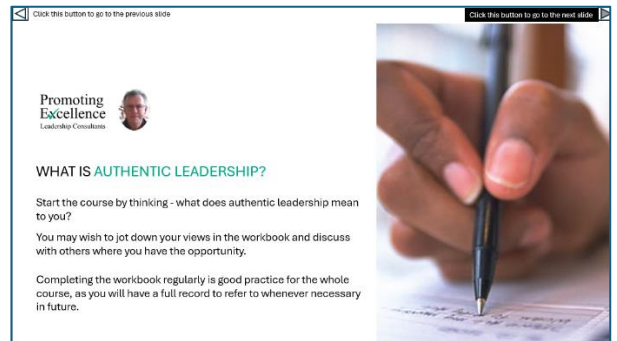
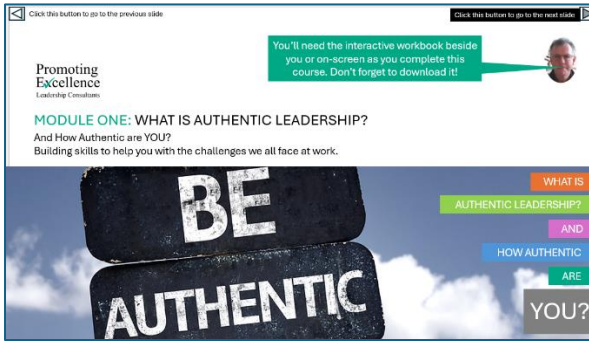
The workbook can be completed on-screen and saved as you wish. **PLEASE NOTE THAT IT IS NOT SAVED UNLESS YOU SAVE IT.**

Although workbooks can be printed off freely, we feel that completing and retaining them to your device is the environmentally friendly solution.

Although workbooks can be printed off freely, we feel that completing and retaining them to your device is the environmentally friendly solution.

# MODULE ONE: WHAT IS AUTHENTIC LEADERSHIP?

- Resources Required
- MODULE ONE Slides - What is Authentic Leadership.pptx (ppsx file)
  - This Workbook
  - Authenticity Diagnostic



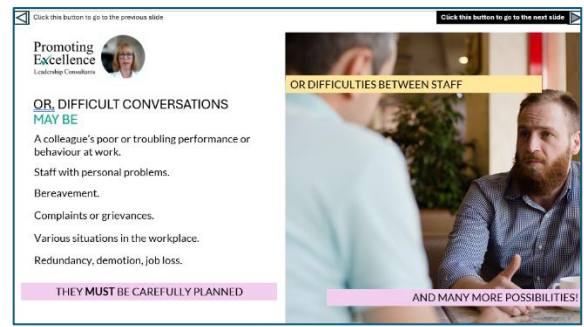
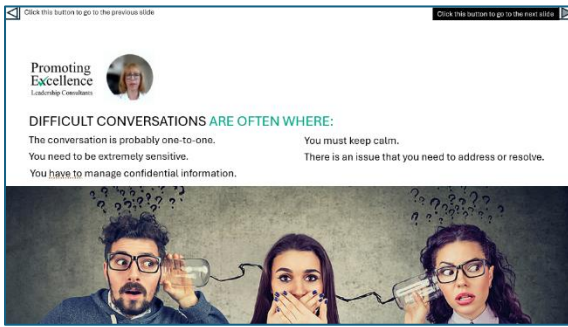
## WHAT IS AUTHENTIC LEADERSHIP?

What does authentic leadership mean to you? You may wish to jot down your ideas and discuss with others where you have the opportunity.

N.B. Completing the workbook regularly is good practice for the whole course, as you will have a full record to refer to whenever necessary in future.

My notes:

# PROMOTING EXCELLENCE'S DEFINITION



Existing models did not seem sufficient to capture the nuances of Authentic Leadership in an educational context, leaving variations in performance that could not adequately be attributed to differences in scores using those existing models and diagnostic instruments.

Accordingly Promoting Excellence consultants worked with a nationally-recognised leader in psychometric testing and human behaviour at work. Interviews were undertaken with Principals and Senior Leaders in General Further Education Colleges, and Sixth Form Colleges, as well as with Headteachers and Senior Leaders in 11-18 Academies and Primary Academies. Adjectival checklists were drawn up, and the interviews structured using a repertory grid technique to achieve an understanding of what senior educationalists mean when they are talking about 'Authentic Leadership'.

From this significant body of work, a six-point model was developed, and fed back through the senior leadership teams involved, to some strong acclaim.

The new model captures what it means for a leader to be authentic, in terms of both philosophy and behaviour (outlook and action), as well as accounting for variations in leadership performance deriving directly from authenticity.

The new model's six dimensions are:

## 1. Self-awareness –

Becoming and being aware of what you bring to the organisation and the team – how your story and experiences shape your perspective, your opinions, and your contribution.

## 2. Critical reflection on goals and values –

Reflecting upon our own goals and values, as understood above, and comparing these with those of the organisation or company for whom we are leaders. Having an awareness of congruence, tension and conflict in those goals and values, considering how, and to what degree we have them or share them, having an ethical approach, understanding what it is you're meant to be doing as a leader, and especially at this time, in this organisation.

## 3. The quality of the links between your inner voice and outer expression -

The quality of truthful correspondence between inner feelings and outer expression. Having, and expressing, Honesty, Sincerity, Truthfulness, Directness, Tact, 'Emotional Intelligence'.

**4. Pragmatic, passionate, purposeful, practicality** – having real, tried, tested knowledge rather than a conceptual framework, or no experience at all (or insufficient experience to support your expressed confidence and views). Having technical understanding, a realistic appraisal of your people skills, and your leadership capability. Always communicating progress in a genuine, consistent manner, with passion for our purpose.

