



NZ State Services Commission, Institute for Governance and Policy Studies & the Australia and New Zealand School of Government present:



Do you have a question
for today's speakers?

Send this through to:

021 0268 5305

to be answered at the end of
the presentation

Authentic Leadership: Can we both 'do good' and 'do well'?

Speaker

Dana Born

Lecturer in Public Policy
Harvard Kennedy School

Speaker

Ginny Baddeley

A/Government Chief Talent Officer
State Services Commission

Moderator

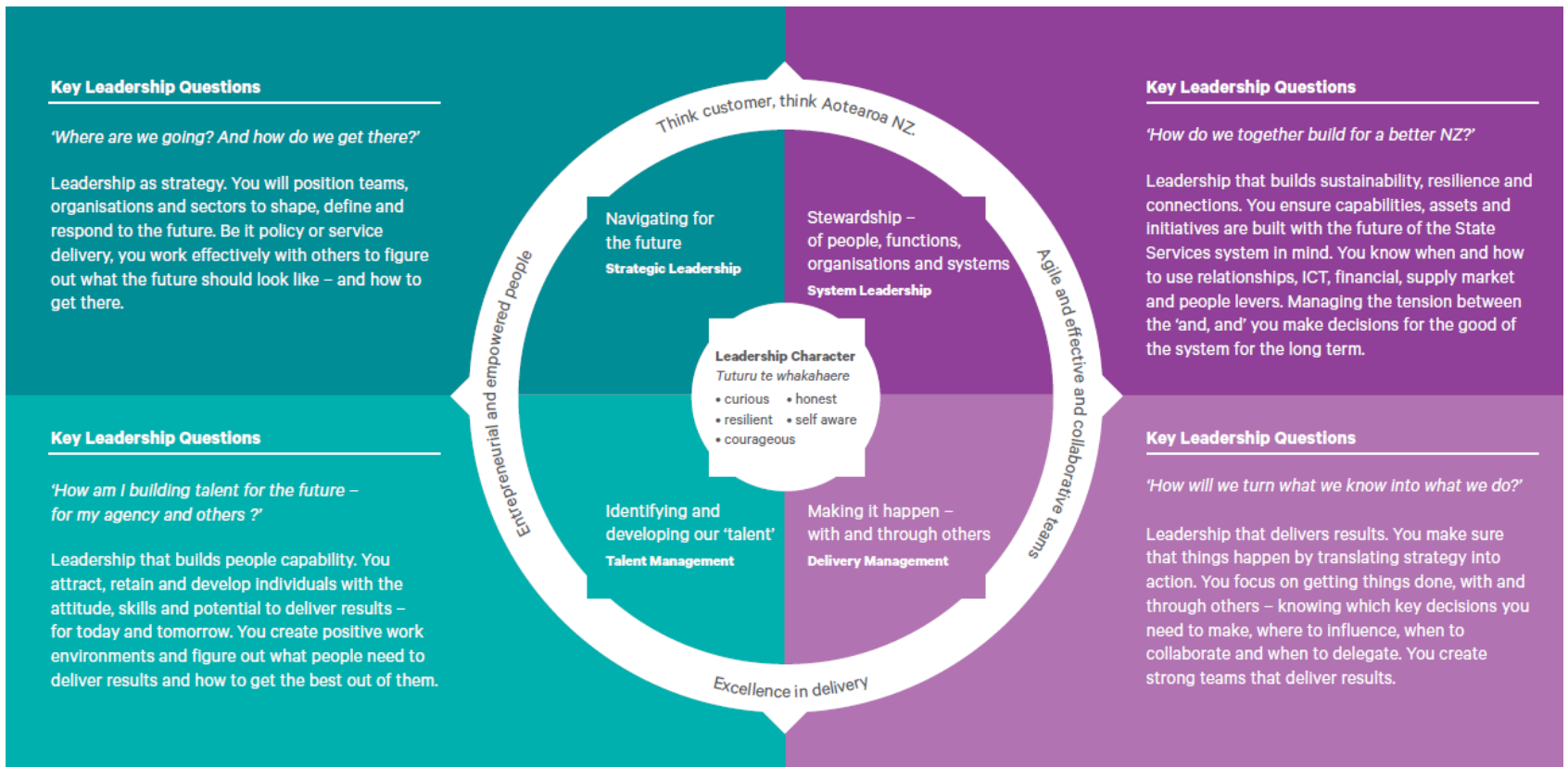
Dr Michael Macaulay

Director
IGPS



LEADERSHIP MATTERS. PUTTING
NEW ZEALANDERS AT THE HEART
OF WHAT WE DO REQUIRES
STRONG LEADERSHIP.

THE LEADERSHIP SUCCESS PROFILE (LSP) DEFINES THE SHIFT IN OUR DESIRED LEADERSHIP APPROACH.





Authentic Leadership: Can we both “do good” and “do well”?

Dana H. Born, Ph.D.

