The Five Dimensions of Leadership:

AUTHENTICITY

THE INSTITUTE OF
LEADERSHIP
& MANAGEMENT

Introducing The Institute of Leadership & Management's

Dimensions of Leadership

Leadership and thinking about leadership continue to evolve, we have captured, the often elusive dimensions that contribute to great leadership. Our dimensions are not intended to be a static representation but an evolving description of what we understand great leadership to be.

We based the development of our dimensions on extensive research into the knowledge, skills, attitudes, behaviours and values that enable leaders to achieve successful outcomes in any private, public or voluntary sector organisation. Although we recognise research into and expert discussion about leadership has been going on for decades, our focus is leadership for the 21st century. We draw on fifteen years of our own on-going research into leadership and what people in organisations have been telling us about the experience of leading, being led, studying and witnessing leadership in a wide range of contexts. We identify five separate dimensions of great leadership, namely: ownership, achievement, collaboration and vision, with authenticity at the heart and centre. We endorse management philosopher Charles Hampden Turner's definition of authenticity as being "what lies between people" which is a recognition of the importance of relationships to everyone who leads or aspires to lead.

We also recognise that every leader has knowledge and experience specific to their own leadership situation. This 'sixth' dimension we describe as expertise or occupational competence and is the context in which leadership takes place which is fundamental to how leaders understand and enact the five dimensions.

Each dimension has many component parts and we appreciate there is much overlap between them, several areas of interdependency and on-going debates about the extent to which leadership differs from management. Even those most inclined to see leadership and management as separate activities, accept that there is no single definition of each. We also recognise that ideas about what is leadership and what is management have changed over time. Our dimensions highlight the complexity of leadership, and also recognise that great leadership is always a work in progress.

Most recently, The Institute of Leadership & Management surveyed over 1200 employees in the UK to research their experience of leadership, what it looks like; and the particular leadership styles and the behaviours that are linked to high performance.

This research provided further insight into how the dimensions are experienced in the day to day practice of leadership.

Please reference this report as follows:
Institute of Leadership & Management (2017) "Authenticity", available from www.InstituteLM.com/resourceLibrary/Authenticity.html

How we define great leadership

Authenticity

Authentic leaders are recognised by their integrity and so inspire trust. They know and live their values; they challenge and empower others to be the best they can be.

Vision

Visionary leaders are forward looking so spot and create opportunities; they understand the process of change and inspire others to co-create the future.

Achievement

Great leaders are high performers, they have direction, deliver measurable results; are proud of their work; stretch themselves and others; and are adaptable to ensure sustainability.

Ownership

Great leaders take responsibility for their own actions and interactions, they use initiative; are decisive; solve problems; continually learn and are known for their reliability.

Collaboration

Collaborative leaders know about relationships and networking, they work effectively with others; they involve; motivate and engage colleagues; they make great colleagues; and manage difference.

Authenticity

Why authenticity?

Harter (2002) defined authenticity to mean that a person's thoughts and feelings are consistent with their actions. Bass & Steidlmeier (1999), Luthans & Avolio (2003) and May et al., (2003) have all indicated that "authentic leaders are guided by a set of values that are oriented toward doing what's right and fair for all stakeholders" (Michie and Gooty 2003 p443).

Recent research asked over 332,000 bosses, peers and subordinates to identify which characteristics have the greatest impact on a leader's success at any level (Zenger and Folkman 2014). 'High integrity and honesty' was rated the second most important. Research into emotional intelligence in executives supports this (Cooper and Sawaf 1997). In fact, "Integrity – acting openly, honestly and consistently – sets apart outstanding performers in jobs of every kind." (Goleman 1998 p90).

'Trustworthiness' and 'fairness' figure prominently in the literature on building successful psychological contracts with and engaging staff, i.e. motivating employees to want to make extra efforts to achieve their organization's goals. (Conway and Briner 2005, Purcell 2006, Saks 2006, Den Hartog and De Hoogh 2009). Palanski and Vogelgesang (2011) link leader integrity positively with employees' creativity and willingness to take risks. The trustworthiness of its leaders is also important to an organisation's long term stability (Dietz & Gillespie, 2009). James H. Quigley, Global CEO of Deloitte Touche Tohmatsu, emphasised the importance of trust in the professional success of an individual: 'Simply put, those who bend rules are not considered trustworthy, and without trust an individual's value is severely diminished. Without trust and confidence, markets do not function, and value is destroyed.' (Quigley 2007 p9).

'To be authentic you must communicate to others what you think and what you feel without disguise or tactical cunning.'