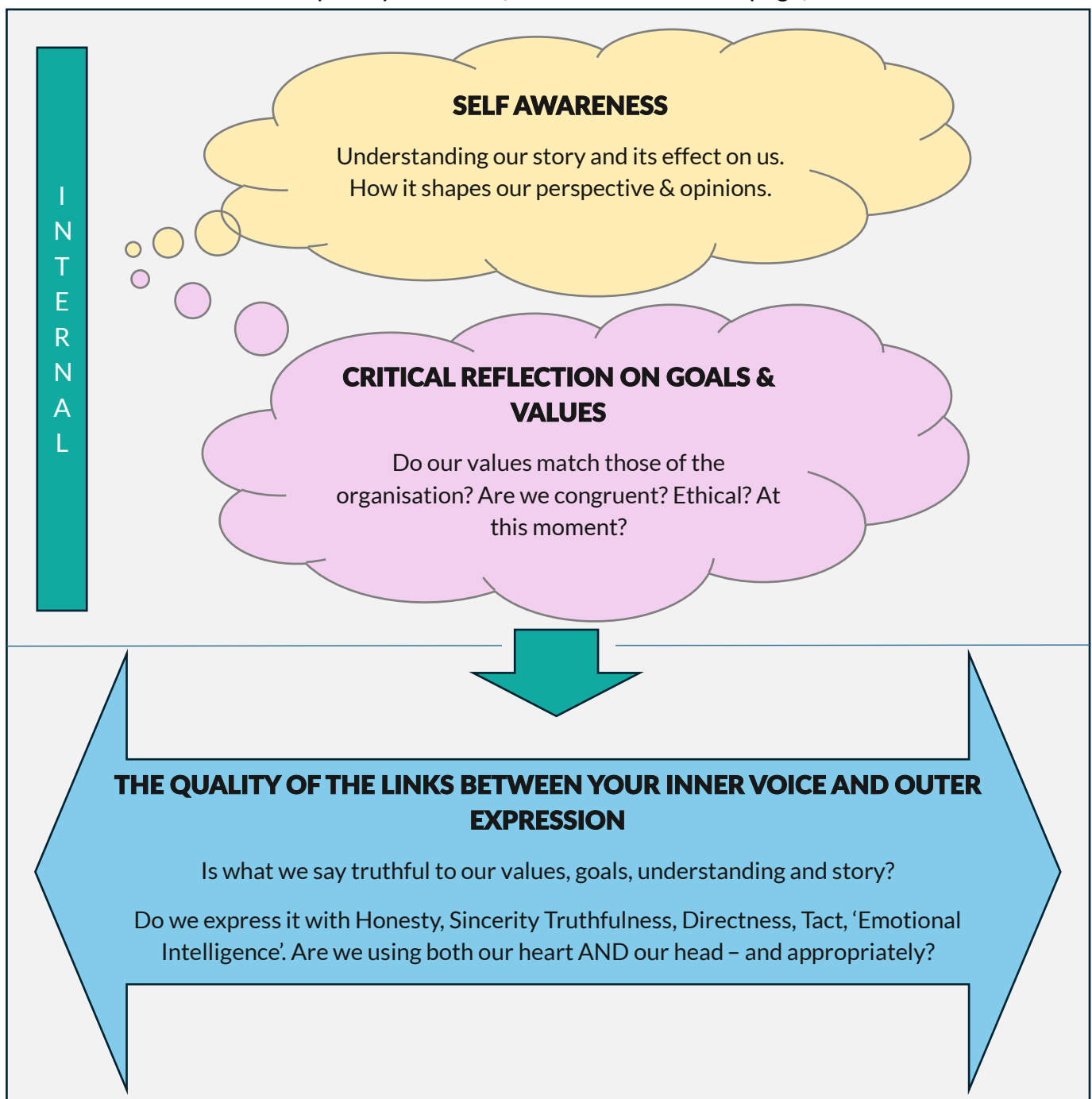
**5. Humility** –

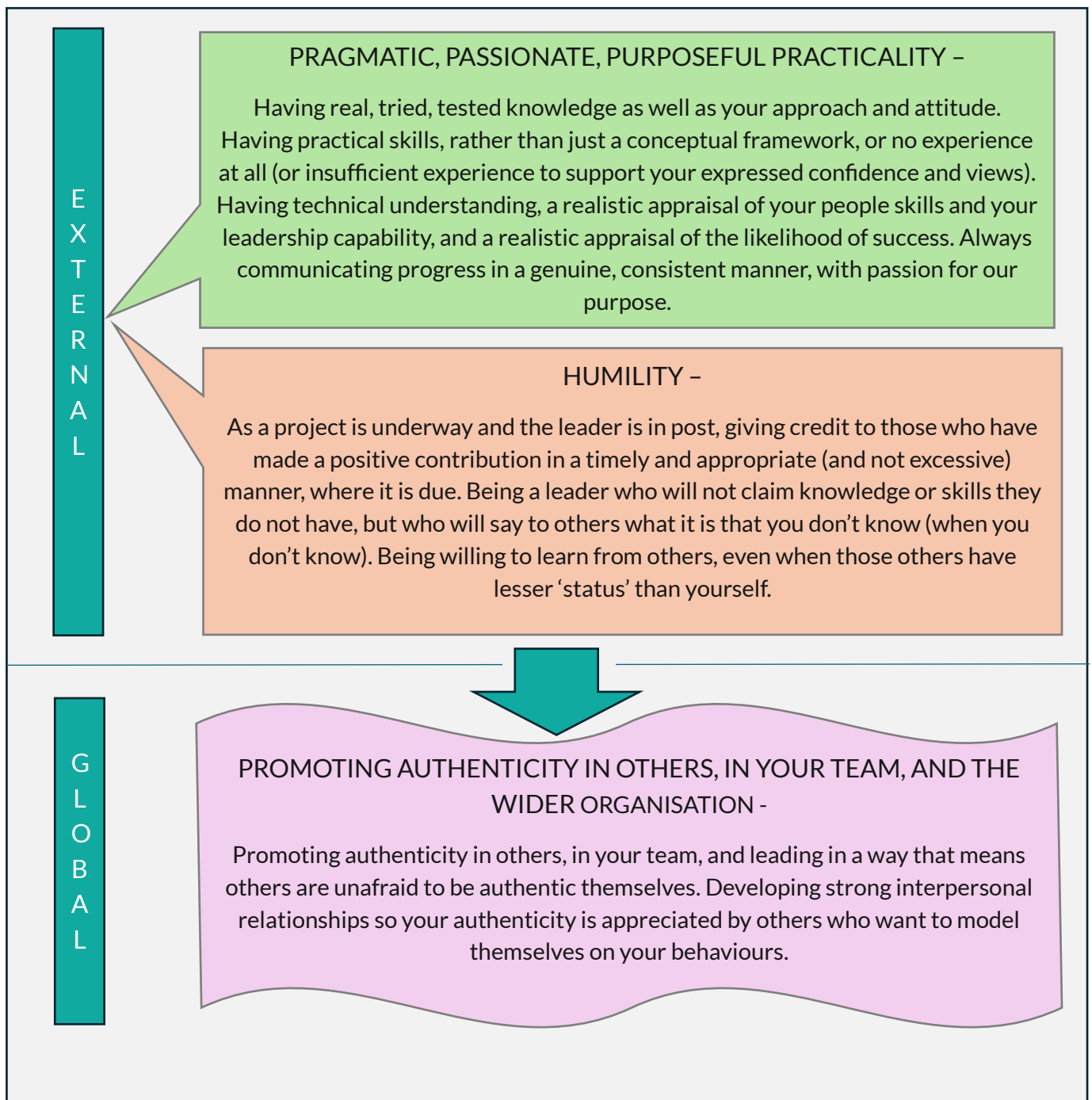
Giving credit to those who have made a positive contribution in a timely and appropriate (and not excessive) manner, where it is due, and saying to others what it is that you don't know (when you don't know), being willing to learn from others, even when those others have lesser 'status' than yourself.