Harvard Kennedy School of Government

Center for Public Leadership

February 28, 2017

HQ U.S. Air Force Academy



Brigadier General
Dana H. Born
Dean of the Faculty



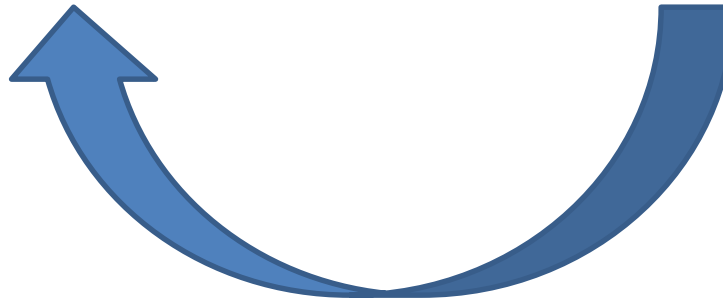
HARVARD Kennedy School JOHN F. KENNEDY SCHOOL OF GOVERNMENT



Dana Born
Lecturer in Public Policy



Tim, Hanna, Heather & Dana





Can we both “do good” and “do well”?

“Ask what you can do to make the world a better place.”

“Let us think of education as the means of developing our greatest abilities, because in each of us there is a private hope and dream which, fulfilled, can be translated into benefit for everyone and greater strength for our nation.”

“Leadership and Learning are Indispensable to Each Other.”

- John F. Kennedy

“To educate a man in mind and not in morals is to educate a menace to society.”

- Teddy Roosevelt

“We make a living out of what we get – we make a life by what we give.”

- Winston Churchill

Can we both “do good” and “do well”?

“Flight-plan” ...

1. *Leader v. Leadership development*
2. *Leadership & Character Development*
3. *What’s “I” got to do with it?*

1. *Leader - Leadership development**

Leadership v. **Leader** Development

Social Capital

Relational (Interpersonal)

Social-Awareness

Empathy

Service Orientation

Political Awareness

Social Skills

Building Bonds

Team Orientation

Change Capitalist

Conflict Management

Human Capital

Individual Level (Intrapersonal)

(Personal Power/Knowledge/Trustworthiness)

Self-Awareness

Emotional Awareness

Self confidence

Accurate self-image

Self-Regulation

Self-control

Trustworthiness

Personal responsibility

Adaptability

Self-Motivation

Initiative

Commitment

Optimism



HQ U.S. Air Force Academy



1979



2013



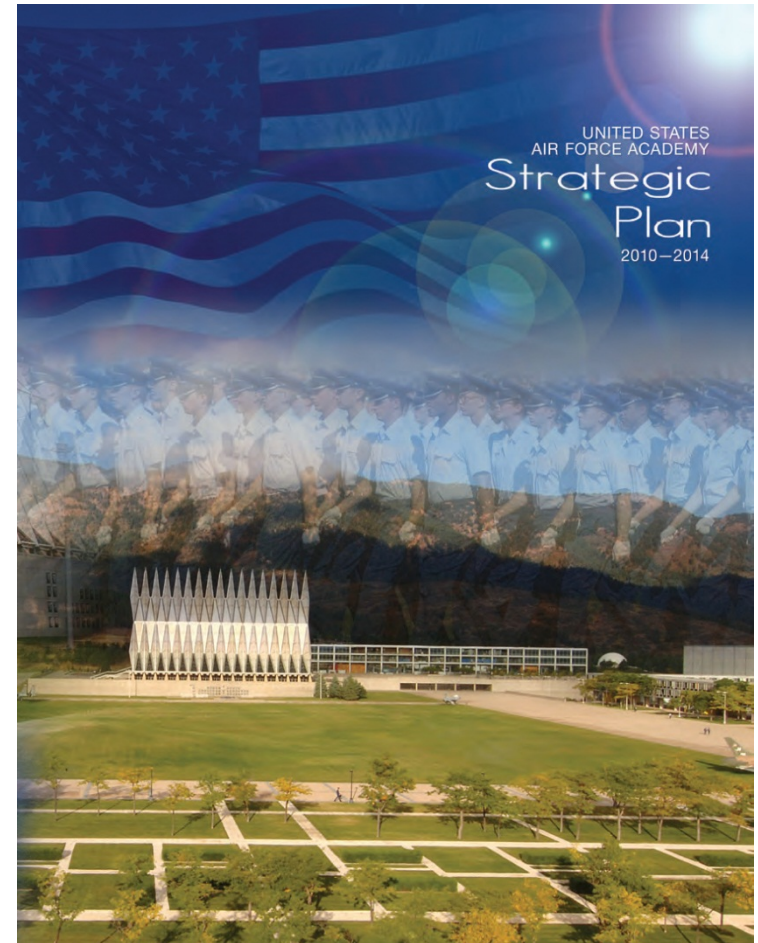
Integrity - Service - Excellence



Vision & Mission of USAFA

*The **vision** of the
US Air Force Academy
is to be the
Nation's premier institution
for producing
leaders of character*

The **mission** of the US Air Force Academy is to educate, train, and inspire men and women to become **officers of character** motivated to lead the United States Air Force in service to our Nation





Officer Development System

The **Officer Development System (ODS)** is designed to organize Cadet experiences so that USAFA achieves its institutional goals, accomplishes its assigned mission, and realizes its strategic vision.