Charles Hampden-Turner

Our own research since 2009 has highlighted the importance of trust. More recently, we identified the fundamental qualities that leaders need in order to be trusted. The single most important driver of trust is openness, closely followed by effective communication coupled with integrity. Trust is also a powerful indicator of organisational health, with high levels of trust being linked to high levels of performance (Institute of Leadership & Management, 2014). High levels of trust lead to improved team work, communication, innovation and risk management. Indeed our 2010 showed that the ability to inspire trust was considered as important as being visionary. In 2013, we identified how much more aware leaders are of the need for ethical behaviour in all sectors, not just those associated with the 2008 financial crisis. We found a clearly stated need for increased transparency and also evidence that organisations with explicit and established statements of values reported higher levels of employee engagement (Institute of Leadership & Management, 2013).

Pfeffer has been critical of the quest for authenticity in leadership advocating a more inauthentic and Machiavellian style (Pfeffer, 2015). However, his views have garnered little support and many commentators (Gwyther, 2016) have posed the question 'who would you rather work for' a ruthless bully or someone you trust and empowers you?

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What does the everyday practice of Authenticity in leadership look like?

Acting with integrity and fairness in all decision making and being open and honest builds trust.

Authentic leaders are consistent in their practice, putting professional interest before personal views. Our research shows that authentic leaders can be identified by what they do not do, as much as by what they do. They do not allow their personal agendas to dominate, engage in office gossip, or one-upmanship office politics. Leaders who are seen as authentic, deliver results and are viewed as a positive role model by their staff.

How do leaders show Authenticity?

An authentic leader knows their values and acts in accordance with them. Leaders do not act by themselves, they show authenticity by inspiring the people in their organisations to also act with integrity and be guided by similar values. Key to this is building trust. Our research found that a clear majority of leaders are creating trust in their workplace.

Over a fifth of leaders however, rarely or never act in this way. This suggests a worryingly large number of leaders are not personally fulfilling a key element of the authenticity agenda.

This conclusion is reinforced by the findings derived from the question 'Does your leader use their position for personal gain?'. Clearly, using a work position for personal gain raises ethical issues and it is reassuring that most leaders rarely or never do this. Nevertheless it is concerning that over a quarter reported their leaders sometimes or even frequently do.

Our finding that many leaders fail to act with authenticity is further supported when considering how they relate with colleagues. The proportion of leaders displaying inauthentic behaviour is over one third.

Speaking poorly about colleagues shows a poor ethical position and suggests an unwillingness to challenge people's behaviour in a direct way. Favouritism means that leaders are not judging people on their merits which is not only unethical behaviour but may lead to accusations of bullying. It is important that authentic leaders understand both their own and colleagues' bias in decision making and act to remedy these.

Figure 1: Create trust in the workplace

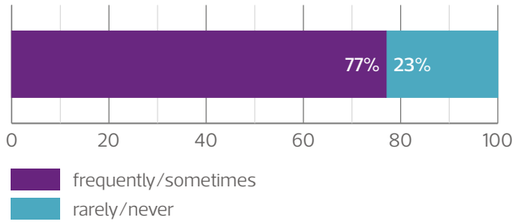


Figure 2: Use position for personal gain

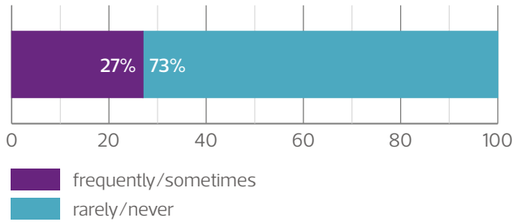


Figure 3: Speak poorly about colleagues to others

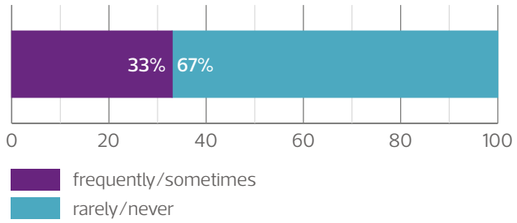
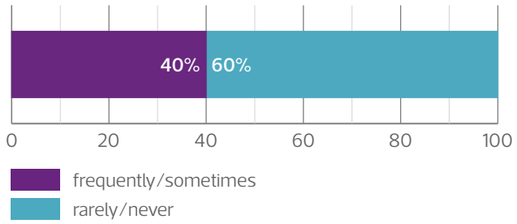


Figure 4: Show favouritism



> **Whilst my manager is fair and approachable, there is an element of the 'old boys club' and 'if your face fits' you'll be OK... it's not 100% elitism but its not far off!**

> **It appears endemic in this organisation that the senior managers are completely narcissistic and lack basic people management skills.**

> **I have a very positive role model who demonstrates incredibly strong leadership qualities, which I seek to emulate.**

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> **We are so busy cutting corners and costs that company ethics and standards are a joke.**

> **a bully and has favourites; I now have quit my job because of this person**

> **Empathy is one of the crucial characteristics a leader should have and invest time in building team and relationships**

> **Everything that is done has to be done in the interest of the leader; whether, promotions, transfers, trainings, workshops, conferences, etc. Everything is about his own personal interest**

> **I know the type of leader I want to be and it is nothing like these people!!!**

Authentic leaders

Authentic leaders understand their own values and live them throughout their business practice. When considering the disposition of leaders, we explored how emotions impact their behaviour. Leaders who allow their mood to define the climate of the workplace are not acting with integrity and respect towards colleagues. This may be a sign of a leader who has lost sight of her true inner values. It is revealing that nearly half (49%) of respondents felt that their most closely associated leader did this frequently or sometimes.

