

Developing Authentic Leadership



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What is leadership?

- **Leadership** is "a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task".

Is there a recipe for leadership?

- establish a clear vision
- share that vision with others so that they will follow willingly
- provide the information, knowledge, and methods to realize that vision
- coordinate and balance the conflicting interests of all team members and stakeholders.

How to become a leader in four simple lessons?

- Not possible.
- Unlike management, leadership cannot be taught
- But it can be developed in an accelerated way, or enhanced through coaching and mentoring.

How to recognise a leader?

- A leader steps up in times of crisis, and is able to think and act creatively in difficult situations.
- Leaders have followers, who adopt their ideas, help achieve their vision.

Why do people follow leaders?

- Because they trust them
- Because they respect them
- Because they believe that they will take them to a better place
- Because they are excited by their ideas and identify with their vision

Authentic leadership

- Authentic leadership is a sort of natural resonance, which is brought to life in a crucible of real life experience, suffering, and humility.
- That « natural resonance » is what empowers a leader's communication.

Real life experience

- Accept responsibility, as young as possible.
- Deliver on commitments (entrepreneur).
- Understand what « devil in the details » means (empathy, respect).
- Feel what it is to be the last one standing, who has to deliver (perseverance).
- Study the people around you, in the team. What are their motivations?

Suffering

- Life's worst experiences are often the most important for shaping who you are.
- Spend time in the desert. Eyes on the horizon, one foot in front of the other.
- Eleanor Roosevelt, Nelson Mandela, Ghandi – visions formed by periods of solitude and suffering
- «Subjugating» own comfort to a higher cause.

Humility

- Leaders are not better than the others.
- Respect followers. The world needs more followers than leaders.
- No matter how knowledgeable you are, you can always learn ten things from the person in front of you in the metro.
- Listen twice as much as you talk. Hear the messages, distill the meaning.

Honesty

- Keep communication real with your teams, based on fact and potential.
- Keep old friends who will challenge you, keep you grounded.
- Don't get sucked into hype
- Challenge yourself to regular reality checks – get out of your comfort zone (eg - change country, language, métier...)

Resonant Communication

- Communication that resonates with those listening, because it taps into the listeners' own emotional needs.
 - Need to be recognised (ideas heard)
 - Need to exist (reassurance, future)
 - Need to feel in control (feel part of action)
 - Need for security (protection, navigation)

Authentic leadership

- Founded in real expertise, real experience, real value-added (credibility)
- Built up with values which stress the common interest over personal ego (trust)
- Tested and renewed everyday, by « walking the talk, » staying humble and available, listening (relevance)