The Academy uses **ODS** to **focus** all of its development activities to accomplish the:

- Air Force’s Institutional Competency List
- The 19 USAFA institutional outcomes

ODS:

- **Integrates** activities across all mission partners
- Affects all dimensions of personal development



1° Organizational Leader – *Lead the Cadet Wing while Developing, Shaping and Inspiring all cadets.*

1. Continue to develop and practice Team, Interpersonal and Personal leadership
2. Create an environment where all members of the organization can reach their full potential
3. Drive organizational norms for high performance and professional standards
4. Integrate efforts of small units toward broader objectives
5. Influence procedures and policy to improve the Cadet Wing

ORGANIZATIONAL

2° Tactical/Team Leader – *Lead teams in support of the mission while enhancing subordinate development.*

1. Continue to develop and practice Interpersonal and Personal leadership
2. Build positive group identity for cohesiveness, confidence and cooperation
3. Use knowledge and skills to support common squadron, wing and institutional goals
4. Applies team dynamics to focus efforts in unit goals
5. Employ effective decision making
6. Prepare to develop and practice Organizational leadership

TEAM

3° Wingman – *Excel as wingman and coach the 4° in the ways of the loyal follower.*

1. Continue to develop and practice Personal leadership
2. Promote effective communication through attentive listening, articulate speaking and clear writing
3. Coach others to develop and achieve their Personal objectives in all aspects of Cadet Life
4. Promote mutual respect, fairness and dignity in interactions
5. Commit to the well being (health, morale, safety, training) of others
6. Prepare to develop and practice Tactical/Team leadership

INTERPERSONAL

4° Follower – *Learn and live loyalty to values, mission, chain of command, and Air Force Standards.*

1. Master primary Responsibilities, Skills and Knowledge
2. Build personal awareness of strengths, developmental needs and impact on others
3. Operate and comply with the intent of policies and directives
4. Hone followership abilities
5. Learn about leadership techniques
6. Set the example
7. Prepare to develop and practice Wingman leadership

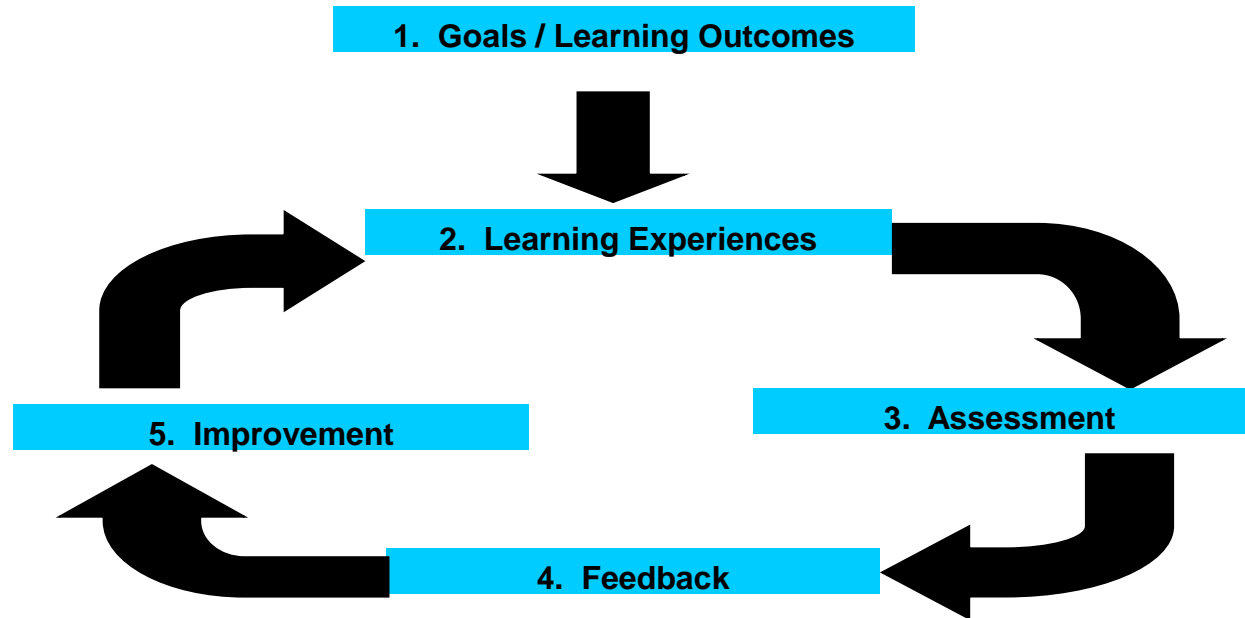
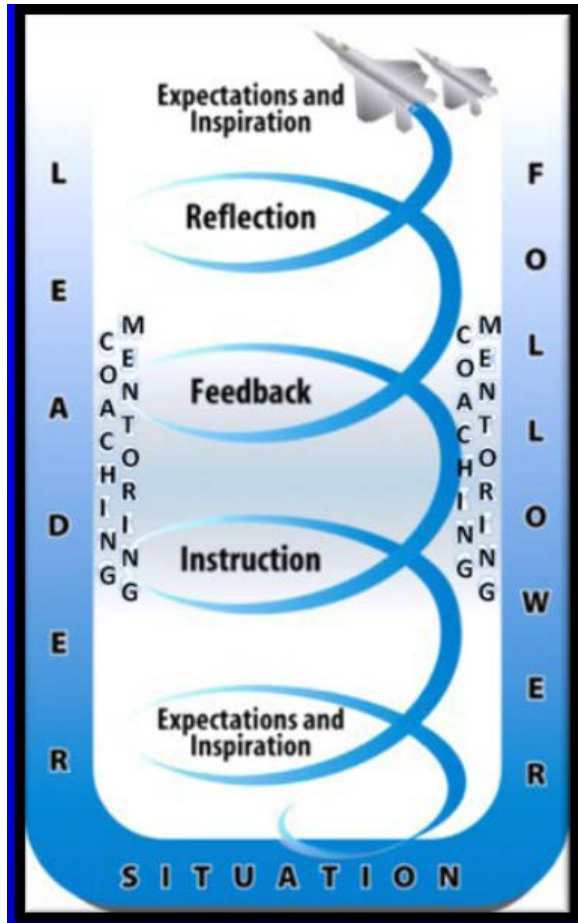
PERSONAL

