

neap.

Everyone deserves a little couch-time.



To Thyself Be True: Authentic Leadership

Presented by: Favor Campbell, M.S.





How YOU make meaning of the world affects your self-image. How does that impact others?



Strategies for and advantages of self-awareness.



Both compassion and achieving goals are possible. It's not an either or!

Leaders who relate to their teams and inspire action are critical to business success.

Employees' perception of authentic leadership serves as the strongest predictor of job satisfaction and positively impacts work-related attitudes and happiness.



Leadership Starts with YOU

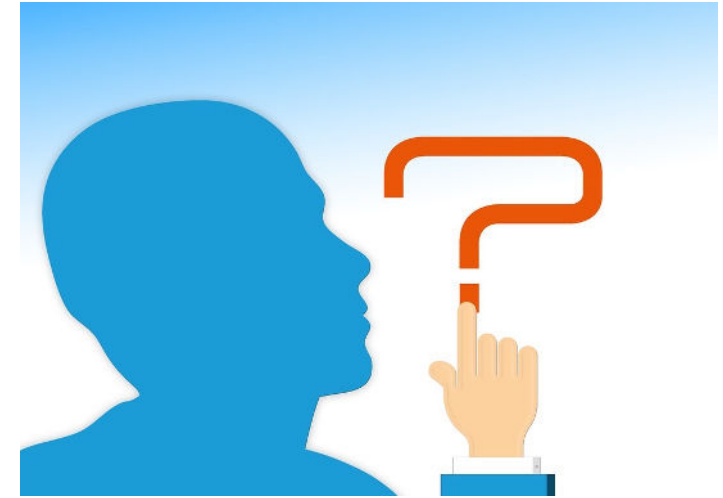
Yield to learning about you

Observe your people

Understand your culture

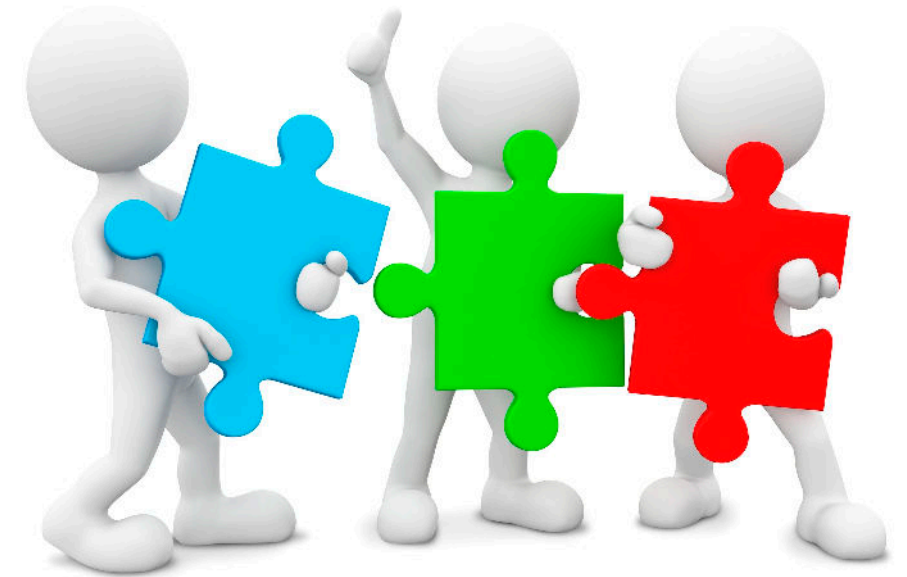
What is Authentic Leadership?

- Exhibited by individuals who have:
 - *high standards of integrity*
 - *take responsibility for their actions*
 - *make decisions based on principle rather than short-term success.*
- Key differentiator is the motivation behind it.
- Leader strives to create a meaningful relationship with their team as they work toward goals related to their organization's mission and purpose—not just its bottom line.



Characteristics of Authentic Leadership?