**6. Promoting authenticity in others, in your team, and the wider organisation** -

Promoting authenticity in others, in your team, and leading in a way that means others are unafraid to be authentic themselves. Creating a culture where authenticity is valued and protected.

You can also show this conceptually as below (continues on the next page):





Having designed and fed back the above model, a diagnostic was developed and tested, to give an initial indication of any leader's current strengths and weaknesses in the areas of the model.

My notes:

Click this button to go to the previous slide

Click this button to go to the next slide


**Promoting Excellence**  
Leadership Excellence

**AUTHENTICITY DIAGNOSTIC...**

Complete this diagnostic honestly and carefully - see the course website (diagnostics are not in the workbook) - Module 1 Authenticity Diagnostic.

Once completed check your workbook for more information relating to your score and tasks to complete.

What is Your Total Score for Each Section?  
Interpret Your Scores for Each Section.



Please now download your free diagnostic from the course page on our website (diagnostics are separately downloadable to this workbook) - Module 1 Authenticity Diagnostic.

Complete this diagnostic honestly and carefully.

From the diagnostic, consider your results and complete the table below.


<b>What are your main strengths?</b>	
<b>What are your principal areas for development?</b>	<b>How can you address these?</b>
<b>Action Plan</b>	

# CHARACTERISTICS OF AUTHENTIC LEADERS

Click this button to go to the previous slide

Click this button to go to the next slide

Promoting Excellence  
Leadership Consultants




**CHARACTERISTICS OF AUTHENTIC LEADERS (1):**

- They have a high sense of altruism and put the needs of their team or organisation before their own.
- They know their own strengths, limitations and values.
- They are honest, genuine and straightforward.
- They are fair minded.

Click this button to go to the previous slide

Click this button to go to the next slide

Promoting Excellence  
Leadership Consultants



**CHARACTERISTICS OF AUTHENTIC LEADERS (2):**

- They often take time to consider all options before making their decision.
- They strive to do the right things.
- They have a strong moral compass.
- They show a concern for ethical practice.

Authentic Leaders have a high sense of altruism and put the needs of their team or organisation before their own.

They know their own strengths, limitations and values.

They are honest, genuine and straightforward.

They are fair minded.

They often take time to consider all options before making their decision.

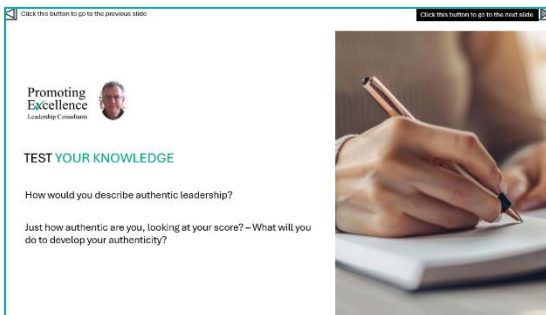
They strive to do the right things.

They have a strong moral compass.

They show a concern for ethical practice.

My notes:

# TEST YOUR KNOWLEDGE



As we are now at the end of Module One, here are a couple of questions to test your knowledge

1. How would you describe authentic leadership?

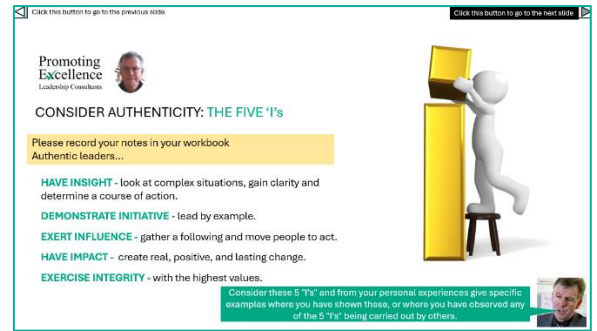
My notes:

2. Just how authentic are you, looking at your scores? – What will you do to develop your authenticity?

My notes:

# MODULE TWO: HALLMARKS OF AUTHENTIC LEADERSHIP

- Resources Required
- MODULE TWO Slides – Hallmarks Of Authentic Leadership.pptx (ppsx file)
  - This Workbook



## THE FIVE I'S

Consider these 5 'I's on the slide and from your personal experiences give specific examples where you have shown these, or where you have observed any of the 5 "I's" being carried out by others.

The Five 'I's are

insight

initiative

influence

impact and

integrity.


My notes:

# CONSIDER ROLE MODELS

Click this button to go to the previous slide

Click this button to go to the next slide

Promoting Excellence  
Leadership Consultants



**CONSIDER ROLE MODELS**

Consider this diagram and think what immediately comes to mind about yourself and other leaders you admire.

Note how the text in purple links to the text in orange.

The diagram features a central dark blue circle labeled "THE AUTHENTIC LEADER". Surrounding it are five colored circles: a yellow circle at the top labeled "Passion Purpose", a cyan circle at the top-right labeled "Behaviour Values", a red circle at the bottom-right labeled "Connectedness Relationships", a grey circle at the bottom-left labeled "Consistency Self Discipline", and a light blue circle at the top-left labeled "Compassion Heart". Colored lines connect these outer circles to the central one and to each other.

Consider this diagram and think - what immediately comes to mind about yourself and other leaders you admire?

Note how the text in purple links to the text in orange.

My notes:



# COMPONENTS OF AUTHENTIC LEADERSHIP

Promoting Excellence  
Leadership Essentials

COMPONENTS OF AUTHENTIC LEADERSHIP

AUTHENTIC LEADERSHIP COMPONENT	DEFINITION
SELF-AWARENESS	To what degree is the leader aware of their strengths & limitations, how others see them, and how the leader impacts on 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 & opinions?
ETHICAL & MORAL CONDUCT	To what degree does the leader set high standards for ethical and moral conduct?
ETHICAL & MORAL CONDUCT	To what degree does the leader solicit sufficient opinions and viewpoints before making important decisions?

