



Leading with Authenticity

PMI Montgomery County MD

October 3, 2018

Dr. Clara B. Lee, Chief Operating Officer
World Services, LLC

5680 King Centre Drive, Suite 600, Alexandria, VA 22315

(301) 814-6074

www.world-servicesllc.com



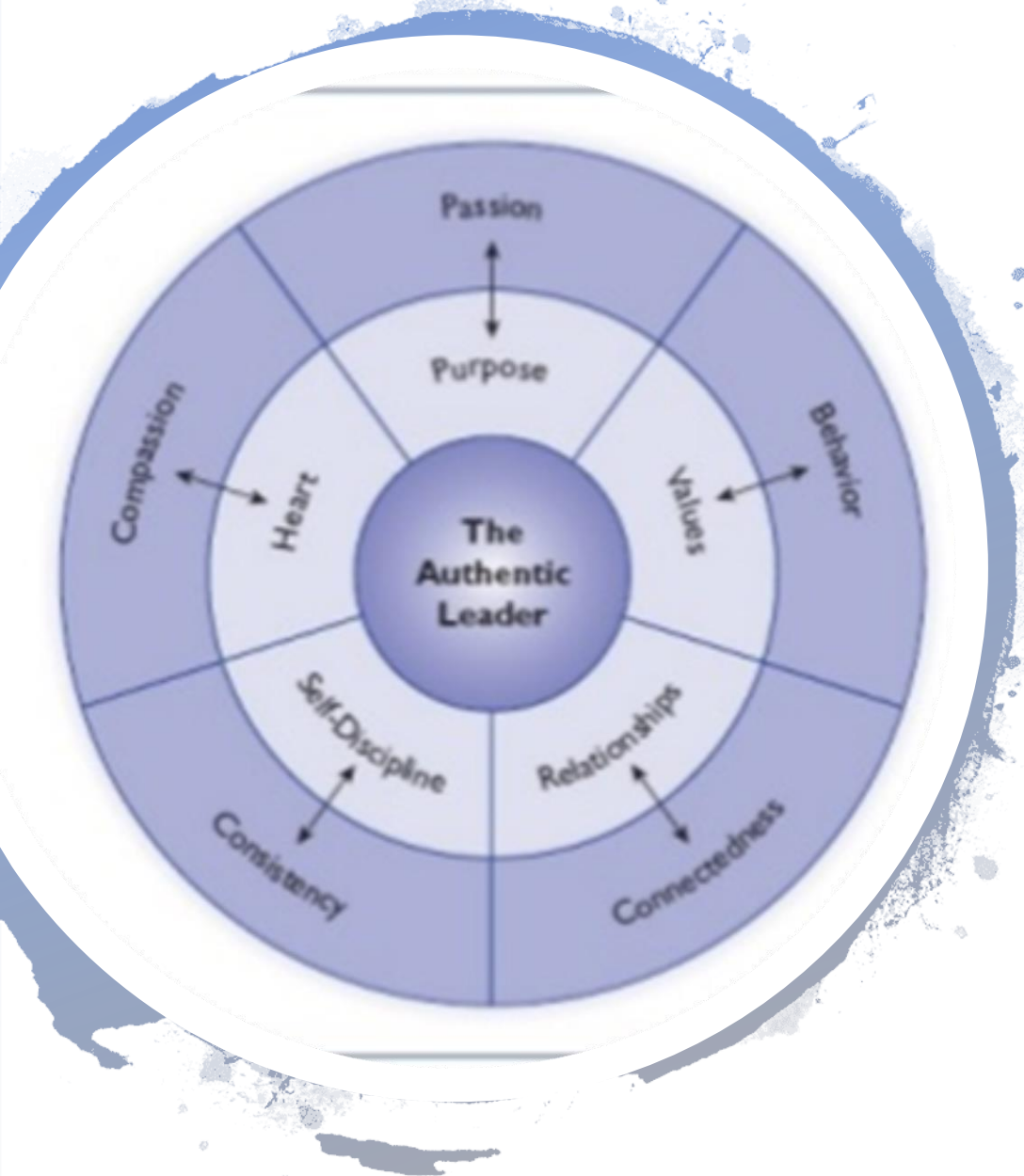
- The Need for Authenticity
- Characteristics of Authentic Leaders
- Ethics and Authentic Leadership
- Why Leaders Lose Their Way
- Signs The Organization Might Be In Trouble
- Motivated Employees, Loyal Customers, and Lasting Organizations

