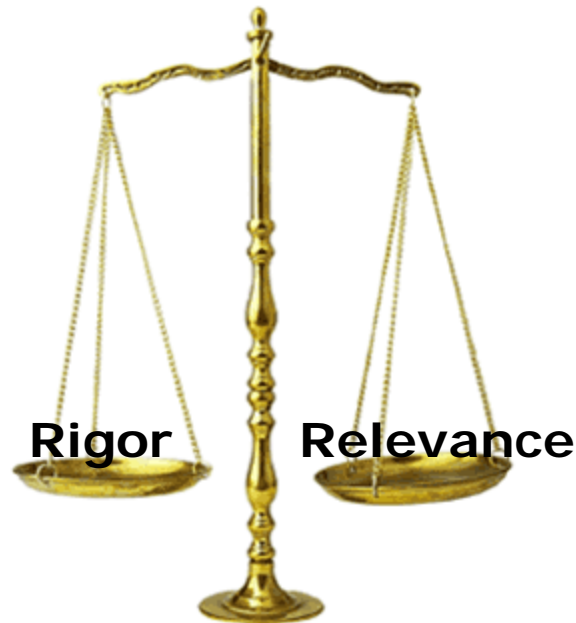



# A Challenge for Authentic Leadership Development



**Presenter:**  
**Bruce J. Avolio**  
**Marion B. Ingersoll**  
**Professor of Management**  
**bavolio@u.washington.edu**

**Foster**  
School of Business  
UNIVERSITY of WASHINGTON

# Pasteur's Quadrant

	Low Rigor	High Rigor
High Relevance	Coaching Leader Training	? Can We Populate This Quadrant?
Low Relevance		Academic Research

# The Leadership Market Space

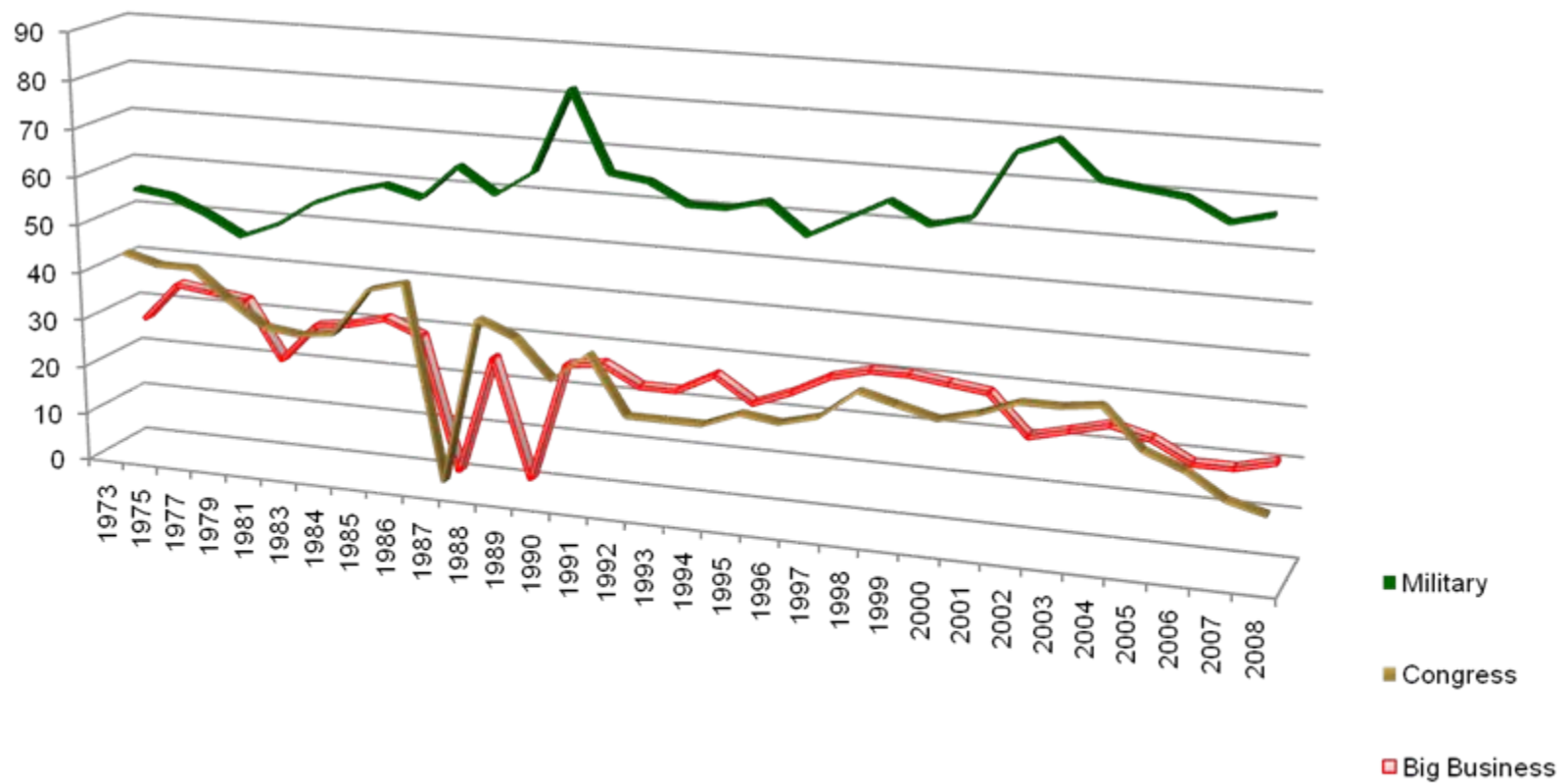
“ I’d say that market transitions are the precursors to market disruptions, and in many cases, the transitions cause the disruptions.”