See the workbook for a task linked to this.

Good self-awareness is very helpful in remaining calm.

Concern for others is a value – such as ensuring a respectful environment.

Promoting Excellence  
Leadership Essentials

IMPROVING YOUR SELF-AWARENESS

"Most experienced managers, when asked what the most important capability for leaders is, answer that it is self-awareness. Yet, many modern leaders don't make the time and space to develop self-knowledge and understanding. Self-awareness is the key component of authentic leadership."

Bill George, Developing Your Authentic Leadership, Harvard Business Review, 2007

Self Awareness represents the heart of Emotional Intelligence

What can you do to continue to improve your self-awareness?

We have previously completed a questionnaire showing what goes into the creation of an authentic leader – understanding yourself and what your organisation expects of you, having a passion for your purpose in the organisation, being empathic and emotionally intelligent, being ethical and truthful and so forth.

Here we want to focus in on just four of those components and consider which can be improved most readily and with the greatest effect.

## Self-awareness is the most critical component.

To develop it and know about your personal authenticity requires courage, honesty and a willingness to be vulnerable. Good self-awareness is particularly helpful in remaining calm in stressful situations, taking time to think about how to do the right thing and reflect in the right way.

It can also be helpful in building resilience, learning from setbacks and not always taking things personally.

Task: What evidence can you cite to show that you are aware of your strengths and limitations?

How do others see you? What is your evidence for your opinion?

How do you know what effect you have on other staff?

My notes:

# KEY LEARNING POINTS

Click this button to go to the previous slide. Click this button to go to the next slide.

**Promoting Excellence**  
Leadership Credentials

**KEY LEARNING POINTS**

Strong authentic leaders cannot succeed on their own so, build your own support network.  
Value and nurture your relationships with family and friends.

Have a trusted critical friend who will give you honest feedback and support.  
Try to have a healthy life.  
Stay grounded, strive to lead a balanced life.

Empower others to step-up and lead.

Trusted friends matter - especially when you are feeling vulnerable.

A Healthy Lifestyle matters, because leading (people, resources etc) IS stressful.

Try to be the same person in different aspects of your life. That is a key to authenticity.

Strong authentic leaders cannot succeed on their own so, build your own support network.

Value and nurture your relationships with family and friends.

Have a trusted critical friend who will give you honest feedback and support.

Try to have a healthy life.

Stay grounded, strive to lead a balanced life.

Empower others to step-up and lead.

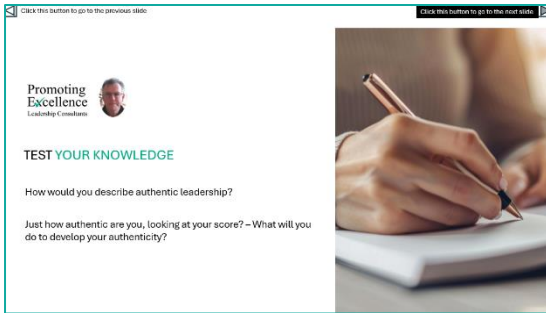
Trusted friends matter - especially when you are feeling vulnerable.

A Healthy Lifestyle matters, because leading (people, resources etc.) IS stressful.

Try to be the same person in different aspects of your life- **where it is legal, ethical and within your remit to do so, of course.** That is a key to authenticity.

My Notes:

# TEST YOUR KNOWLEDGE



As we are now at the end of Module Two, here are a couple of questions to test your knowledge

1. What are the 5 I's?

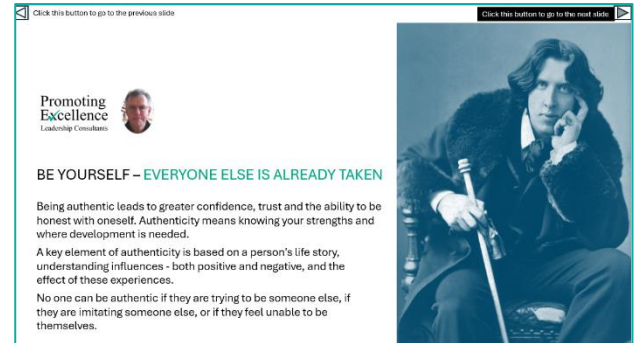
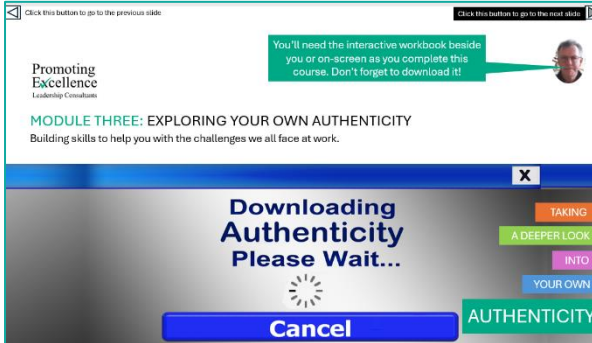
My notes:

2. What is self-awareness and why is this so important for everyone, but especially for authentic leaders?

My notes:

# MODULE THREE: EXPLORING YOUR OWN AUTHENTICITY

- Resources Required
- MODULE THREE Slides – Exploring Your Own Authenticity.pptx (ppsx file)
  - This Workbook



## BE YOURSELF – EVERYONE ELSE IS ALREADY TAKEN

Being authentic leads to greater confidence, trust and the ability to be honest with oneself. Authenticity means knowing your strengths and where development is needed

A key element of authenticity is based on a person's life story, understanding influences - both positive and negative, and the effect of these experiences.

No one can be authentic if they are trying to be someone else, if they are imitating someone else, or if they feel unable to be themselves.

My Notes:



There are times when individuals may act in ways that do not reflect their true selves.

Instead of expressing genuine thoughts, they might say what they believe others want to hear and behave contrary to their nature.

In effect, they are living inauthentically because of possible influences from a variety of quarters - linked to the list on the previous slide.

My Notes:

## HOW WE ACT, AND HOW WE COMMUNICATE

Click this button to go to the previous slide

Click this button to go to the next slide

Promoting Excellence  
Leadership Consultants

**HOW WE ACT & HOW WE COMMUNICATE**

The crucial point is to realise that you might feel you need to act in a certain way around your boss or colleagues at work, to be accepted, rather than being yourself.

This may also apply to friends or acquaintances.

We may communicate what we think others want to hear that is not true to our beliefs and values.

This can be described as living in an inauthentic manner.