The Need for Authenticity

- Leading in the 21st century is completely different than leading in the 20th century
- Workers are seeking authentic leaders whom they can trust
- Many workers are knowledgeable workers who know as much or more than their bosses
- Workers want to work for leaders who recognize and include their ideas and contributions
- External scrutiny and demands for transparency



Characteristics of Authentic Leaders



People of the highest integrity, committed to building enduring organizations...who have a deep sense of purpose and are true to their core values who have the courage to build their companies to meet the needs of their stakeholders, and who recognize the importance of their service to society.

Bill George (True North)

Authentic leadership is not about you,
but empowering others to lead



Ethics and Authentic Leadership

Anyone can be an ethical leader when the economy is good and when outside pressure is minimal, but making the tough decision, that you know is morally and ethically correct, even when it is unpopular is what differentiates the authentic leader.

May, Hodges, Chan & Avolio

(Developing the Moral Component of Authentic Leadership, Organizational Dynamics. 32(3), pp.247-260



Why Leaders Lose Their Way

Being an Imposter

Rationalizing

Glory-Seeking

Being a Loner

Being a Shooting Star

Signs the Organization is in Trouble

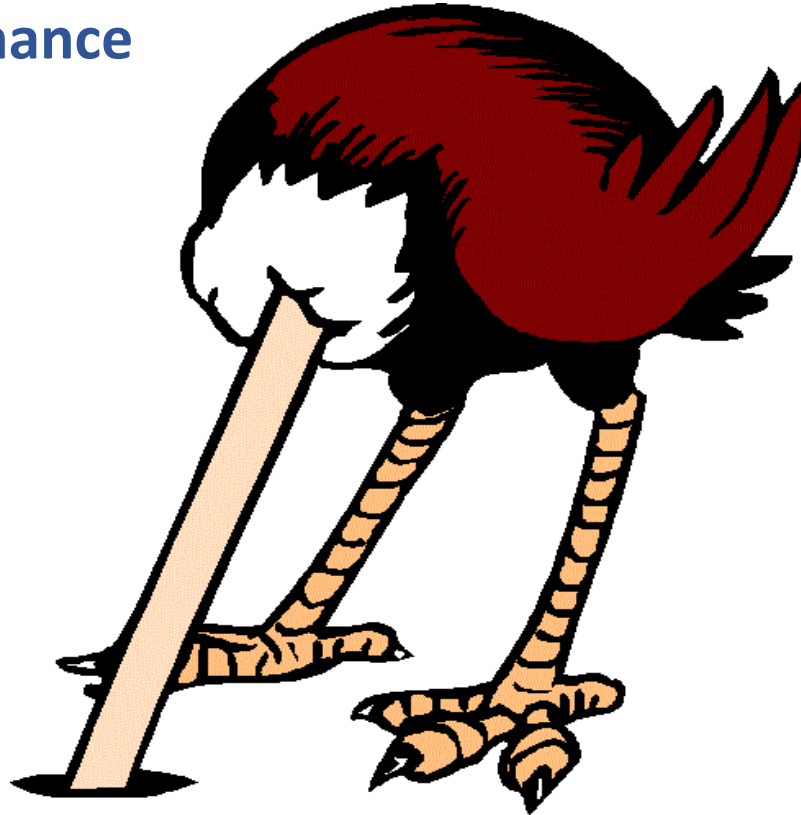
Cognitive Dissonance

Fear and Silence

Unethical Amnesia

Pressure to Maintain the Numbers

Success and Impunity



Urgency and Fear

Weak Board

Isolation

Innovation Like No Other

Fragmentation & Plausible Deniability

Goodness in Some Areas Atones for Evil in Others

Lasting Organizations

- Align purpose, performance, and principles
- Reconcile tensions between purpose and profit
- Encourage Leader-Leader vs. Leader-Follower
- Model authentic behavior, leading to engaged, enthusiastic employees who stay
- Maintain constant dialog with all constituencies: shareholders, customers, employees, and communities



Questions

Leading with Authenticity

Presented by:

Dr. Clara B. Lee, Chief Operating Officer
World Services, LLC
5680 King Centre Drive, Suite 600, Alexandria, VA 22315
(301) 814-6074
www.world-servicesllc.com