Why Should Anyone Be Led By You?

Professor Gareth Jones
Leading v Managing

Leadership is a non – hierarchical concept
Effective leadership excites people to exceptional performance
Behaviour in organisations

- Individual
- Team
- Organisation
The Search for Authentic Leadership

• Loss of reality ➔

• Loss of meaning ➔

Big Brother

• 47 x 47 x 47
• 60 x 50 x 17

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The Search for Authentic Leadership

- Loss of community ➔

- Loss of trust ➔
Leadership is in short supply
Structures and cultures kill leadership

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The Leadership Deficit

- We want it – but we kill it

- We research it – but we don’t understand it
Asking the wrong questions....

Who Makes It To The Top?

- First child or first son
- High achiever
- High energy levels
- Longer time span
- Goal directed
- Politically active
- Loners
- Field independent
Asking the wrong questions…

What do those at the top think?

- Capacity to develop strategy
- Able to work with a variety of people
- Early responsibility for important tasks
- Strong achievement goals
- Early leadership experience
- Experience of several business functions
- Integrity, trust, concern for people

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A better question might be……

What do followers want?
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● Followers want community

● Followers want significance

● Followers want excitement

● Followers want authenticity
Ask yourself

• Are you exciting?

• Are you authentic?

• Who decides?
Classic leadership research

- Trait
- Style
- Contingency
Emphasis on *leaders* not *leadership*
How we understand leadership
Leadership is contextual
Leadership is relational

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Leadership is non-hierarchical

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What authentic leaders do
Sense situations....
and take symbolic action
Read – and rewrite – the context
Identify
Get close but keep your distance

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Show your difference

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Show your difference

Rob Goffee and Gareth Jones 2008
Show your difference

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Display significant, real and perceived differences...
...related to context

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Know *and* show yourself...enough
Reveal weakness – focus dissatisfaction
Take personal risks because you care

- When you really care you reveal your weaknesses.

- Your weaknesses should be real, humanising, and may show followers how they can help.
Effective leaders use their emotions to liberate the energy of others
Descartes was wrong – the fully rational human being *is* emotional
Communicate.....

- Differences
- Weaknesses
- Vision
- Values

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Tell a story
Choose your channel
Be a conductor
Conform enough
Connect – gain traction – change

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Become an authentic chameleon

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Retain your authenticity by...
Consistency between words and deeds
A common thread in your role performance

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Comfort with origins
Comfort with origins

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BE YOURSELF
MORE
WITH SKILL

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Inspirational Tensions

- Show strength but reveal weakness
- Be yourself but conform enough
- Get close but keep your distance
- Be authentic but be prepared to be a role player
The price and prize of leadership
What authentic leaders do

- Sense situations
- Read - and rewrite – the context
- Identify – get close but keep your distance
- Reveal difference - know and show yourself enough
- Reveal weakness
- Communicate with care
- Conform enough
- Practice what you preach
- Keep a common thread
- Be comfortable with origins
What you can do now

- Crucibles of experience
- Sources of replenishment
- Gain perspective
- Get feedback
- Don’t try to be perfect
- Being good v being great
- Customize your development
- Are you in the right place to express your authentic self?

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Balancing authenticity and skill

<table>
<thead>
<tr>
<th>Authenticity</th>
<th>Skill</th>
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<tbody>
<tr>
<td>Low</td>
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<tr>
<td>High</td>
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Leading in a downturn

- Don’t claim to know the future – but articulate a vision/values (integrity and optimism)
- Understand the politics – but remain above them
- Focus on task (speed) – but build cohesion (keep talking and listening)
- Identify with the troops – but be prepared to be apart
- Remain steadfast – but adapt, be nimble
- Admit mistakes – and say sorry where necessary