Expectation and Inspiration + Instruction + Feedback + Reflection = Growth

New Cadet

Citizen
to Airman
Transformation

Learning-Focused Approach



2. Leadership & Character Development

When we say, “Leader of Character”...

Lives Honorably

Consistently practices the virtues embodied in the Core Values

*Honesty
Courage
Accountability
Humility
Duty*

*Care for Others
Fairness
Self-control
Respect for Human Dignity*

*Attention to Detail
Excellence*

Lifts Others

to their Best Possible Selves

*Challenge
Support
Develop
Inspire*



Elevates Performance

toward a Common & Noble Purpose

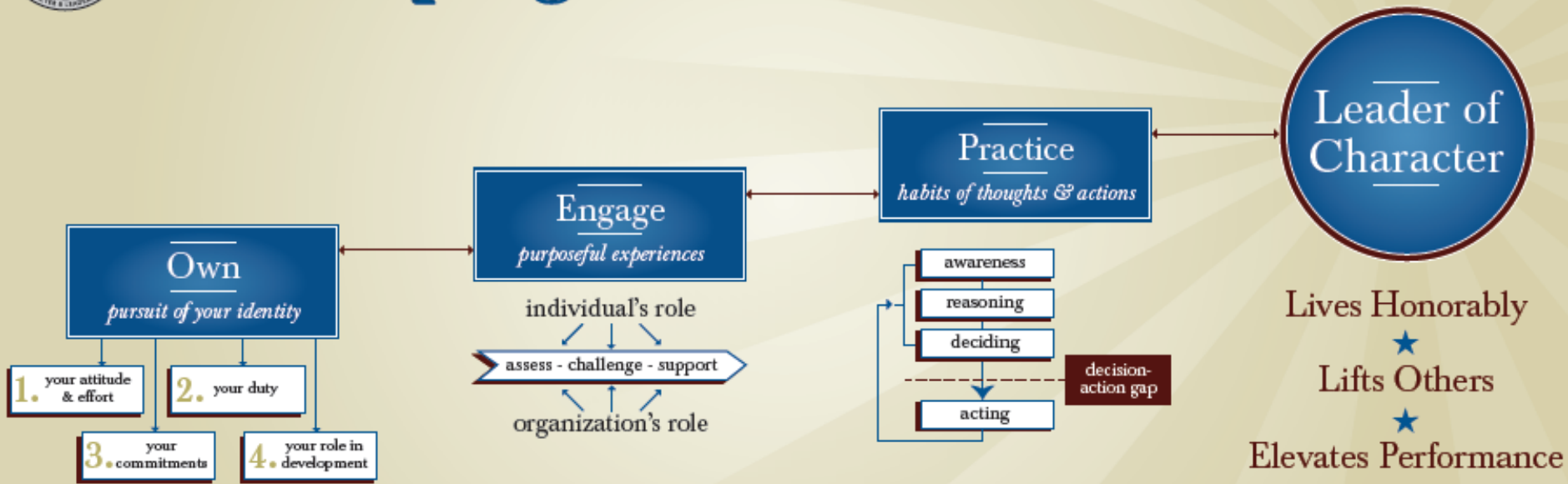
*Always better,
always higher.*



How do we get there?



Developing Leaders of Character



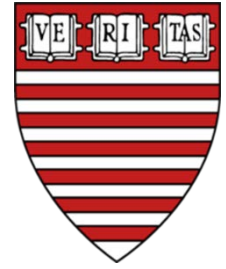
We maintain that leadership is character.
It is not just a superficial question of style,
but has to do with who we are as human beings,
and with the forces that have shaped us. . .

We find that
the process of becoming a leader
is much the same as
the process of becoming an integrated human being.



W. Bennis and J. Goldsmith, *Learning to Lead*
(Cambridge, MA: Perseus Books, 1997), p. xii.

Transition

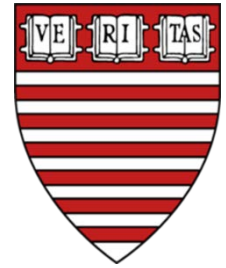


- **Why we need to care deeply about leadership & character?**
 - *To educate, train, and inspire men and women to become officers of character motivated to lead the United States Air Force in service to our Nation. -- USAF Academy Mission*
 - *Leadership and Learning are Indispensable from each other. -- John F. Kennedy*
 - *To make the world a better place -- HKS Motto*
 - *The function of education is to teach one to think intensively and to think critically. Intelligence plus character - that is the goal of true education. -- Martin Luther King Jr.*
 - *Leadership can only be character. Leadership is a metaphor for centeredness, congruity, and balance in one's life." – Warren Bennis*
 - *Character in many ways is everything in leadership, President Eisenhower*
 - *Fame is a vapor, popularity is an accident, riches take wings, those who cheer today may curse tomorrow and **only one thing endures: character** – Harry S. Truman*
- **What are the implications AND our responsibilities for developing leadership and character in ourselves and others?**

What two words would you WANT people to use to describe you as a leader?

