



YOUR AUTHENTIC LEADERSHIP MODEL

*Deanna Goldstein, PCC
Workforce Development &
Programs Director
Workplace Effectiveness Coaching
ICF Credentialed Coach*

AUTHENTIC LEADERSHIP MODEL

For the Authentic Leadership Model Workshop, the learner will be able to:

- Define leadership.
- Identify that there are many leadership models and styles.
- Integrate leadership model knowledge, values, and self-awareness to create their authentic leadership model.
- Implement a method for sharing and capturing feedback about their leadership model to support on-going leadership enhancement.

TODAY'S JOURNEY

Chapter	Title
1	What Is Leadership?
2	The Many Models Of Leadership
3	Creating Your Authentic Leadership Model



WHAT IS LEADERSHIP?

How do you define leadership?

What Is Not Leadership?

-
-
-
-
-

What Is Leadership?

-
-
-
-
-

DEFINITION: Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal.

Kevin Kruse
Forbes.com



THE MANY MODELS OF LEADERSHIP

LEADERSHIP THEORIES

Leadership Theory	Description
Great Man Theory	Excellent leaders are born, not developed.
Trait Theory	Key natural qualities create good leaders.
Behavioral Theory	Environment influences leadership.
Transactional Theory/Management Theory	Rewards & Penalties, Results-Focused, Hierarchy.
Transformational Theory/Relationship Theory	Motivate and inspire with a focus on modeling.
Situational Theory	Best leaders adapt style based on the situation.

	Coercive	Authoritative	Affiliative	Democratic	Pacesetting	Coaching
Leader's Operational Mode	Demands immediate compliance	Mobilizes people towards a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
Style in a Phrase	Do what I tell you	Come with me	People come first	What do you think	Do as I do, now	Try this
Emotional Intelligence Competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientious, drive to achieve, initiative	Developing others, empathy, self-awareness
When the Style Works Best	In a crisis, to kick start a turnaround	When a clear direction is needed	To motivate people during stressful times	To build consensus or to get inputs	To get quick results from a highly motivated team	To help an employee develop long-term strengths

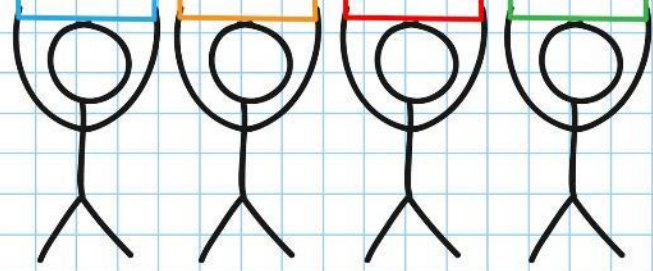
	Coercive	Authoritative	Affiliative	Democratic	Pacesetting	Coaching
Leader's Operational Mode	Demands immediate compliance	Mobilizes people towards a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
Style in a Phrase	Do what I tell you	Come with me	People come first	What do you think	Do as I do, now	Try this
Emotional Intelligence Competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientious, drive to achieve, initiative	Developing others, empathy, self-awareness
When the Style Works Best	In a crisis, to kick start a turnaround	When a clear direction is needed	To motivate people during stressful times	To build consensus or to get inputs	To get quick results from a highly motivated team	To help an employee develop long-term strengths
Overall Impact on Climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

From Leadership That Gets Results, Daniel Goleman

	Coercive	Authoritative	Affiliative	Democratic	Pacesetting	Coaching
Flexibility	-.28	.32	.27	.28	-.07	.17
Responsibility	-.37	.21	.16	.23	.04	.08
Standards	.02	.38	.31	.22	-.27	.39
Rewards	-.18	.54	.48	.42	-.29	.43
Clarity	-.11	.44	.37	.35	-.28	.38
Commitment	-.13	.35	.34	.26	-.20	.27
Overall Impact on Climate	-.26	.54	.46	.43	-.25	.42



<https://www.indeed.com/career-advice/career-development/leadership-styles-and-theories>



COMMUNICATING
with others

Inspiring others
to work towards
COMMON VISION



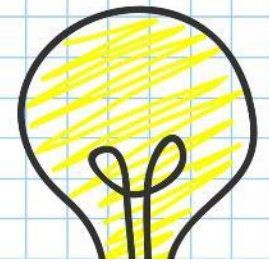
COACHING
others

LEADERSHIP

Identifying
TALENT

Developing
NETWORKS

intercultural
INTEGRATION



CREATING YOUR AUTHENTIC LEADERSHIP MODEL

VALUES

A person's principles or standards of behavior; one's judgment of what is important in life.

Lexico.com



VALUES ASSESSMENT

Values Assessment Exercise

Step 1: Developing a short list of your top values

Create a list of your most important 25 values, without trying to order them at all. Do this by circling 25 of the values on the next page that most call to you, or write in other values not on the list.