**INAUTHENTIC**

The crucial point is to realise that you might feel you need to act in a certain way around your boss or colleagues at work, to be accepted, rather than being yourself.

This may also apply to friends or acquaintances.

We may communicate what we think others want to hear that is not true to our beliefs and values.

This can be described as living in an inauthentic manner.


My Notes:

# LIVING AUTHENTICALLY

Click this button to go to the previous slide

Click this button to go to the next slide

Promoting Excellence  
Leadership Consultants




**LIVING AUTHENTICALLY**

Living and working inauthentically is exhausting and limiting. It hinders our potential.

By living and working authentically, we free ourselves from others' expectations and choose our own path and it is far more rewarding than hiding our true selves.

**BE YOUR AUTHENTIC SELF**



Click this button to go to the previous slide

Click this button to go to the next slide

Promoting Excellence  
Leadership Consultants



**LIVING AUTHENTICALLY**

What do you think the benefits of being authentic will be?

List the benefits in your workbook  
If you are working with others, it may be worthwhile to discuss ideas

**BE YOUR AUTHENTIC SELF**



Living and working inauthentically is exhausting and limiting. It hinders our potential.

By living and working authentically, we free ourselves from others' expectations and choose our own path and it is far more rewarding than hiding our true selves.

What do you think the benefits of being authentic will be?


My Notes:

# KEY LEARNING POINTS

Click this button to go to the previous slide


Click this button to go to the next slide

Promoting Excellence  
Leadership Coach



### KEY LEARNING POINTS

You don't have to be born with the specific traits of a leader; your authenticity can be developed over time.  
Leaders emerge from their personal life stories.  
Knowing and being able to articulate your authentic self is key.  
Be aware of self-denial. Listen and respond to honest and trusted feedback.  
Practice your values and principles, especially under pressure.  
Value support from those around you.



You don't have to be born with the specific traits of a leader; your authenticity can be developed over time.

Leaders emerge from their personal life stories.

Knowing and being able to articulate your authentic self is key.

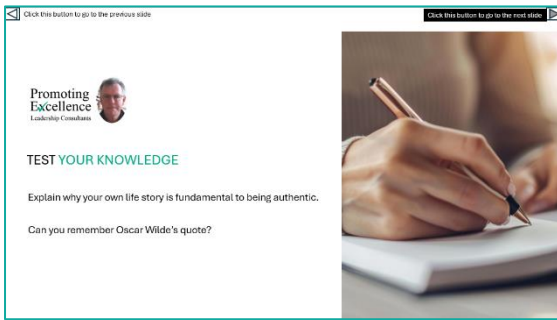
Be aware of self-denial. Listen and respond to honest and trusted feedback.

Practice your values and principles, especially under pressure.

Value support from those around you.

My Notes:

# TEST YOUR KNOWLEDGE



As we are now at the end of Module Three, here are a couple of questions to test your knowledge

1. Explain why your own life story is fundamental to being authentic.

My notes:

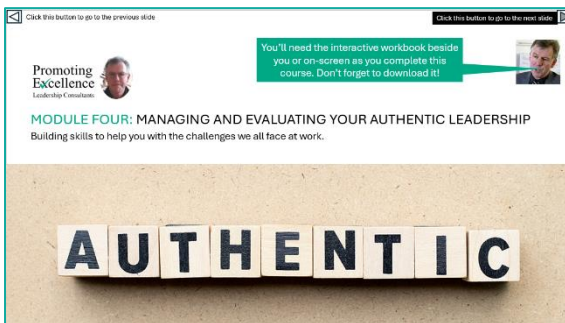
2. Can you remember Oscar Wilde's quote?

My notes:

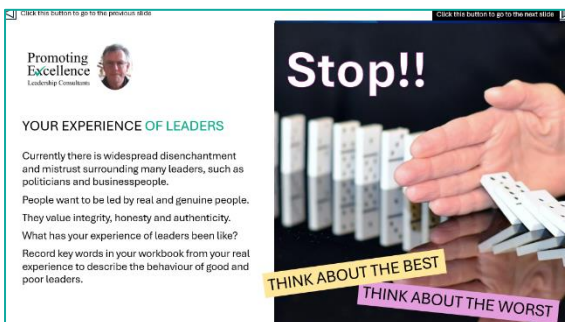
# MODULE FOUR: MANAGING & EVALUATING YOUR AUTHENTIC LEADERSHIP

**Resources Required**

- MODULE four Slides – Managing And Evaluating Your Authentic Leadership.pptx (ppsx file)
- This Workbook



## YOUR EXPERIENCE OF LEADERS



Currently there is widespread disenchantment and mistrust surrounding many leaders, such as politicians and businesspeople.

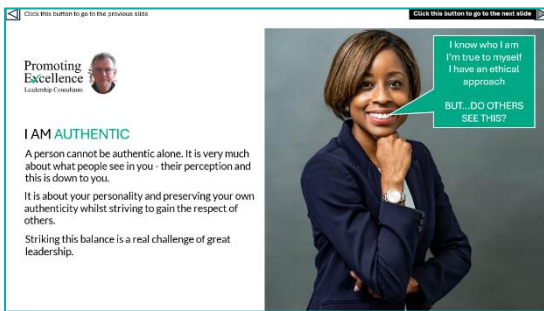
People want to be led by real and genuine people. They value integrity, honesty and authenticity.

What has your experience of leaders been like? Record key words below, from your real experience, to describe the behaviour of good and poor leaders.

My notes:

Good Leaders I Have Experienced Are:	Poor Leaders I Have Experienced Are:

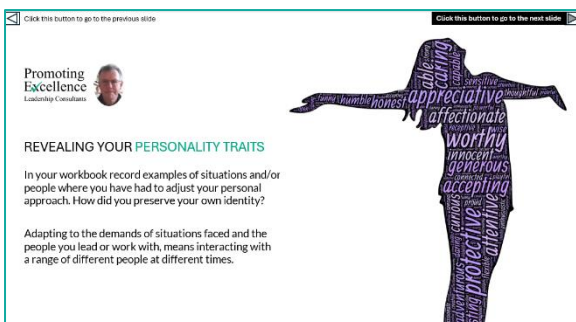
# I AM AUTHENTIC



A person cannot be authentic alone. It is very much about what people see in you - their perception and this is down to you. It is about your personality and preserving your own authenticity whilst striving to gain the respect of others. Striking this balance is a real challenge of great leadership.

My Notes:

# REVEALING YOUR PERSONALITY TRAITS



Record examples of situations and/or people where you have had to adjust your behaviour / personal approach.