Integrity Supportive
compassionate Committed
Understanding Inspiring Honest
Communicator intelligent Trustworthy
responsive inspirational Sacrificial
caring Teamwork broker model
appreciative
Good Driven Listener Win
Vision Trusted Champion Learner
Safe conscientiousness Role
cares Enabling hardworking
Active challenging Empowering
Consistant Fair Open
People Mentor Effective
Competent

State of the Fields



Leadership

Character

Voluminous Research over many decades
(primarily in Social Sciences)

Limited Research until recently
(mostly by Philosophers)

Leadership **AND** Character

New: Development of and the Impact on organizational effectiveness

Center for Character AND Leadership Development

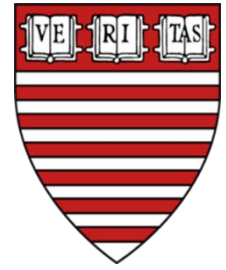




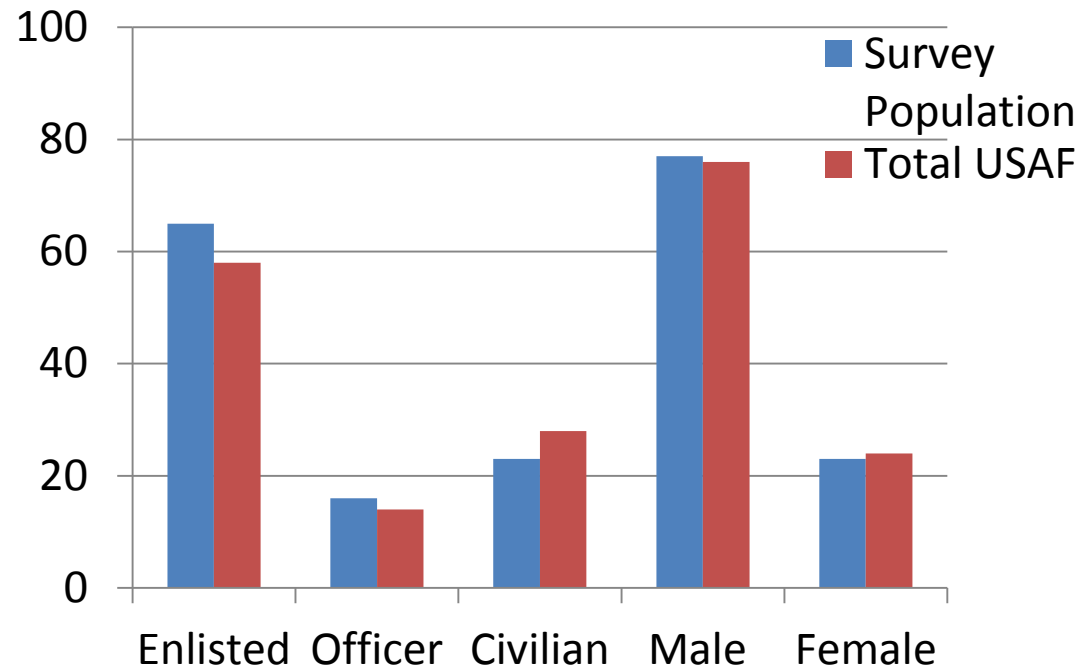
What?

- This study addressed the utility of an instrument used to rate supervisors on a series of character dimensions.
- This study looked at the relationship of transformational leadership and moral character on five organizational outcomes related to organizational effectiveness.

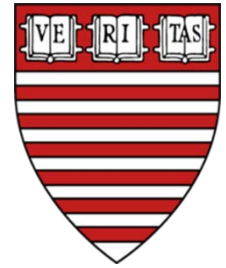
When, Where, Who, How?



- Biennial USAF CSAF Climate Survey
- Active Duty Military and Civilian USAF Personnel
- Data to Improve USAF Climate and Effectiveness



Predictor & Outcome Variables



Predictor Variables → Outcome Variables

Leadership (14 items)

- Intellectual Stimulation (e.g., communicating high expectations)
- Inspiration (e.g., promotes problem solving)
- Individualized Consideration (e.g., personal attention)

Character (11 items)