Abundance
Excitement
Integrity
Quality of life
Acceptance of diversity
Experimentation
Intellectual status
Quiet times
Activism
Expertise
Intelligence
Recognition
Advancement
Fashion

Love for others
Smiling at strangers
Being kind to neighbors
Friendship
Making decisions
Spirituality
Calmness
Generosity
Massive wealth
Spontaneity
Challenge
Global awareness
Moral fulfillment
Stability

Competence
Helping others
Personal expression
The big picture
Competition
Helping society
Personal growth
Thinking time
Country values
Honesty
Perspective
Tidiness
Courage
Honor

OTHER INPUTS

- Your strengths
- Your experiences
- Feedback – direct reports, peers, managers, coaches, and mentors
- Assessment results
- Other inputs

AUTHENTIC LEADERSHIP MODEL

<p>Assure Success I expect my team members to assure team success by:</p> <p><i>Include statements about how you expect team members to set goals, complete work, execute tasks, satisfy customers, create high quality work, and create team success.</i></p> <p>Click or tap here to enter text. Click or tap here to enter text. Click or tap here to enter text. Click or tap here to enter text. Click or tap here to enter text.</p>	<p>Engaging People My commitment to leading and developing people is to:</p> <p><i>Include statements about how you lead, coach, and develop people to support their strengths, growth, and success.</i></p> <p>Click or tap here to enter text. Click or tap here to enter text. Click or tap here to enter text. Click or tap here to enter text. Click or tap here to enter text.</p>
<p>Continuous Change In life, change is a constant and my commitment to supporting change includes:</p> <p><i>Include statements about how you lead and manage change, engage team members in change efforts, and support team members navigating through change.</i></p> <p>Click or tap here to enter text. Click or tap here to enter text. Click or tap here to enter text. Click or tap here to enter text. Click or tap here to enter text.</p>	<p>Boundaryless Inclusion While working with people, I will support an inclusiveness environment through:</p> <p><i>Include statements about how you support team diversity and inclusion, encourage differing views and perspectives to be heard, and value the different strengths and experiences of team members.</i></p> <p>Click or tap here to enter text. Click or tap here to enter text. Click or tap here to enter text. Click or tap here to enter text. Click or tap here to enter text.</p>
<p>Communication Effective communication is critical to team success and I will provide effective communication with:</p> <p><i>Include statements about how you will communicate with the team and team members, provide transparency to the extent possible for decisions, encourage constructive dialogue in the team, and create a shared vision for the team.</i></p> <p>Click or tap here to enter text. Click or tap here to enter text. Click or tap here to enter text. Click or tap here to enter text. Click or tap here to enter text.</p>	

How will I share and capture feedback on my authentic leadership model?

-
-
-
-

AUTHENTIC LEADERSHIP MODEL

For the Authentic Leadership Model Workshop, the learner will be able to:

- Define leadership.
- Identify that there are many leadership models and styles.
- Integrate leadership model knowledge, values, and self-awareness to create their authentic leadership model.
- Implement a method for sharing and capturing feedback about their leadership model to support on-going leadership enhancement.

ADDITIONAL READING

The Future of Team Leadership is Multimodal:

<https://sloanreview.mit.edu/article/the-future-of-team-leadership-is-multimodal/>

Leadership That Gets Results:

<https://mchnutritionpartners.ucla.edu/wp-content/uploads/2019/10/HBRLeadershipGetsResults1.pdf>

https://www.youtube.com/watch?v=nSUJwmPQEyg&list=PLn8R_EMxpL6ebl26RfNo5y0gPJjniSY8j&index=2

PUTTING IT TOGETHER



What is one key insight that you take away from our time together today?



Remember, you are authentic and you can create and continually refine your distinct leadership model.



Workplace Effectiveness Coaching

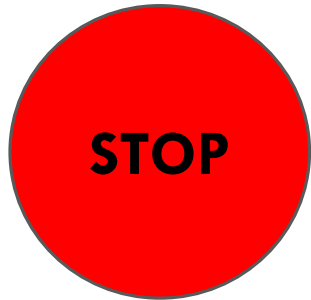
- Individual (leaders, managers, supervisors, & employees)
- Groups
- Teams (Team Effectiveness Coaching)
- Deanna.Goldstein@dhrm.Virginia.gov



OPENING THE DOOR FOR INPUT

Bonus Content!

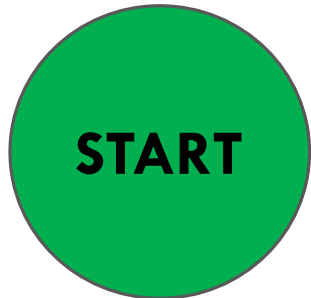
OPEN THE DOOR FOR INPUT



What would be helpful for me to stop doing?



What would be helpful for me to continue doing?



What would be helpful for me to start doing?