How did you preserve your own identity / authenticity?

Examples where my behaviour / approach changed	My authenticity was preserved by...

# A KEY POINT TO REMEMBER

Click this button to go to the previous slide Click this button to go to the next slide

Promoting Excellence  
Leadership Consultants

**A KEY POINT TO REMEMBER**

Authentic leaders, like all leaders, need to be aware of where they are going (and to have assessed the costs, benefits, risks and rewards of going there.)

But they also need never to forget where they have come from – it gives them their story, roots them in place and time, and helps make them authentic.

Authentic leaders, like all leaders, need to be aware of where they are going (and to have assessed the costs, benefits, risks and rewards of going there.) But they also need never to forget where they have come from – it gives them their story, roots them in place and time, and helps make them authentic.

# QUALITIES OF AN AUTHENTIC LEADER

Click this button to go to the previous slide Click this button to go to the next slide

Promoting Excellence  
Leadership Consultants

**QUALITIES OF AN AUTHENTIC LEADER**

In your workbook see Module 4: 'What are Your Qualities as an Authentic Leader?'

Consider some of the pressures facing leaders and grade your scores:  
 A = very severe  
 B = moderately severe  
 C = not really severe

For those you grade A describe your response.

Consider some of the pressures facing leaders and grade your scores.

A - very severe      B - moderately severe      C - not severe.

For those you grade A, describe your response. Some ethical dilemmas are outlined for your reference but yours may differ. Amend as appropriate

Pressures	Your Grade	Ethical Dilemmas (e.g.) Input your own as appropriate	Your Response
Relentless pressure to get results or meet targets		Staff on long-term alert, undue stress and anxiety.	
Pending audit or Inspection		Staff workload and health issues	
Market forces and competition		Cutthroat, ruthless marketing.	

Staff recruitment problems i.e. scarcity of skills		Not going for the best	
More for less funding		Personal and staff emotional health issues / anxiety about possible redundancies	
Unreasonable customer demands		Giving in to the most vocal	
Keeping up with new technology		Not enough funding to keep up	
Staff workload and wellbeing		“Just a sign of the times”	
Low staff morale		Think it will go away.	
Staff retention		Complacency	

## ADVICE AND GUIDANCE

Click this button to go to the previous slide

Click this button to go to the next slide

**Promoting Excellence**  
Leadership Coach

**ADVICE AND GUIDANCE**


Ensure your words are consistent with your actions.

Consistently embody your beliefs every day.

Find as much common ground as possible with the people you work with and/ or lead.

Don't play a role, people will pick up on falseness and disingenuity.

Stay true to yourself – if you are constantly playing a variety of different roles, wearing a variety of alternate masks, your staff and/or your colleagues and bosses WILL feel unsettled.



Ensure your words are consistent with your actions.

Consistently embody your beliefs every day.

Find as much common ground as possible with the people you work with and/ or lead.

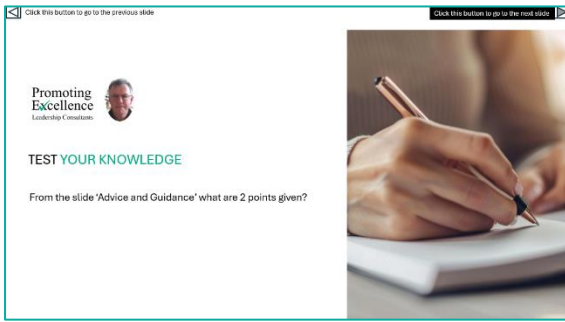
Don't play a role, people will pick up on falseness and disingenuity.

Stay true to yourself – if you are constantly playing a variety of different roles, wearing a variety of alternate masks, your staff and/or your colleagues and bosses WILL feel unsettled.

Can you think of any others?

My notes:

# TEST YOUR KNOWLEDGE



The screenshot shows a presentation slide with a white background and a teal border. At the top left, there is a small navigation button with a left arrow and the text "Click this button to go to the previous slide". At the top right, there is a small navigation button with a right arrow and the text "Click this button to go to the next slide". On the left side, there is a logo for "Promoting Excellence Leadership Certificate" with a small circular portrait of a man. Below the logo, the text "TEST YOUR KNOWLEDGE" is written in teal. Underneath, the question "From the slide 'Advice and Guidance' what are 2 points given?" is displayed. On the right side of the slide, there is a photograph of a person's hands writing on a notepad with a pen.

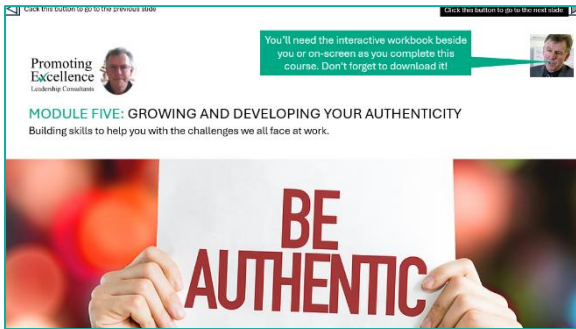
As we are now at the end of Module Four, here is a question to test your knowledge

1. From the slide 'Advice and Guidance', what are 2 of the points that were given as suggestions?  
How will you try these two?

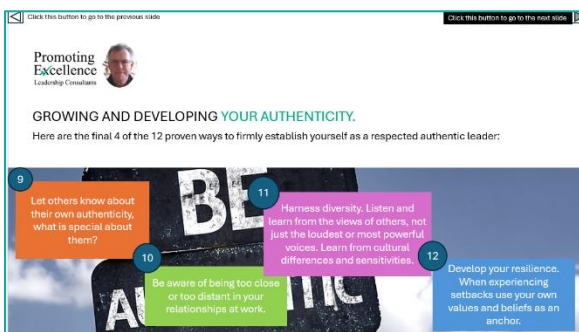
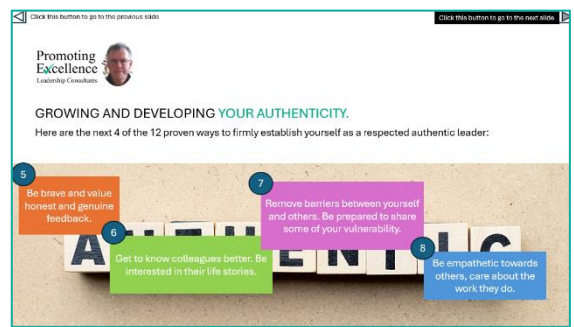
My notes:

# MODULE FIVE: GROWING AND DEVELOPING YOUR AUTHENTICITY

Resources Required – MODULE five Slides – Growing And Developing Your Authenticity.pptx (ppsx file)  
– This Workbook



## GROWING AND DEVELOPING YOUR AUTHENTICITY

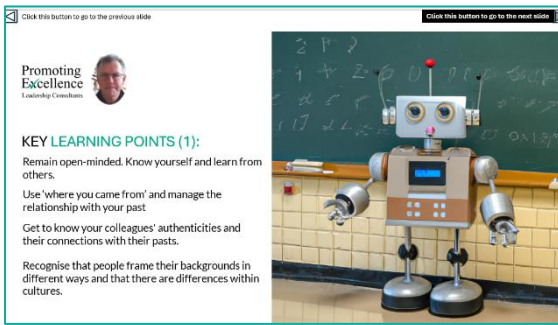


There is no one way to do this. However, there are 12 proven ways to firmly establish yourself as a respected authentic leader. These are shown on the next page.