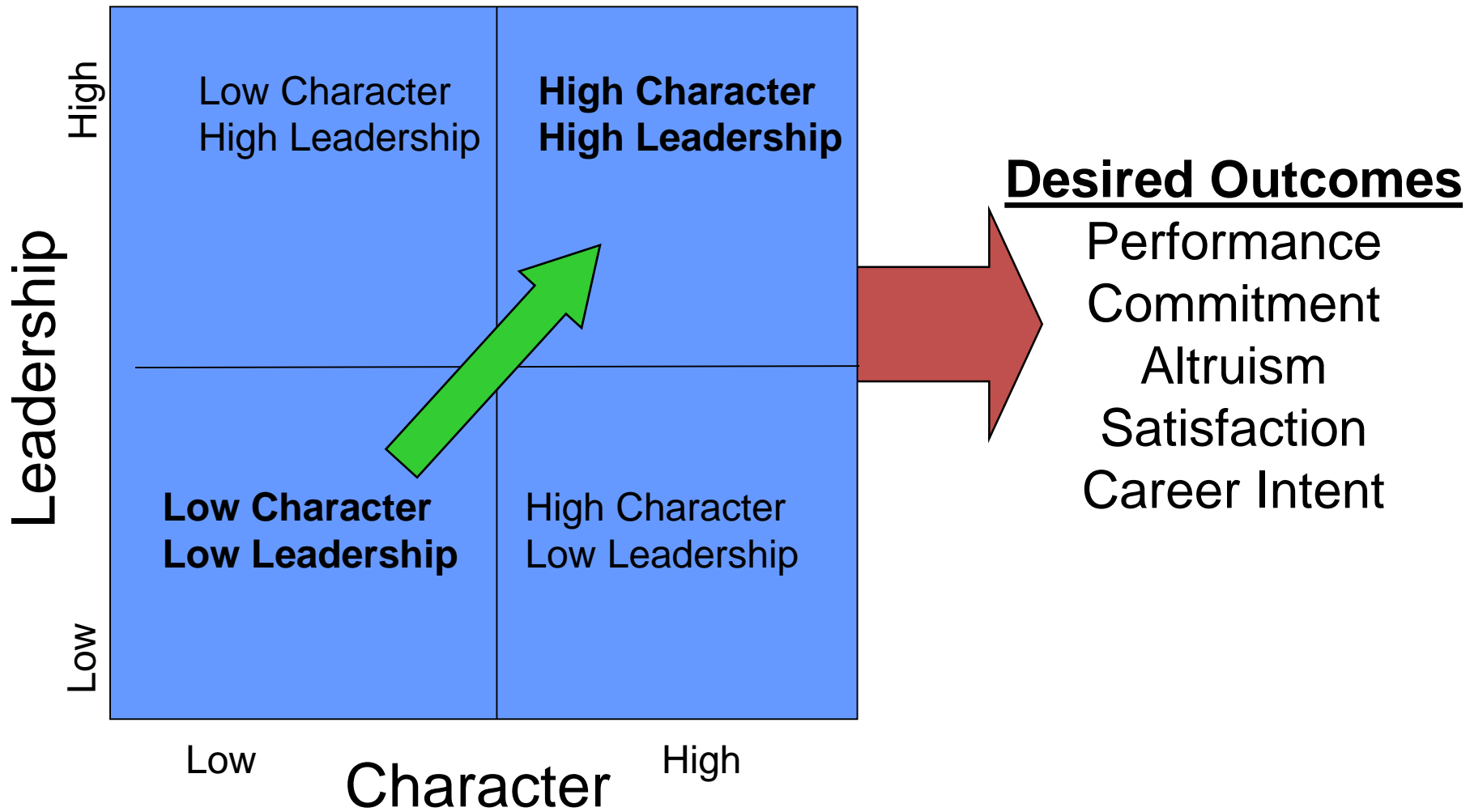
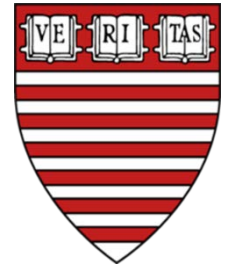
- Rated “Immediate Supervisor”
- Character Assessment Rating Scale

Organizational Outcomes (5 variables)

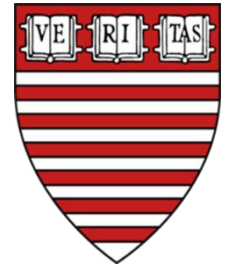
- Commitment (2 items)
- Satisfaction (6 items)
- Performance (4 items)
- Altruism (4 items)
- Intent to Leave (1 item)

ALL: six-point Likert “agree-disagree” or “highly likely-highly unlikely” scale

Leadership/Character Relationships



Leadership Dimensions



Transformational Leadership

Inspirational Leadership

- Strong role models for followers
- Leaders are admired, respected and trusted
- Leaders consider needs of others over own personal needs
- Provide sense of vision and mission

