



# Center For Nonprofits & Philanthropy

THE BUSH SCHOOL • TEXAS A&M UNIVERSITY

## AUTHENTIC LEADERSHIP IN PUBLIC SERVICE

TEXAS MASTER NATURALIST | JULY 12 | NOON | VIA ZOOM

HOST: KENNETH ANDERSON TAYLOR, PH.D.

# WHO ARE WE?

## CENTER FOR NONPROFITS AND PHILANTHROPY

Excellence ★ Respect ★ Leadership ★ Loyalty ★ Integrity ★ Selfless Service

### Mission

The Center for Nonprofits and Philanthropy (CNP) **supports** a vibrant nonprofit and philanthropic sector in Texas and beyond, through high quality **research, professional outreach and engaged learning.**



### Core Values

**N**onprofits  
**O**pportunity for All  
**B**oard Governance  
**L**eadership  
**E**ngagement



**Center For  
Nonprofits & Philanthropy**  
THE BUSH SCHOOL • TEXAS A&M UNIVERSITY

# TODAY'S AGENDA

- Introductions
- Best Leader Exercise
- What is Authentic Leadership?
- Authentic Leadership Constructs
- Question Regarding Leadership at Public Service and NPOs
- How to Excel via Your Behavior
- Transmitting Leadership
- Transformational Leadership Theory
- Leadership Architecture; the leadership house
- Authentic Leadership Questionnaire (ALQ) Results
- Sample of Research Results; Authentic Leadership's Relationship to Job Satisfaction; Taylor, 2017
- Final Activity
- Next Steps for Leadership Development



# BEST LEADER EXERCISE

- Think about three leaders whom you have known personally and admire for their exceptional leadership
- Write down their names and accompanying behaviors that make/made them exceptional in your eyes



# WHAT IS AUTHENTIC LEADERSHIP?

- Calls for leaders' core values to be translated into action that aligns with their identity (Heuerman & Olson, 1998)
- Leaders who focus on empowering followers, who is guided by their hearts, and has passion and compassion (George, 2003)
- Leadership that positively influences followers and their development levels (Kliuchnikov, 2011)



# AUTHENTIC LEADERSHIP CONSTRUCTS

- Self Awareness
- Transparency
- Moral/Ethical
- Balanced Processing

(Avolio, Gardner, & Walumbwa, 2007)





# AUTHENTIC LEADERSHIP (SELF AWARENESS)

THE DEGREE TO WHICH THE LEADER IS SELF AWARE OF HIS  
OR HER STRENGTHS, LIMITATIONS, AND HOW OTHERS SEE  
HIM OR HER



## AUTHENTIC LEADERSHIP (TRANSPARENCY)

THE DEGREE TO WHICH THE LEADER REINFORCES A LEVEL OF OPENNESS WITH OTHERS THAT PROVIDES THEM WITH AN OPPORTUNITY TO BE FORTHCOMING WITH THEIR IDEAS, CHALLENGES, AND OPINIONS





# AUTHENTIC LEADERSHIP (MORAL/ETHICAL)

THE DEGREE TO WHICH THE LEADER SETS A HIGH  
STANDARD FOR MORAL AND ETHICAL CONDUCT



## AUTHENTIC LEADERSHIP (BALANCED PROCESSING)

THE DEGREE TO WHICH THE LEADER SOLICITS SUFFICIENT  
OPINIONS AND VIEWPOINTS PRIOR TO MAKING  
IMPORTANT DECISIONS

- 
- Public Service and Nonprofit Organization are often scrutinized for not being well led?



# WELL LED OR NOT?

- Research suggests nonprofits can overcome wrongdoings by identifying leaders who exhibit integrity and transparency behavior styles
- Research suggests nonprofits must take into account the behavior of leaders when considering the future of charitable organizations
- Research suggests the perceived ethics of leaders at nonprofits can positively or negatively affect financial support
  - (Drucker, 1990; Light, 2002; Hood, 2003; Wiehl, 2004; Murphy & Ensher, 2006)



- So How Does One Excel At Their Public Service Role With Regard To Behavior?



