



Happy New Year!



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1 Conference: Authentic Leadership and Business Ethics: the 21st Century Imperative

We are delighted to officially announce our 2011 Central London Conference, on the 14th September.

Authentic Leadership and Business Ethics: The 21st Century Imperative *A sustainable future built on trust*

This is an unparalleled opportunity to hear senior leaders from business, the military and the public sector share their thoughts on leadership, and whether pro-social, ethically driven authentic leadership can lead us through the challenges facing us today.

Our speakers will explore:

- Values-led Leadership within Honda
- Leadership lessons from the military
- Pro-social and ethical Authentic Leadership
- How to integrate business ethics within your leadership practise
- Self-Leadership
- Your own Authentic Leadership Quotient

Expect stimulating debate, thought-provoking discussion and lively sessions with:

- **Ken Keir, OBE**, Executive Vice President, Honda Motor Europe
- **Philippa Foster-Back, OBE**, Director, Institute of Business Ethics

- **Matthew Taylor**, Chief Executive, Royal Society of Arts and former political aide to Tony Blair
- **Group Captain John Jupp, OBE**, RAF Leadership Centre
- **Philip Hayday-Brown**, Polar Explorer
- **Fiona Beddoes-Jones**, Business Psychologist and M.D. of The Cognitive Fitness Consultancy

Full speaker profiles are available on the conference website:
<http://authenticleadershipconference2011.wordpress.com/>

2 Special Conference Offer

We are offering you the opportunity to reserve your place now, for a 35% deposit, with the balance due by 1st August. Invite colleagues and clients to take advantage of this 'first come first served offer'. Remember to reserve your places early though, once all of the places are reserved or sold we won't be able to squeeze anyone else in as numbers are strictly limited.

So, to reserve your place now at £87.50 + VAT per person, please visit the conference web site at:
<http://authenticleadershipconference2011.wordpress.com/> or call Julia on 07713 621672.

3 The Authentic Leadership 360: first results

We've got some fantastic results with our RAF military sample and are currently working with some major UK organisations to generate a business sample. Each participant's personal Authentic Leadership 360 report includes feedback on the following elements:

- Self-awareness and Self-regulation
- Ethical Virtue and Ethical Actions
- Multiple perspectives on leadership: Relationships,
- Trust, Development of self and others, Influence and Service ethic

You probably won't be surprised to learn that on a scale of 1-5 where 1 is Strongly Disagree and 5 is Strongly Agree, overall, the RAF officers who participated in the PhD research study, scored most highly in the areas of Ethics and Self-regulation, with a mean score of 4.10 and 4.28 respectively.

The 4.28 score relates to the statement, "As a leader, they display self-discipline"

While the 4.10 score relates to the statement, "They believe that their role as a leader involves an ethical responsibility to others"



The officers scored lowest on the Self-awareness scale, with an overall mean score of 3.00 for the statement, "As a leader, they stay in touch with their feelings so they are aware of how they are being affected".

It will be interesting to see how the participants in the business sample score against the same questionnaire. We hope to have some results for you by April. But what do these RAF results tell us?

Well, they suggest a number of things to me. Firstly, that our RAF officers are recognised by subordinates and colleagues as being 'in control' of their day-to-day behaviours. This self-discipline relates to diet and exercise, as well as having a disciplined and controlled approach to their working practices, and their equilibrium regarding their mood and temper.

Secondly, they suggest that the military ethos of pro-social leadership and service to others, which is one of the RAF core values, is very much lived via their day-to-day leadership activities, and it's impressive to see that is translated into, and measured by, our new Authentic Leadership 360.

Thirdly, the RAF, despite significant investment in their officer training, still have along way to go in terms of 'soft skills' leadership development. Self-awareness and by extension, a leader's awareness of others, are both critical in terms of understanding Followership. If a leader is not in touch with, and aware of their own emotions, how can they empathise with, and truly engage, their followers? They are, in effect, leading blind.

Lastly, at the very time when transparency and trust are becoming so critically important within the military, at the very time when our military leaders need to be talking to and supporting each other they are simply not talking enough about the difficult ethical issues that they face and how best to deal with them.

New research on social networks and social contagion has highlighted the power that others have over us in terms of influence. We mustn't underestimate the influence that a leader has on the mood and behaviours of those around them. Leaders set the social tone of the organization and can easily depress it.

Now, more than ever before, leaders are having their thoughts and behaviours examined under a microscope and are being expected to be either a Superman or a Superwoman. It's much easier to just be yourself, albeit your best possible self. That's where the new Authentic Leadership 360 can help. I just hope that you get a chance to use it within your organisation.

Fiona Beddoes-Jones

For a more in-depth exploration of these results and an opportunity to comment, please visit the Authentic Leadership Blog at <http://authentic-leadership.blogspot.com/>

I am constantly amazed at how people's thinking style preferences can be so apparent even in the most innocuous of situations. ... Imagine the scene - 50 mildly intoxicated adults crammed into a Lincolnshire village hall, gamely attempting to emulate Colin Firth and Jennifer Ehle (think *Pride and Prejudice*...) with at least some grace and elegance, in the stately dances of the early nineteenth century. Or, much more realistically, stepping on toes, arguing about who is actually the top couple, or the second couple, or whether we should be going back, forwards, left or right...and how do you strip a willow anyway - sorry wrong dance!



Really what we all needed was a simple explanation, but we had reckoned without our dance master, Charlie - a consultant paediatrician whose thinking styles consist of extreme High Preferences in Complexity, Procedures and Altruism. Not only, therefore, did he complicate all the explanations of the dance steps, but he also insisted on visiting each couple in turn to ensure that everyone was happy with the complexity and, when we all felt we understood it and had walked it through a few times, he insisted that everyone returned to their original places to start 'from the beginning'...

My husband, sipping a pint on the sidelines, observed that 35 minutes to explain one dance was probably a tad too long and was, in fact, hysterically funny to the spectators; those of us whose knickers were by now in a Gordian knot, were not amused.

And yet Charlie's Thinking Style preferences, I suspect, are totally suitable at work, where the need to enjoy complexity, the ability to understand the value of procedures and the drive to be entirely focused on the needs of the patient are paramount, whilst assessing and treating his patients. Certainly he is an excellent paediatrician.

But perhaps next New Year's Eve I shall think twice before venturing into the complex world of the country dancer...