1. Committed to bettering themselves
2. Cultivate Self-Awareness
3. Disciplined
4. Mission-Driven
5. Inspire Faith



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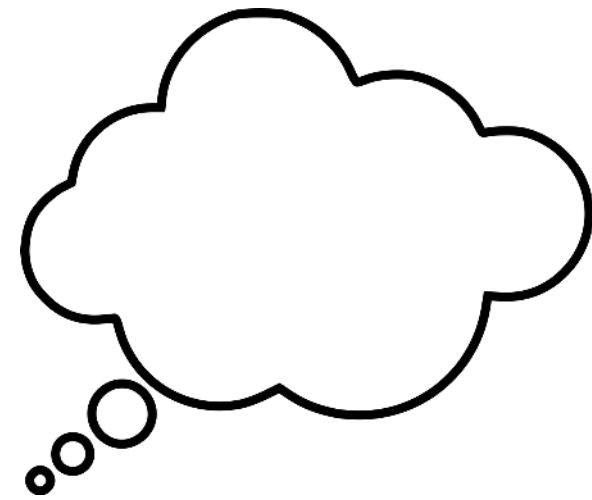
Yield to learning about you

- Self-awareness plays an important role in leader development.
- Self-awareness is knowing yourself, which includes your personality and your leadership style.
- When you know your weaknesses (**YES, we all have them**) and strengths, it will help you to identify opportunities for personal growth.

(Gallagher & Costal, 2012)

~~UNAWARE~~





*What sabotages more leadership efforts,
holds back more good teams, and derails
more leaders' careers than anything else?*

Lack of self-awareness!

*-John C. Maxwell
The Self-Aware Leader, 2021*

Self-awareness in the workplace

Research suggests when we see ourselves clearly...

- *We are more confident and creative*
- *We make sounder decisions*
- *Build stronger relationships*
- *Communicate more effectively*
- *More effective leaders with more satisfied employees and more-profitable companies*



95% of people believe that
they are self-aware

10-15%



Process of Socialization & Why it Matters

- The way we think about leadership affects how we perceive the leaders around us?
- Our beliefs about about how people **become** leaders affect how we evaluate people's leadership potential.
 - *Believing people are born leaders is likely to result in a focus more on **selection** rather than on **development***

Selection=*identifying the right people*

Development=*developing the people you have*



Two Types of Self-Awareness

Internal Self-Awareness

- ✓ Represents how clearly **we see our own** values, passions, aspirations and reactions
- ✓ Associated with higher job relationship satisfaction, personal, and social control, and happiness
- ✓ Negatively related to anxiety, stress, and depression

External Self-Awareness

- ✓ Understanding **how other people see us**, in same terms as Internal SA
- ✓ Individuals tend to be more skilled at showing empathy and taking others' perspectives.
- ✓ Leaders with External SA, have better relationships with employees, feel more satisfied with them, and see them as more effective in general.

-Research from Dr. Tasha Eurich 

The Four Self-Awareness Archetypes

This 2x2 maps internal self-awareness (how well you know yourself) against external self-awareness (how well you understand how others see you).

	Low external self-awareness	High external self-awareness
High internal self-awareness	<p>INTROSPECTORS</p> <p>They're clear on who they are but don't challenge their own views or search for blind spots by getting feedback from others. This can harm their relationships and limit their success.</p>	<p>AWARE</p> <p>They know who they are, what they want to accomplish, and seek out and value others' opinions. This is where leaders begin to fully realize the true benefits of self-awareness.</p>
Low internal self-awareness	<p>SEEKERS</p> <p>They don't yet know who they are, what they stand for, or how their teams see them. As a result, they might feel stuck or frustrated with their performance and relationships.</p>	<p>PLEASERS</p> <p>They can be so focused on appearing a certain way to others that they could be overlooking what matters to them. Over time, they tend to make choices that aren't in service of their own success and fulfillment.</p>

According to Dr. Tasha Eurich's self-awareness research:

- ✓ *Don't fall into traps of valuing one type over the other.*
- ✓ *Work on both types actively; seeing yourself clearly **and** getting feedback to understand how others see you*
- ✓ *The more power a leader holds, the more likely they are to overestimate their skills and abilities.*
- ✓ *Find 'loving-critics'*



Introspection

The process of turning your attention inward



Self-Awareness

Refers to your conscious understanding of your own thoughts, feelings, and behaviors.