# TRANSMITTING LEADERSHIP

## Behaviors and Actions:

- Being Directive
- Being Participative
- Being Considerate
- Being Transformative: Developmental/Challenging/Inspiring/Ethical
- Being Strategic: Messaging and Behavioral Actions

Center for Leadership & Strategic Thinking, 2017



**Center For  
Nonprofits & Philanthropy**  
THE BUSH SCHOOL • TEXAS A&M UNIVERSITY

# TRANSMITTING LEADERSHIP

- Authentic
  - Treating others equally, inclusiveness, no hidden agendas, reflective
- Transformational
  - Showing concern, lead by example, being knowledgeable, energetic approach
- Situational
  - Providing detailed instruction, seeking input, praising/giving feedback, instilling confidence



# AUTHENTIC FOUNDATION... TRANSFORMATIONAL LEADERSHIP

- The Four I's
  - Individualized Consideration
  - Intellectual Stimulation
  - Idealized Influence
  - Inspirational Motivation

(Northouse, 2016)





---

## TRANSFORMATIONAL LEADERSHIP (INDIVIDUALIZED CONSIDERATION)

DESCRIBES LEADERS WHO PROVIDE A SUPPORTIVE CLIMATE  
IN WHICH THEY LISTEN CAREFULLY TO THE INDIVIDUAL  
NEEDS OF FOLLOWERS

---

## TRANSFORMATIONAL LEADERSHIP (INTELLECTUAL STIMULATION)

DESCRIBES LEADERSHIP THAT STIMULATES FOLLOWERS TO BE CREATIVE AND INNOVATIVE AND TO CHALLENGE THEIR OWN BELIEFS AND VALUES AS WELL AS THOSE OF THE LEADER AND THE ORGANIZATION

---

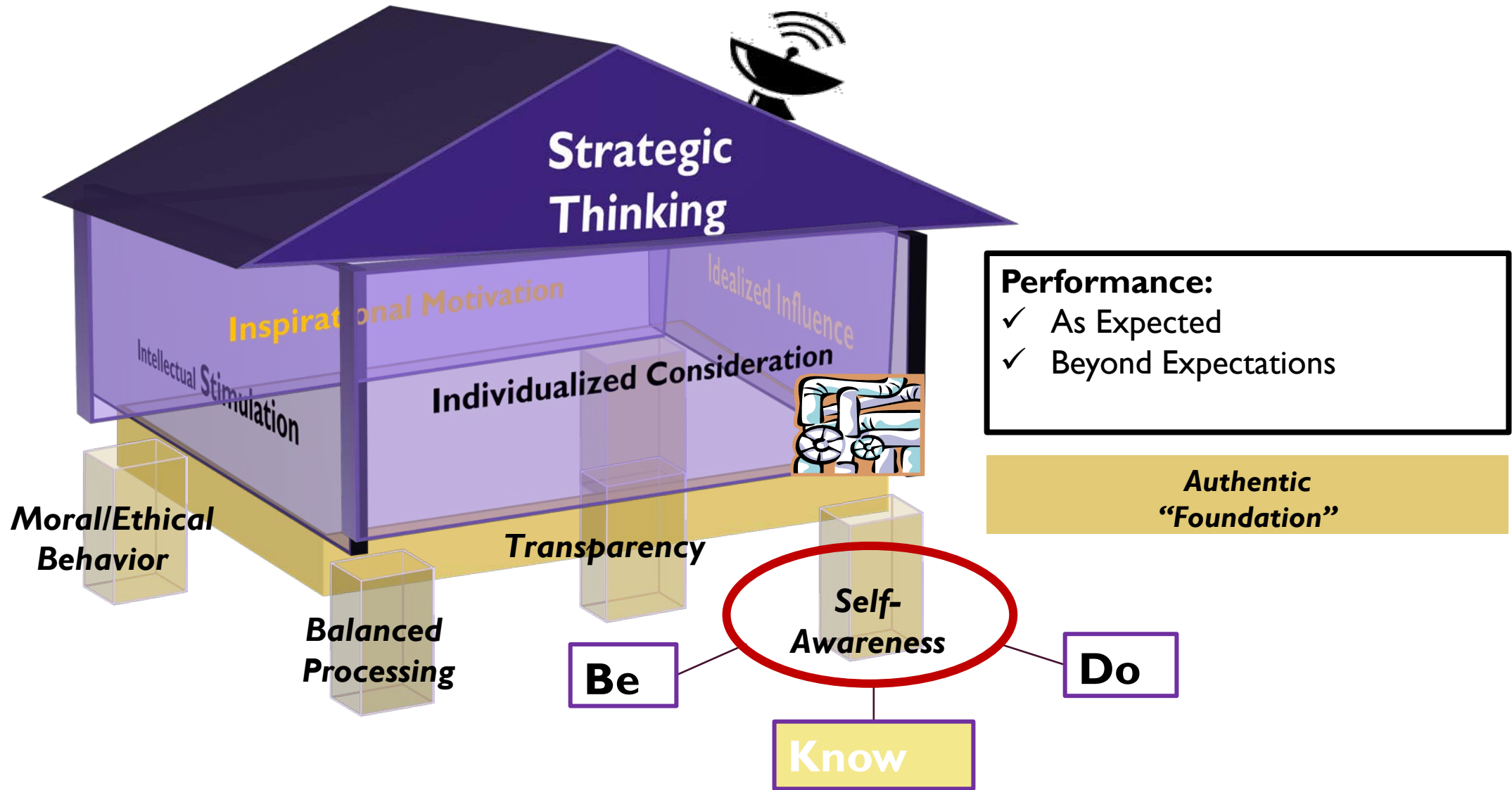
# TRANSFORMATIONAL LEADERSHIP (IDEALIZED INFLUENCE)

DESCRIBES LEADERS WHO ACT AS STRONG ROLE MODELS FOR FOLLOWERS; FOLLOWERS IDENTIFY WITH THESE LEADERS AND WANT VERY MUCH TO EMULATE THEM