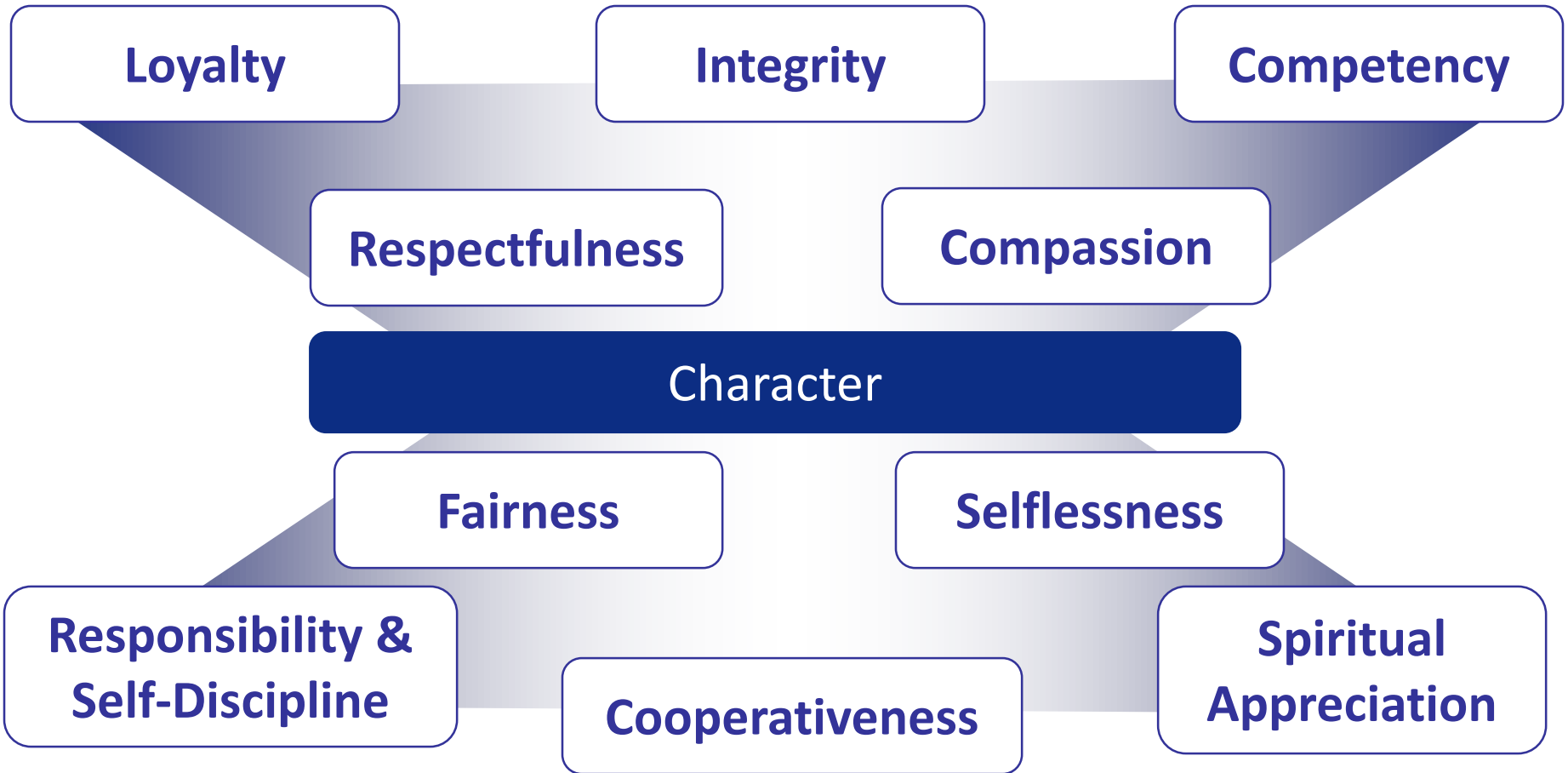
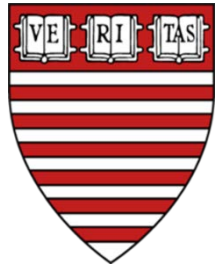
Intellectual Stimulation

- Stimulate followers to be innovative and creative
- Question assumptions, approach old situations in new ways
- New ideas and creative problem solving solicited

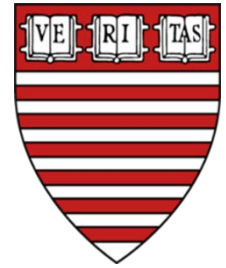
Individualized Consideration

- Acts as coach or mentor, listens effectively
- Individualized differences in terms of needs and desires are recognized
- Accepts individual differences

Character Dimensions



In the News



- 15 Nov 2012: Defense Secretary **Leon Panetta** has ordered the Joint Chiefs of Staff to **review military ethics training** in the wake of a series of investigations that delve into the conduct of high-ranking military officers. **“This Department can only be effective with leadership that exemplifies both professional excellence and sound, ethical judgment.”**
- 29 Jan 2013: Integrity – the ability to act with authenticity, honesty and trustworthiness – is a crucial character trait for successful top executives. For middle managers? Not so much. [New research](#) from the **Center for Creative Leadership**, a coaching and training organization, finds that C-suite leaders who demonstrate integrity also are the ones who perform particularly well, but a few rungs down the corporate ladder, a staffer’s level of integrity has little correlation with performance. The center analyzed data from 246 middle managers and 191 top executives to determine the relative importance of four character strengths: integrity, bravery, perspective and social intelligence, as perceived by their direct reports, peers and board members. **While integrity topped the list for high-level executives, for middle managers it came behind social intelligence as a predictor of good performance.**

- 2 Feb 2014: The U.S. military is intensifying its focus on ethics training in the **wake of a series of investigations of military brass**, the Pentagon's top uniformed officer said. Gen. Martin Dempsey, chairman of the Joint Chiefs of Staff, said that as part of this new emphasis, the military needs to place **more importance on officers' character** when weighing promotions

3. What's "I" Got to do with it?

"Me" to "We"

- Starts with "Who are you?" – **Purpose**
 - Being human is complex and there are very few predictive studies of certain inputs to produce certain outputs.

