The Australia and New Zealand School of Government present:

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

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Do you have a question for today’s speakers?

Send this through to:
0447 523 995
to be answered at the end of the presentation

Slides from today’s presentation will be available on the ANZSOG website
Authentic Leadership: Can we both “do good” and “do well”?

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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?
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

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.
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

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

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

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

Anchored in the Institutional Competency List and the USAFA Outcomes
Learning-Focused Approach

1. Goals / Learning Outcomes
2. Learning Experiences
3. Assessment
4. Feedback
5. Improvement
2. Leadership & Character Development

When we say, “Leader of Character”...

Lives Honorably
Consistently practices the virtues embodied in the Core Values

Lifts Others
to their Best Possible Selves

- Challenge
- Support
- Develop
- Inspire

Elevates Performance
toward a Common & Noble Purpose

- Always better, always higher.
- Honesty
- Courage
- Accountability
- Humility
- Duty
- Care for Others
- Fairness
- Self-control
- for Human Dignity
- Attention to Detail
- Excellence
How do we get there?

Developing Leaders of Character

Own
pursuit of your identity

1. your attitude & effort
2. your duty
3. your commitments
4. your role in development

Engage
purposeful experiences
individual's role
assess - challenge - support
organization's role

Practice
habits of thoughts & actions

Leader of Character
Lives Honorably
Lifts Others
Elevates Performance

decision-action gap

awareness
reasoning
deciding
acting
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.

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?
State of the Fields

Leadership

Voluminous Research over many decades (primarily in Social Sciences)

Limited Research until recently (mostly by Philosophers)

Character

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 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

### Outcome Variables

- **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

Desired Outcomes
- Performance
- Commitment
- Altruism
- Satisfaction
- Career Intent

Character

Low

High

Leadership

Low

High

Low Character
- Low Leadership
- High Leadership

High Character
- Low Leadership
- High Leadership
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

Loyalty

Integrity

Competency

Respectfulness

Compassion

Fairness

Selflessness

Responsibility & Self-Discipline

Cooperativeness

Spiritual Appreciation
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.
“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.

Heifetz, Grashow and Linsky (2009)  *The Practice of Adaptive Leadership*
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
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## Upcoming Executive Education Workshops

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<td><strong>Evaluation for the Public Sector</strong></td>
<td>Canberra</td>
<td>22-23 March</td>
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<td><strong>Policy and Program Skills</strong></td>
<td>Melbourne</td>
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<td><strong>Recognising Public Value</strong></td>
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