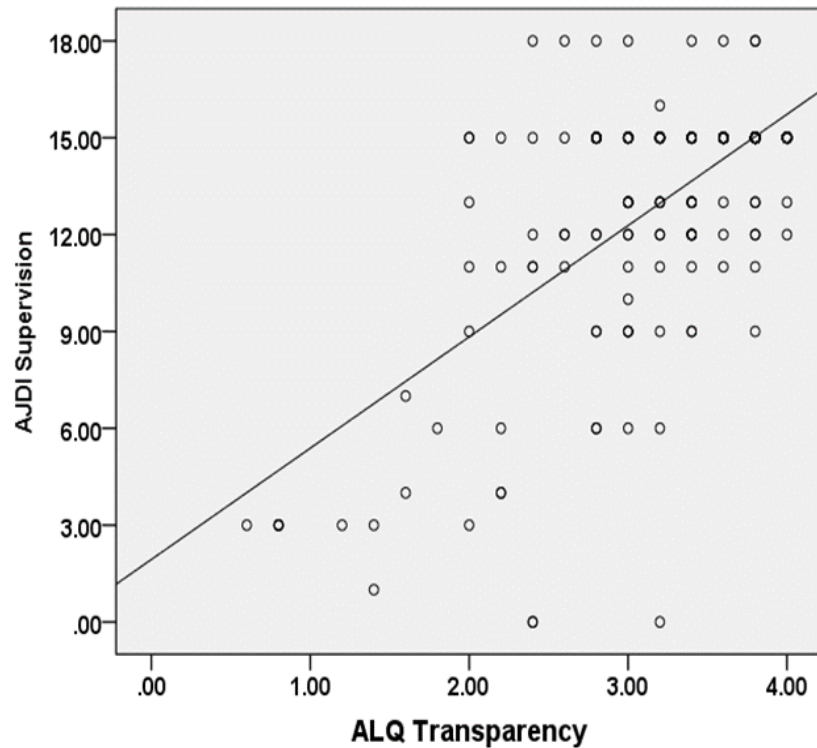
---

## TRANSFORMATIONAL LEADERSHIP (INSPIRATIONAL MOTIVATION)

DESCRIBES LEADERS WHO COMMUNICATE HIGH EXPECTATIONS TO FOLLOWERS, INSPIRING THEM THROUGH MOTIVATION TO BECOME COMMITTED TO AND A PART OF THE SHARED VISION IN THE ORGANIZATION



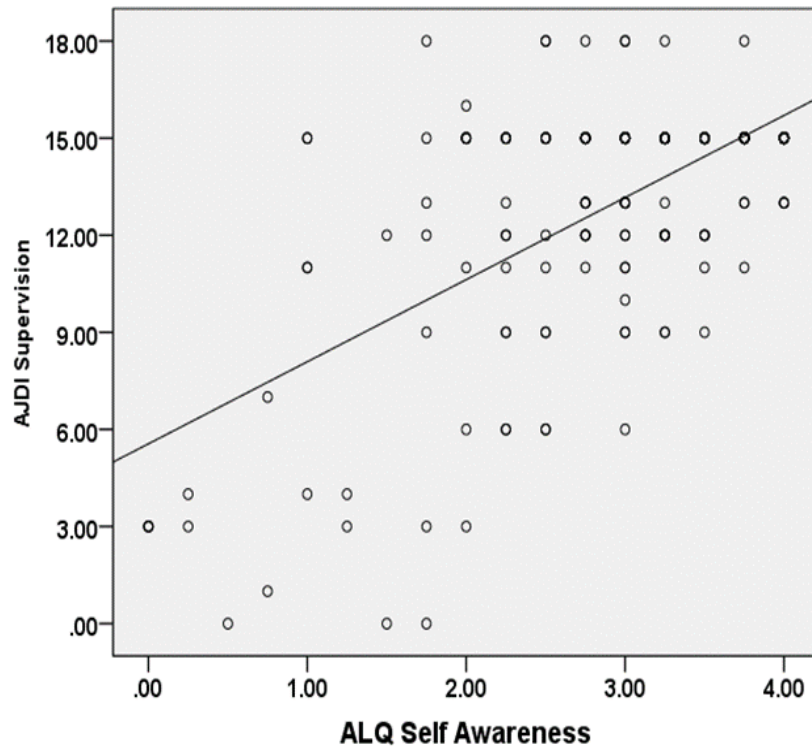
# TRANSPARENCY AND SATISFACTION WITH SUPERVISION



Graph visually represents that the higher employees rated leaders' **transparency** behavior style, the higher they also rated **satisfaction with supervision**



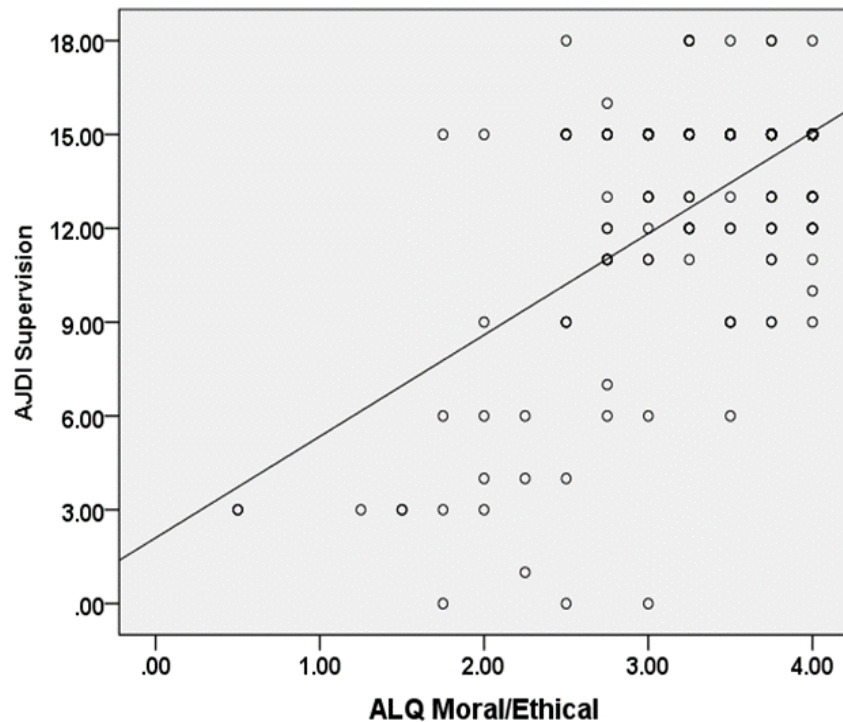
# SELF AWARENESS AND SATISFACTION WITH SUPERVISION



Graph visually represents that the higher employees rated leaders' **self awareness** behavior style, the higher they also rated **satisfaction with supervision**



# MORAL/ETHICAL AND SATISFACTION WITH SUPERVISION

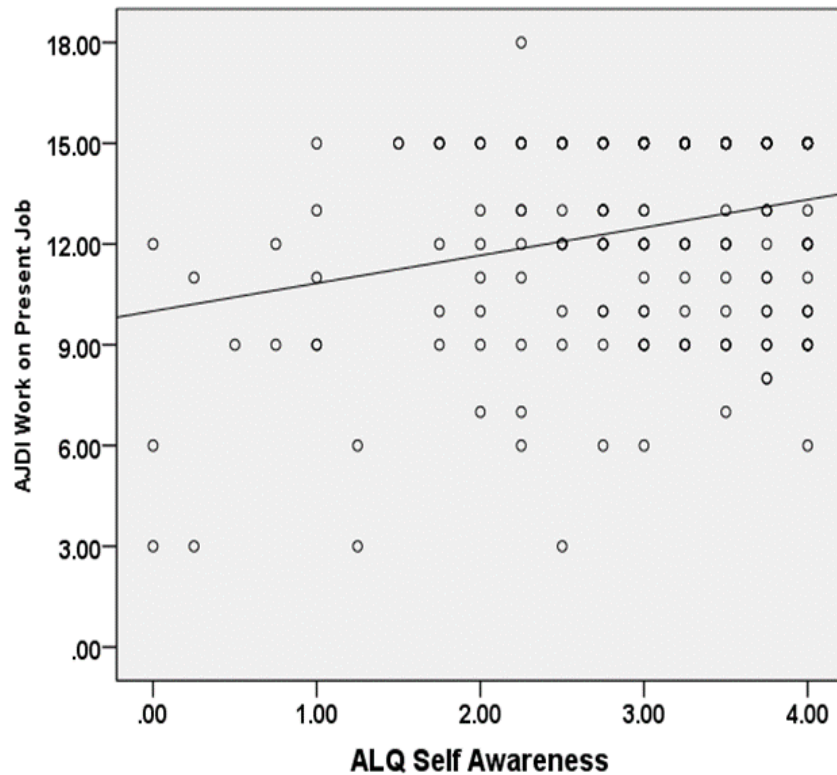


Graph visually represents that the higher employees rated leaders' **moral/ethical** behavior style, the higher they also rated **satisfaction with supervision**