**It is possible to be introspective without being self-aware.
Not understanding why you feel or think the things you do.**

**It is also possible to be self-aware without engaging in introspection.
You may be aware of your own thoughts and feelings without necessarily taking the time to reflect on them.**

Observe your people

To do their jobs effectively, leaders must prioritize the people on their team. A company's staff is its greatest asset.

Managers should know as much as possible about each person and how they contribute to the overall success of the business.



Leadership

Set the vision

Think ideas

Inspire people

Look in the future

Shape the culture

Management

Follow the vision

Think execution

Drive people's success

Work in the present

Endorse the culture



Employees are any company's most important resource and the better you know them, the better you are able to keep them happy, engaged, and help them reach their fullest potential.

Authentic Leaders Get to Know (*employee's name here _____!*)

Manage Like a Mentor

- *Mentorship allows you to have a different relationship with your employees.*
- *With your trusted guidance, they will be inspired to share more with you*

Hold Town Hall Sessions

- *Employees should also be given the opportunity to ask questions and raise concerns*



Authentic Leaders Get to Know (*employee's name here _____!*)

Be Authentic and Vulnerable

- *Inspiring people to do their best work means leading with your real self.*

Attend Company Social Gatherings

- *Demonstrates care for the overall employee well-being and not just the bottom line.*



Authentic Leaders Get to Know (*employee's name here _____!*)

Encourage two-way dialogue

- *Notification doesn't equal communication.*
- *Essential to provide a forum for employees to share their thoughts, opinions, and concerns.*

Work Along Side Them

- *Get out of the office and and get to know them and know their work.*



Understand your culture

CULTURE in the Workplace

- ✓ The ways people in the organization behave and the attitudes and beliefs that inform those behaviors (*i.e.*, “*the way we do things around here*”)
- ✓ At many organizations there is a gap between the existing culture and the “desired” culture
- ✓ Everyone is responsible for cultivating the desired culture.



Organizational culture is a powerful driver of success, yet it's difficult to quantify and track.

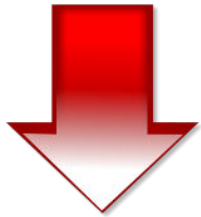
This can make it an intimidating but necessary challenge leaders must face.



If you're an organizational leader, you often can't directly speak to every employee—so you must influence culture from a high level.

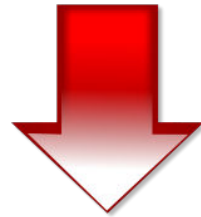
3 Ways for Leaders to Influence Culture

Ensure Alignment on
Mission, Purpose,
and Vision



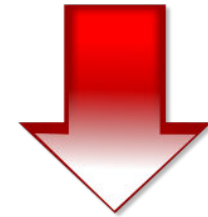
Think of this
communication as
laying the
foundation for
culture