Displays of anger in a social or professional context are generally unwelcome and disagreements are best resolved in an appropriate way. Where colleagues cannot understand the reasons for displays of anger, then it's likely that trust will be eroded and such behaviour could be described as bullying. That respondents state over a quarter of leaders express anger for unclear reasons, casts doubt over the extent of authentic behaviour today.

Figure 5: Allow their current mood define the climate of the workplace

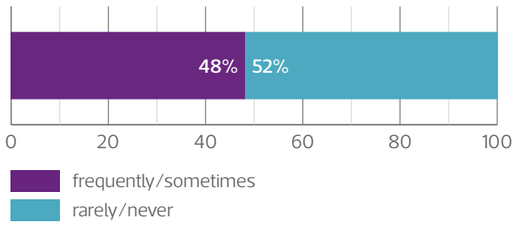
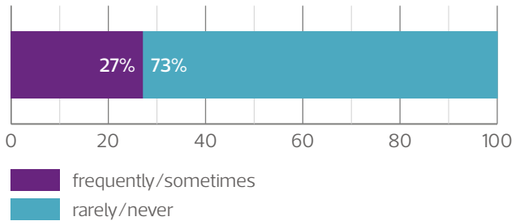


Figure 6: Express anger for unclear reasons



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Recommendations

This research shows that authentic leaders are admired and emulated but highlights the distance between the recognition of the importance of an environment of trust and backing that up with everyday actions. Favouritism and the pursuit of personal agendas are very poorly regarded, emphasising how closely leaders are observed by those around them and how inauthentic behaviours cannot be hidden. As we acknowledge at the beginning of this report, great leadership is always a work in progress and none more so than the quest for authenticity. The starting point is self-awareness, understanding one's values and ethical positions and ensuring they are aligned with behaviour.

The dimension of Authenticity separates the practice of authentic leadership into eight sub-dimensions offering pathways for self-development and improved conversations resulting in better performing organisations that are recognised externally as living their values.

Self-Awareness

Authentic leaders understand the contribution they make and the impact they have on those around them

Conversation

Authentic leaders understand the power of conversation and how to listen

Ethics

Authentic leaders recognise what underpins ethical decision making

Integrity

Authentic leaders know their inner values and act in accordance with them

Supporting

Authentic leaders create a safe and enjoyable working environment

Aligning Values

Authentic leaders understand their values and how they align with those of the organisation

Challenging

Authentic leaders challenge themselves and others

Building Trust

Authentic leaders earn trust

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Our methodology

A questionnaire was devised based on an extensive review of the leadership literature. The survey was conducted for The Institute of Leadership & Management by YouGov during the Summer of 2016.

1201 people completed the survey, all working in a UK organisation. For analysis purposes, respondents were asked a number of questions about themselves and their employment. 52% describing themselves as being in a leadership role and 48% were not. 49%were aged between 34 and 51. 46% identified as male and 54% as female. The leaders were employed in a number of industries including education, medical and health services; manufacturing; retail and construction. 46% were employed in the private sector, 42% in the public sector and 11% in the third/voluntary sector. 75% were educated to at least foundation degree level. Most of the questions were closed rating scales but the respondents had the opportunity to add additional information and commentary.

The survey was conducted in line with the Market Research Society (MRS) Code of Conduct. All responses were anonymous but respondents were asked if they would be willing to be contacted for PR purposes, and were also incentivised to take part in the survey.

Introducing our Authenticity Companion

Charles Hampden-Turner

Management philosopher Charles Hampden-Turner was Senior Research Associate at the Judge Business School at the University of Cambridge.

The creator of Dilemma Theory and co-founder and Director of Research and Development at the Trompenaars Hampden-Turner Group in Amsterdam, he was Goh Tjoei Kok Distinguished Visiting Professor to Nanyang Technological University in Singapore and Hutchinson Visiting Scholar to China in 2004. He is a past winner of the Douglas Mc Gregor Memorial Award and has received Guggenheim and Rockefeller fellowships.

'The important thing about authentic leadership is that we are fleetingly looking in the right place for leadership ability. Authenticity points to inner-conviction being consistent with what is communicated and the impression made on others, who are then likely to reciprocate. Rather than being yet another trait or form of competence it focuses on what lies between people.'

Charles Hampden-Turner

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