"ME" is Leader-centric

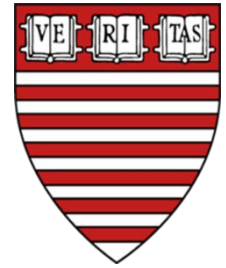
- *"To be nobody but yourself in a world which is doing its best, night and day, to make you everybody else means to fight the hardest battle which any human being can fight; and never stop fighting."* E.E. Cummings
- Focus is on growing "Star Leaders" Groysberg (2012)
- Halstead (2013) published: 24/7 The First Person You Must Lead Is YOU
- Day (2001) argues, "It is time we center around something other than the "I" when it comes to developing the leadership capacity."
- Rost (1993)/ concluded **"Scholars don't know what they are studying and practitioners don't know what it is they are doing."**

We need to **deconstruct the idea of the all-knowing leader** by addressing the long-standing confusion of leader(ship) and authority, position, power or influence...

- *Exercising authentic & adaptive leadership is radically different from doing your job really, really well. It is different from authoritative expertise, and different from holding a high position in a political or organizational hierarchy. It is also different from having enormous informal power.*
- *The forms of credibility, trust, respect, admiration, and moral authority. As you have undoubtedly seen, many people occupy positions of senior authority without ever leading their organizations through difficult but needed adaptive change. ... People have long confused the notion of leadership with authority, power, and influence.*
- *Authority, power, and influence are critical tools, but they do not define leadership. That is because the resources of authority, power and influence can be used for all sorts of purposes and tasks that have little or nothing to do with leadership, like performing surgery or running an organization that has long been successful in a stable market.*

- Leader-centric view of development is **necessary but insufficient** for the 21st century
- Leadership is fundamentally concerned about the future...
 - **Leadership is the realization of a future**, “leadership is defined as the realization of a future that wasn’t going to happen, that fulfills (or contributes to fulfilling) the concerns of the relevant parties, including critically those who granted the leadership (those who lead you, and those you lead)” (Erhard et al., 2009).
 - We may look to the past to gain insight into what has made for effective leadership, or even look to the past for what we have learned in a particular situation, or for what to be cognizant of more generally, that is still the *periphery of leadership*.
- **So this future *is not leader constructed*, but rather a construction of all the relevant parties for that which is being led, whether it be a group, an organization, or an idea.**
- ***Leadership is really about a future commitment fulfilling on ‘our’ concerns that is beyond prediction and therefore, a shift is needed from the leader-centric view (Star) to a future commitment-centric (constellation) view.***
- **In this VUCA (Volatile, Uncertain, Complex, Ambiguous) 21st Century – it takes a *collectivity!***

Discussion / Reflection



- Do you know a Leader of Character when you see one?
- Is developing *leaders* in an Org the same as developing *leader(ship)* in an Org?
- What Application(s) in Business, Health, Education, Public Sector?
- Does the nature differ within and across cultures or applications (e.g., military, business, education, government, NPOs)?
- Can you “teach”/“develop” Leader(ship)/Character?
- How, Where, When do you “teach”/“develop” Leadership/Character?
- Are we in need today of more “commitment centric” leadership (“constellation” vs “star” leadership)?
- What is the role/importance of individual and collective “purpose” to create value?
- How might we approach developing the “exercising leadership” journey from “ME” to the “WE”?



I will study & prepare myself as someday my chance will come

Nearly all men can stand adversity, but if you want to test a man's character, give him power

-Abraham Lincoln

What you do speaks so loudly I can't hear what you are saying

-Ralph Waldo Emerson

Adversity does not build character, it reveals it

- James Lane Allen

Leadership is not about titles, positions or flowcharts. It is about one life influencing another.”

— [John C. Maxwell](#)



“Watch your thoughts, they become your words.
Watch your words, they become your actions.
Watch your actions, they become your habits.
Watch your habits, they become your character.
Watch your character, it becomes your destiny.” - Anon



Upcoming Applied Learning Seminars 2017

Leading from between: challenges and opportunities of Indigenous public servant leadership

Speaker: A/Professor Catherine Althaus, ANZSOG

Wellington

09 March

All in this together? Can citizens help improve public outcomes through co-production?

Speaker: Professor Tony Bovaird, University of Birmingham

Wellington

22 March

Enquiries

Applied Learning

T +61 3 8344 1900

appliedlearning@anzsog.edu.au

Details online at anzsog.edu.au

Follow us





the Australia and New Zealand
School of Government

Upcoming Executive Education Workshops

Evaluation for the Public Sector

Course leader: Dr George Argyrous & Professor Patricia Rogers

Canberra

22-23 March

Policy and Program Skills

Course leader: Professor Michael Mintrom

Melbourne

28-30 March

Enquiries

Executive Education

T +61 3 8344 1984

Executive.education@anzsog.edu.au

Details online at anzsog.edu.au

Follow us



STATE SERVICES COMMISSION
Te Komihana O Nga Tari Kawanatanga



Institute for Governance
and Policy Studies
A research institute of the School of Government



the Australia and New Zealand
School of Government

www.anzsog.edu.au



STATE SERVICES COMMISSION
Te Komihana O Nga Tari Kawanatanga



Institute for Governance
and Policy Studies
A research institute of the School of Government



the Australia and New Zealand
School of Government

www.apo.org.au

APO
ORG.AU Australian
PolicyOnline

Research & Evidence Base

Follow us on:

