

Gaining Authenticity Through Intentional Leadership

Presented by Bruno Collet
Content by Bruno Collet and Daniel Gagnon
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bruno@agileleader.academy
[linkedin.com/in/brunocollet](https://www.linkedin.com/in/brunocollet)

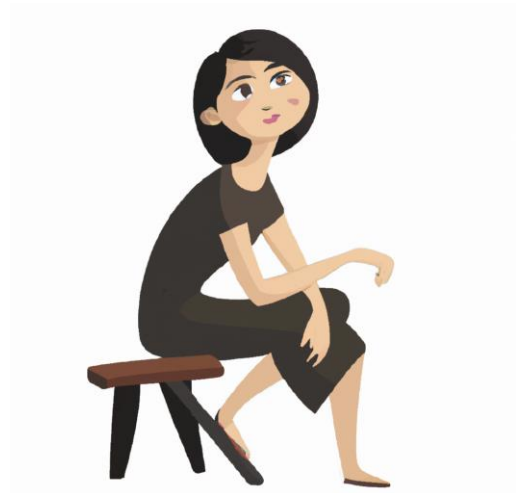


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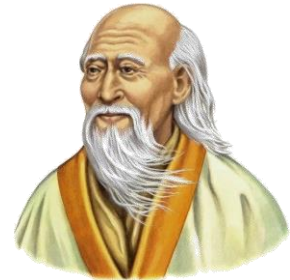
From Heroic to Post-Heroic



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« A leader is best when people barely know he exists;
Then come those that people praise;
Then those who are feared;
And finally those that people despise. »



Lao Zi

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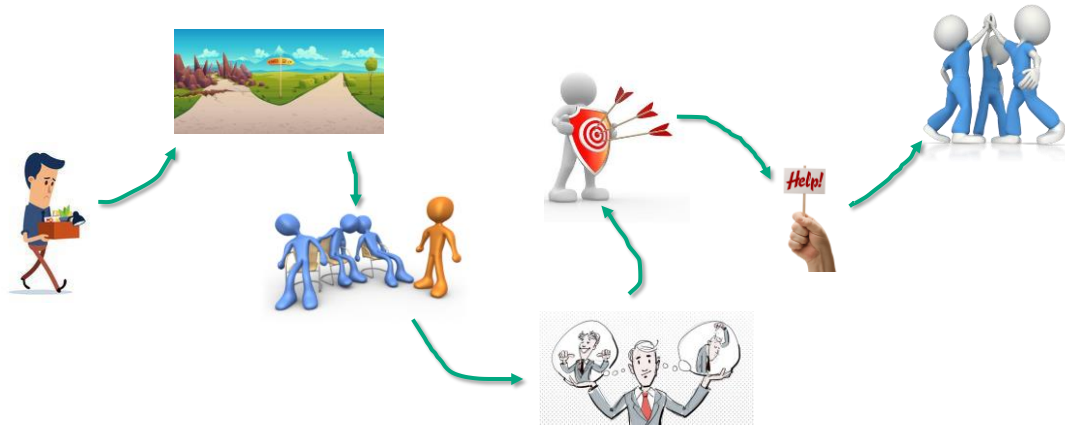


Authenticity is the degree to which a person's actions are in line with her beliefs, despite external pressures to conformity

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The story of Glenn Maul



Source: American Recruiters. "A Story about Authentic Leadership; Learning the Hard Way," May 4, 2017.

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The story of Glenn Maul

In the story, we see ...

- ▶ Self-awareness
- ▶ Courage
- ▶ Vulnerability
- ▶ Empathy
- ▶ Influence
- ▶ Selflessness



And the benefits are ...

- ▶ Leader has gained influence
- ▶ Team is happier and higher performing
- ▶ Organization is better off



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Remember a **great leader** you've met. Why do you remember her/him ?

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Before leading others,
you must **lead yourself**.

Before leading yourself, you
must **know yourself**.

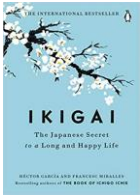


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Intentional leadership

Mind your Ikigai !

Japanese term that roughly translates to “reason for being.”



García, Héctor, and Francesc Miralles. *Ikigai: The Japanese Secret to a Long and Happy Life*. New York: Penguin Life, 2017.

Image Source: Myers, Chris. “How To Find Your Ikigai And Transform Your Outlook On Life And Business.” Forbes.



Prioritize your personal values

An intentional leadership practice



Photo by Annie Spratt on Unsplash

Moving Motivator's ten motivators



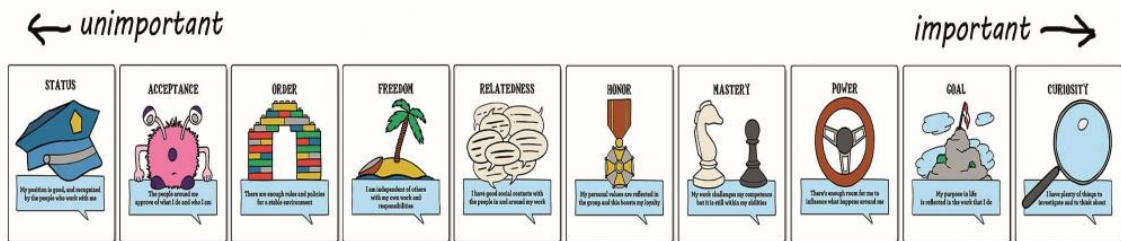
Curiosity	I have plenty of things to investigate and to think about
Honor	I feel proud that my personal values are reflected in how I work
Acceptance	The people around me approve of what I do and who I am
Mastery	My work challenges my competence but it is still within my abilities
Power	There's enough room for me to influence what happens around me
Freedom	I am independent of others with my work and my responsibilities
Relatedness	I have good social contacts with the people in my work
Order	There are enough rules and policies for a stable environment
Goal	My purpose in life is reflected in the work that I do
Status	My position is good, and recognized by the people who work with me

From Management 3.0 by Jurgen Appelo

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How to play Moving Motivators

Define which motivators are important to you. Place the cards in order from left (least important) to right (most important.)









Moving Motivators—Card game to reflect on employee's motivation. (2015, July 5). *Plays-In-Business*.


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Take one minute to ...

Identify one instance where your behavior was biased

DEFINING THE SEEDS MODEL® OF BIAS 

-  **Similarity:** *"People like me are better than others."*
-  **Expedience:** *"If it feels right, it must be true."*
-  **Experience:** *"My perceptions are accurate."*
-  **Distance:** *"Closer is better than distant."*
-  **Safety:** *"Bad is stronger than good."*

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Creative tension between reality and authenticity



People with a high level of **personal mastery** see current reality as an ally, not an enemy.

They have learned how to work with forces of change rather than resist those forces.

They feel as if they are part of a larger **creative process**, which they can influence but cannot unilaterally control.

Text adapted from Senge, P. M. (1990). The Fifth Discipline (1st edition). Doubleday Business.

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Self-management

Self-management is our ability to manage our behaviors, thoughts, and emotions **in a conscious and productive way**

- Develop personal responsibility
- Self-regulate the expression of emotions
- Set goals, personal journeys and boundaries
- Manage stress
- Maintain focus
- Learn deliberately and use feedback

Adapted from "What Is Self-Management, and How Can You Improve It?", BetterUp

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Choose your leadership style intentionally

PRE-EXPERT	CONVENTIONAL / HEROIC			POST-CONVENTIONAL / POST-HEROIC		
Opportunist	Conformer	Expert	Achiever	Catalyst	Transformer	Synergist
5%	12%	38%	30%	10%	4%	<1%
Uses unilateral force or hard power, or the threat thereof; might makes right; Wins for self however and whenever possible	Follows all the rules; sticks to organizational routines and imitates higher-ups; importance of being on time with tasks; Wants to win by fitting in	Pride in own skill and experience; will micromanage deep not wide; critical of self and others; others are tools and must prove themselves; Focuses on logic and expertise to win	Passionate about accomplishing goals; sees the world as complex, grasps the bigger picture; values teamwork and consensus, prone to pushing for buy-in to their own ideas; Drives for personal and team success	Committed to development of self and others; supports diversity; challenges traditional ways of thinking and doing; coaches and supports others; creates safe environments for learning and experimenting	Willingness to let others learn from their mistakes; navigates with ease as context may require; open to altering own viewpoint; has learned to deal with the tension of conflicts; generates transformation at all levels	Challenges oneself and others to be constantly aware; teaches and models creative tension and paradox; extremely developed, very rare (historical figures, great philanthropists, humanist and spiritual champions)