Please read and consider the 12 tips on the slides to help you develop your authenticity.

12 Tips to Build Authenticity	Personal Examples / Areas to Develop
1. Get to know yourself and your origins better. See Module 3, and the sections on self-awareness and your life story.	
2. Return to your roots either physically or by rekindling old and distinctive memories.	
3. Be prepared to step out of your comfort zone. Try new challenges and take some “sensible risks”!	
4. Be brave and value honest and genuine feedback.	
5. Get to know colleagues better. Be interested in their life stories.	
6. Remove barriers between yourself and others. Be prepared to share some of your vulnerability.	
7. Be empathetic towards others, care about the work they do.	
8. Let others know about their own authenticity, what is special about them?	
9. Be aware of being too close or too distant in your relationships at work.	
10. Harness diversity. Listen and learn from the views of others, not just the loudest or most powerful voices.	
11. Learn from cultural differences and sensitivities.	
12. Develop your resilience. When experiencing setbacks use your own values and beliefs as an anchor.	

# KEY LEARNING POINTS – TWO SLIDES



Click this button to go to the previous slide

Click this button to go to the next slide

Promoting Excellence  
Leadership Certificate

**KEY LEARNING POINTS (1):**

- Remain open-minded. Know yourself and learn from others.
- Use 'where you came from' and manage the relationship with your past
- Get to know your colleagues' authenticities and their connections with their pasts.
- Recognise that people frame their backgrounds in different ways and that there are differences within cultures.

A photograph of a small, friendly-looking robot with a white head, a blue screen for a mouth, and a brown body, standing in a classroom in front of a chalkboard with mathematical equations.

Remain open-minded. Know yourself and learn from others.

Use 'where you came from' and manage the relationship with your past.

Get to know your colleagues' authenticities and their connections with their pasts.

Recognise that people frame their backgrounds in different ways and that there are differences within cultures.

Understand the important characteristics that people can use to describe themselves, e.g. gender, race, class, religion, status and geography.

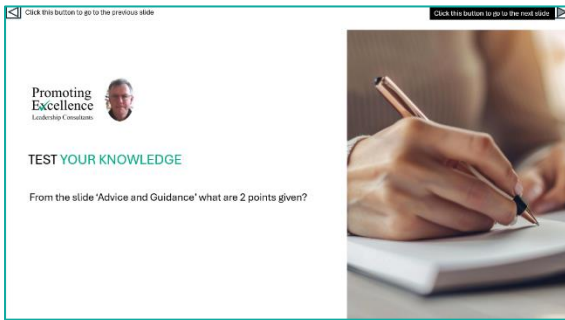
Understand how these can be expressed in many ways - through dress, speech or food, etc.

Be cautious about making simple generalisations about colleagues and their backgrounds.

Work hard to strike a good balance between your own distinctiveness and the cultures in which you operate. Many leaders do this remarkably well and bring about long-term positive and sustainable cultural change. They conform to a point - but only just enough.

My Notes:

# TEST YOUR KNOWLEDGE



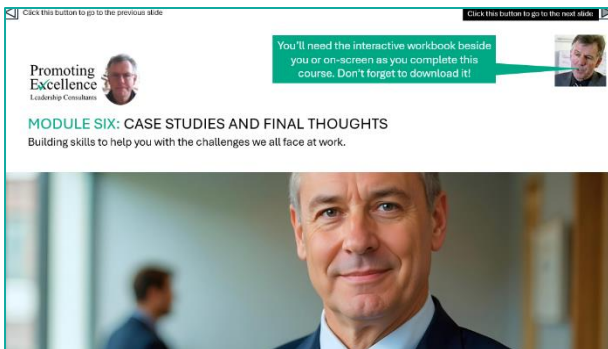
As we are now at the end of Module Five, here is a question to test your knowledge

1. How will you grow and develop your own authenticity after seeing the slides and learning points in this module?

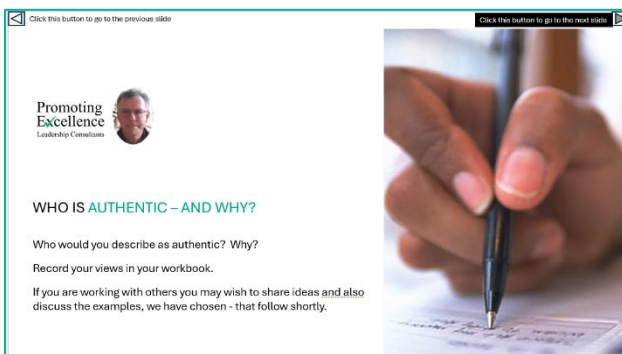
My notes:

# MODULE SIX: CASE STUDIES AND FINAL THOUGHTS

- Resources Required – MODULE Six Slides – Case Studies and Final Thoughts.pptx (ppsx file)
- This Workbook



## WHO IS AUTHENTIC? AND WHY?

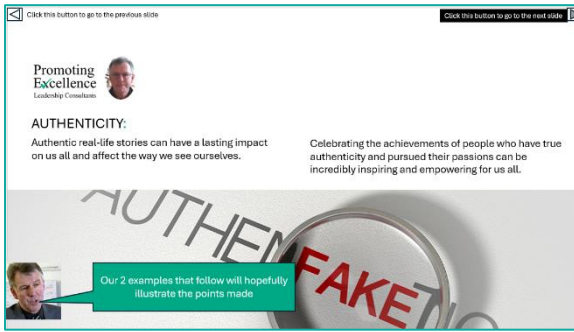


Who would you describe as authentic?