Inspire Confidence
in the
Face of Challenges



The way you react
in times of
challenges can
impact culture

Levering Mistakes
as a
Source of Learning



Fostering an
innovative culture
means embracing
and learning from
mistakes

5 Ways to Become a More Authentic Leader



RETHINK
LEADERSHIP
IMAGE



INCREASE
YOUR
SELF-AWARENESS



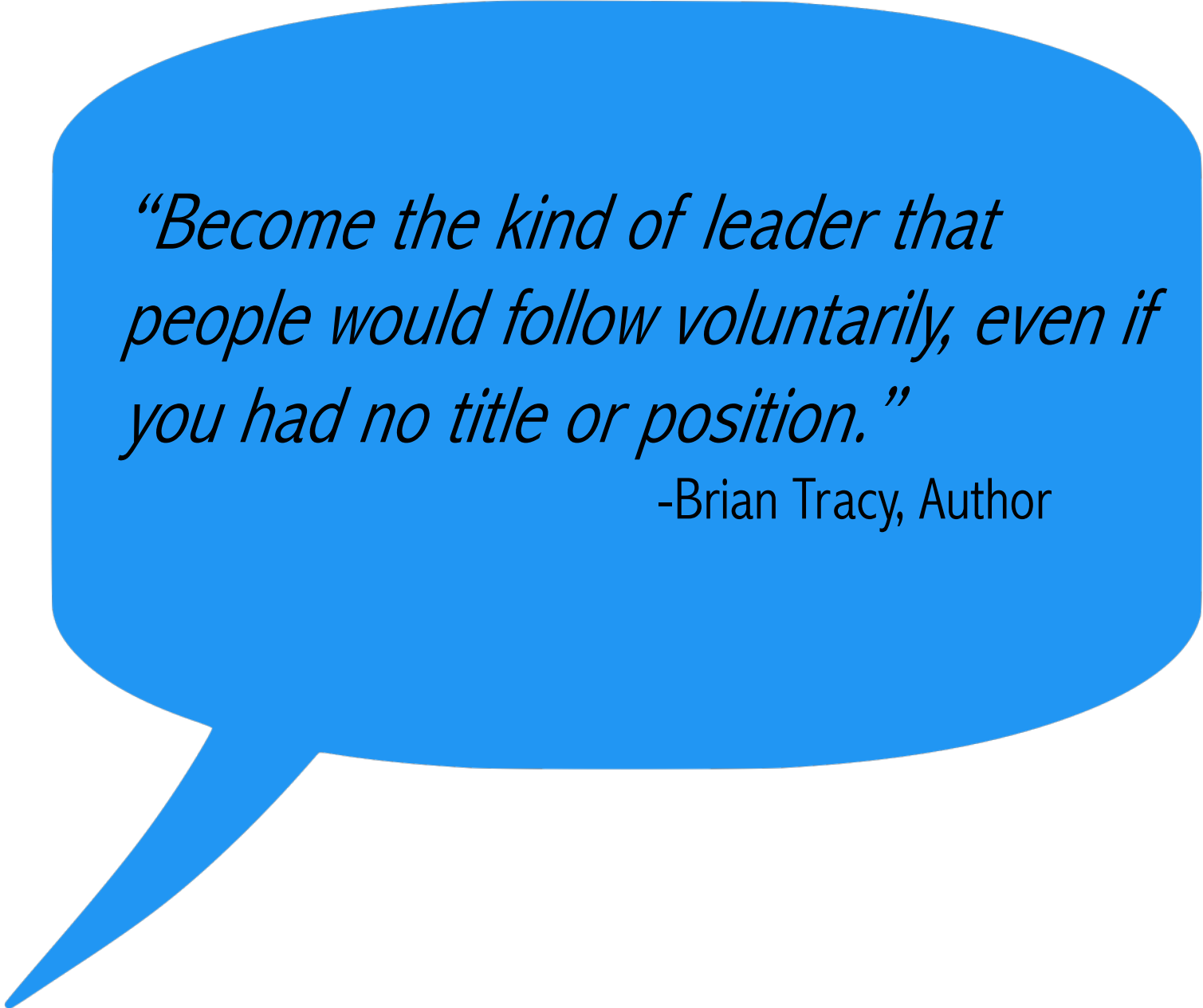
ASSESS YOUR
VALUES,
LIKES, AND
DISLIKES



**TAKE ACTION BUT
GET SUPPORT**



**WORK ON
EFFECTIVE
COMMUNICATION**



“Become the kind of leader that people would follow voluntarily, even if you had no title or position.”

-Brian Tracy, Author



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To Thyself Be True: Authentic Leadership

Training Provided By: Favor Campbell, Professor, Author, Entrepreneur

Focus on Y.O.U.!

Y

Yield to learning about you

- Self-awareness is critical to successful authentic leadership.

O

Observe your people

- Remember that employees are a company's most important resource. Get to know them.

U

Understand your culture

- Authentic leadership means knowing your culture and influencing from a high level.

**REMEMBER YOUR EAP IS HERE TO HELP!
NEELY EAP CAN ASSIST IN PROVIDING MACRO LEVEL ORGANIZATIONAL
TRAINING AS WELL AS MICRO LEVEL MENTAL HEALTH SERVICES.**