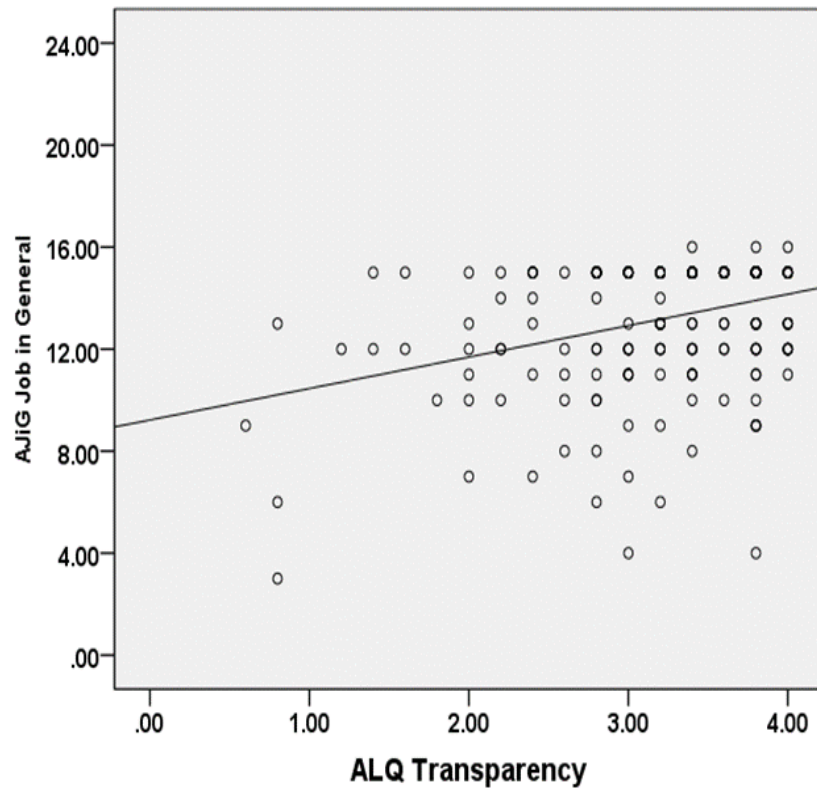
# SELF AWARENESS AND SATISFACTION WITH WORK ON PRESENT JOB



Graph visually represents that the higher employees rated leaders' **self awareness** behavior style, the higher they also rated **satisfaction with work on present job**



# TRANSPARENCY AND SATISFACTION WITH JOB IN GENERAL



Graph visually represents that the higher employees rated leaders' **transparency** behavior style, the higher they also rated **satisfaction with job in general**



# RECOMMENDED NEXT STEPS FOR LEADERSHIP DEVELOPMENT

- Read “*The Leadership Development Blueprint*”, and utilize as a ongoing reference for your leader development plan
  - Answer questions 1 – 14 within
- Continue to reassess where you are developmentally





**Center for  
Nonprofits & Philanthropy**  
THE BUSH SCHOOL • TEXAS A&M UNIVERSITY

**CERTIFICATE IN  
NONPROFIT LEADERSHIP**

Continuing & Professional  
Education



**Center for  
Nonprofits & Philanthropy**  
THE BUSH SCHOOL • TEXAS A&M UNIVERSITY

**CERTIFICATE IN  
SOCIAL JUSTICE LEADERSHIP**

Continuing & Professional  
Education



**Center for  
Nonprofits & Philanthropy**  
THE BUSH SCHOOL • TEXAS A&M UNIVERSITY

**CERTIFICATE IN  
FUNDRAISING LEADERSHIP**

Continuing & Professional  
Education

**LEADERSHIP IN PUBLIC SERVICE (LPS) PROGRAM  
AUGUST 3&4 | IN-PERSON | ANNENBERG CONFERENCE CENTER**

[BUSH.TAMU.EDU/NONPROFIT](http://BUSH.TAMU.EDU/NONPROFIT)



*Center for*  
**Nonprofits & Philanthropy**  
THE BUSH SCHOOL • TEXAS A&M UNIVERSITY