Adapted from Josephs, S. A., & Joiner, W. B. (2006). *Leadership Agility: Five Levels of Mastery for Anticipating and Initiating Change*. Jossey-Bass, and Rooke, D., & Torbert, W. R. (2005). *Seven Transformations of Leadership*. Harvard Business Review, 13.

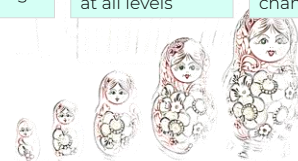
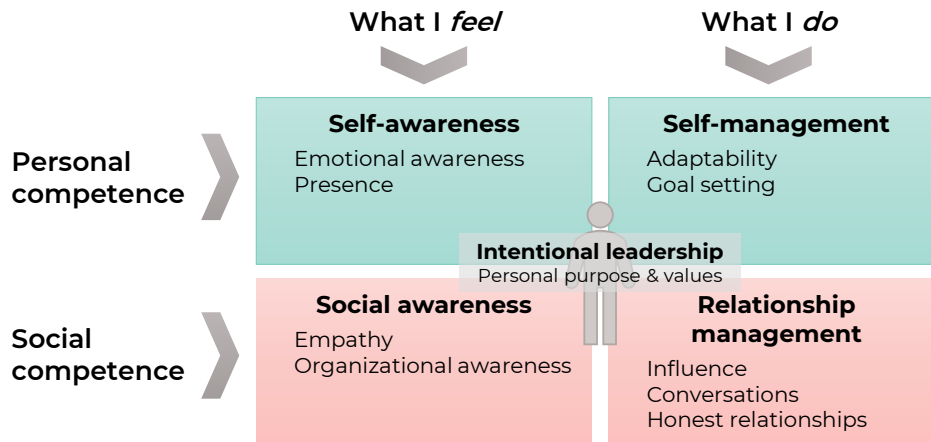


Photo by Julia Kadel on Unsplash

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Intentional Leadership is Emotional Intelligence's North Star



Adapted from Goleman, Daniel, and Richard E. Boyatzis. "Emotional Intelligence Has 12 Elements. Which Do You Need to Work On?" *Harvard Business Review*, February 6, 2017; and Bradberry, Travis. "Emotional Intelligence - EQ." *Forbes*.

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If you want to make the most out of this workshop ...

- 1 Identify **one learning** that made you *think*
- 2 What could you **do/experiment** to improve your intentional leadership ?

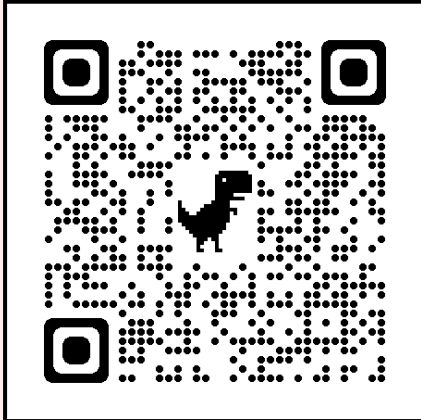
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Continue the conversation!

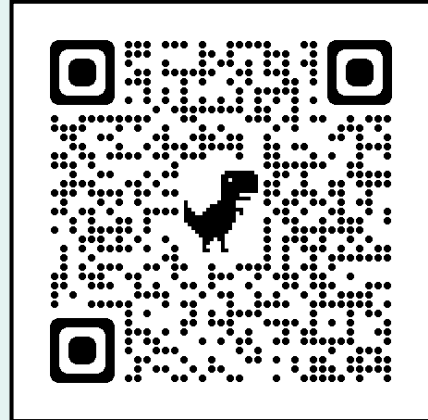
Connect with Bruno Collet

bruno@agileleader.academy
linkedin.com/in/brunocollet



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