

Discovering Your Authentic Leadership

*Bill George, Peter Sims, Andrew N. McLean, and Diana Mayer
Harvard Business Review, February 2007*

1. Learn from Your Life Story

- *Which people and experiences in your life have had the greatest impact on you?*
- *What did you learn from them? How did they shape you?*
- *Do you share these lessons (selectively) with those you lead? If not, what's holding you back?*

2. Know Your Authentic Self

- *Who is your "authentic self"? When are the moments when you think, "This is the real me"?*
- *When are you NOT your authentic self? What forces are influencing you to behave inauthentically, and how might you counter those forces?*
- *Are you clearly aware of your strengths, weaknesses, personality traits, etc.?*
- *What people and tools can you utilize to strengthen your self-awareness?*

3. Practice Your Values and Principles

- *What are your most deeply held values, and where did they come from?*
- *Do your core values drive your actions as a leader? Where is there alignment or misalignment?*

4. Balance Your Extrinsic and Intrinsic Motivations

- *What motivates you extrinsically (salary, bonuses, promotion, status, etc.)?*
- *What are your intrinsic motivations? (purpose, impact, satisfaction, etc.)?*
- *Are you balancing extrinsic and intrinsic motivations in your life?*

5. Build Your Support Team

- *Do you have a "support team" as a Leader?*
- *How can your support team make you a more authentic leader?*
- *How could you diversify your team to broaden your perspective?*

6. Integrate Your Life by Staying Grounded

- *Are you able to be “the same person” in all aspects of your life—personal, work, family, and community? If not, what is holding you back?*

7. Empower People to Lead What steps can you take today, tomorrow, and over the next year to develop your authentic leadership

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