Think about famous people who you would describe as authentic - who would you cite and why?

My Notes:

# AUTHENTICITY -CASE STUDIES

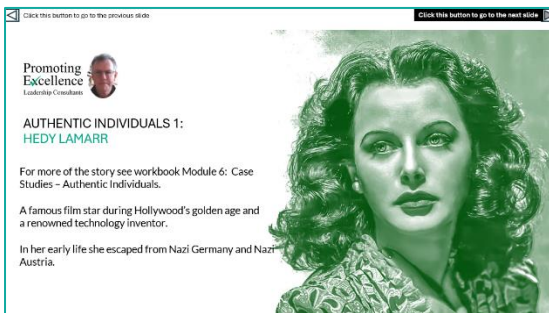


Authentic real-life stories can have a lasting impact on us all and affect the way we see ourselves.

Celebrating the achievements of people who have true authenticity and pursued their passions can be incredibly inspiring and empowering for us all.

Below, and on the next page, are case studies of individuals who were truly authentic.

## HEDY LAMARR 1914-2000



Hedy had incredible and varied talents. She was a famous film star during Hollywood's golden age and a renowned technology inventor.

In her early life she escaped from Nazi Germany and Nazi Austria.

Her unique authenticity stems from a very difficult and very successful life story. Her Austrian father was a successful businessman and her mother a Hungarian pianist. Hedy was raised as a Christian but experienced a difficult and controlling marriage to a Nazi arms dealer. She had 5 other marriages.

As well as being a famous actress and inventor she was a war time fund raiser.

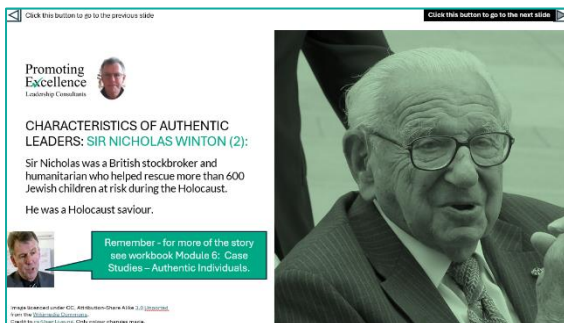
Although she had no formal training her inventions achieved world acclaim and have significantly contributed to society. With co-inventor, George Anthiel they developed a patent which is the basis for the modern cell phone technology and a radio guidance system for allied torpedoes.

Hedy's turbulent life reveals her daring ambition, insatiable curiosity, determination and resilience. She was controversial but distinctly authentic.

Why not read more about this amazing woman by looking her up in a biography dictionary or (**only if you have ICT permission**) on the web

My notes:

## SIR NICHOLAS WINTON 1909-2015



Sir Nicholas was a British stockbroker and humanitarian who helped rescue more than 600 Jewish children who were at risk of being murdered by Nazi Germany during the Holocaust. He was a Holocaust saviour.

He refused to think he was a hero despite the fact that he brought these children to the United Kingdom from German-occupied Czechoslovakia in 1939. He didn't talk about his actions in organising "Kindertransport" and for finding foster homes in the United Kingdom for over 50 years.

Sir Nicholas's story is shown in the film "One Life" starring Sir Anthony Hopkins.

One of the survivors described Sir Nicholas as "An ordinary, truly authentic man." (Lady Milena Grenfell-Baines)

My Notes:

## REFLECT:

In your work or personal life think who you would consider to be authentic.

What can you learn from them?

My Notes:

## FINAL THOUGHTS



Click this button to go to the previous slide

Click this button to go to the next slide

Promoting Excellence  
Leadership Consultants

**FINAL THOUGHTS...**

Authentic leaders are comfortable in their own skin. They know where they come from who they are, and they know how to use their backgrounds to build a rapport with colleagues.

They are not threatened by people from different circumstances, they welcome them.

They are sensitive communicators.

A quote often attributed to Albert Einstein (but actually by Leopold Infeld – a collaborator of Einstein’s - in his book ‘Quest’) says; “I speak to everyone in the same way, whether he is the garbage collector or president of the university.” This is perhaps the ultimate irony – an inauthentic quote, but demonstrating, precisely, a man’s authenticity.

Reputations for authenticity need to be painstakingly earned and carefully managed.

Authentic leaders are comfortable in their own skin. They know where they come from who they are, and they know how to use their backgrounds to build a rapport with colleagues.

They are not threatened by people from different circumstances, they welcome them.

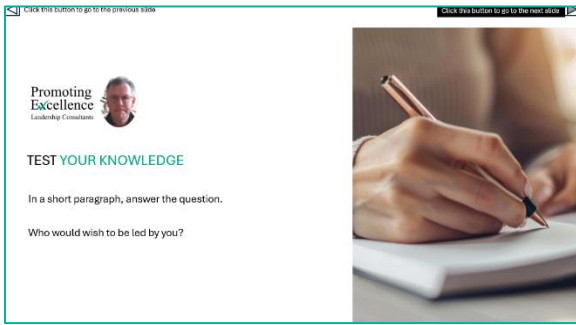
They are sensitive communicators.

A quote often attributed to Albert Einstein (but actually by Leopold Infeld – a collaborator of Einstein’s - in his book ‘Quest’) says; “I speak to everyone in the same way, whether he is the garbage collector or president of the university.” This is perhaps the ultimate irony – an inauthentic quote, but demonstrating, precisely, a man’s authenticity.

Reputations for authenticity need to be painstakingly earned and carefully managed.

My Notes:

# TEST YOUR KNOWLEDGE



As we are now at the end of Module Six, here is a question to test your knowledge

In a short paragraph, please explain:

Who would wish to be led by you?

My notes:

## WELL DONE – YOU CAN DOWNLOAD YOUR CERTIFICATE

Having completed the course, you are now eligible for the certificate. The download link is onscreen, on this slide and the final title slide. You can download your certificate at any time now, you have reached this point – we cannot re-print the link here in the workbook, however – you must get to it on the slide at the end of Module Six.

Type your name into the 'Name' Field to personalise your certificate and then save the PDF to your device OR print it.



‘Authenticity doesn't just mean you're not filtering what you're saying, it's about being able to know and access the best parts of yourself and bring them forward. Hard times arouse an instinctive desire for authenticity. Truth is a point of view, but authenticity can't be faked.’

AMY CUDDY



Image licenced under CC, Attribution-Share Alike [3.0 Unported](#) from the [Wikimedia Commons](#).

Portrait of Amy J.C. Cuddy. Photo by Evgenia Eliseeva.  
No changes were made.