**-John Chambers-**

Do any of you sense a market transition in leadership development?

# U.S. 2008 Poll on Leadership

Might this cause a transition?

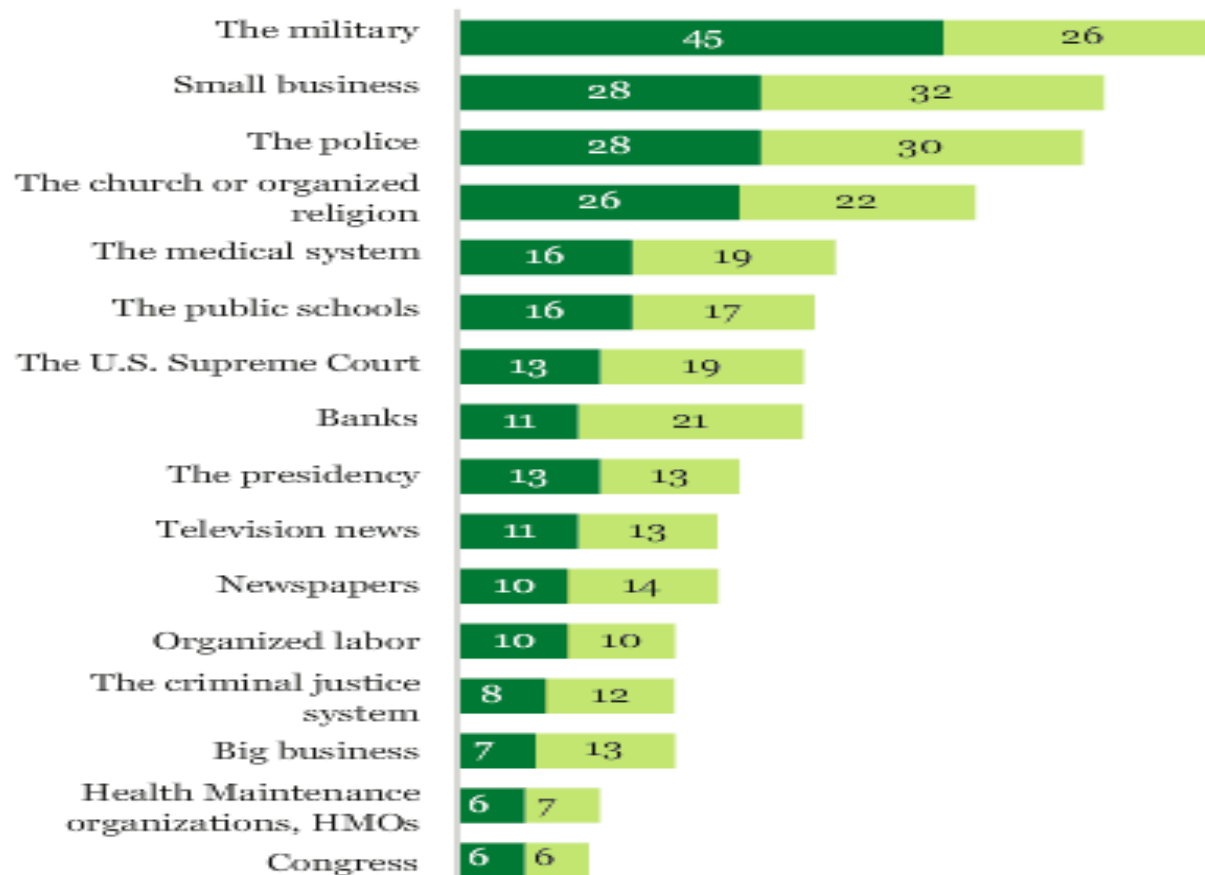


# U.S. 2008 Poll on Leadership

*Now I am going to read you a list of institutions in American society. Please tell me how much confidence you, yourself, have in each one -- a great deal, quite a lot, some, or very little?*

June 9-12, 2008

■ % Great deal    ■ % Quite a lot



# Assessing U.S. Leadership

- 17%** Rated leaders as acting in the best interest of the organization
- 17%** Rated leaders as considering the moral and ethical consequences of decisions.
- 17%** My leader makes me feel like an owner



# On Bull#!@\*

by Harry G. Frankfurt

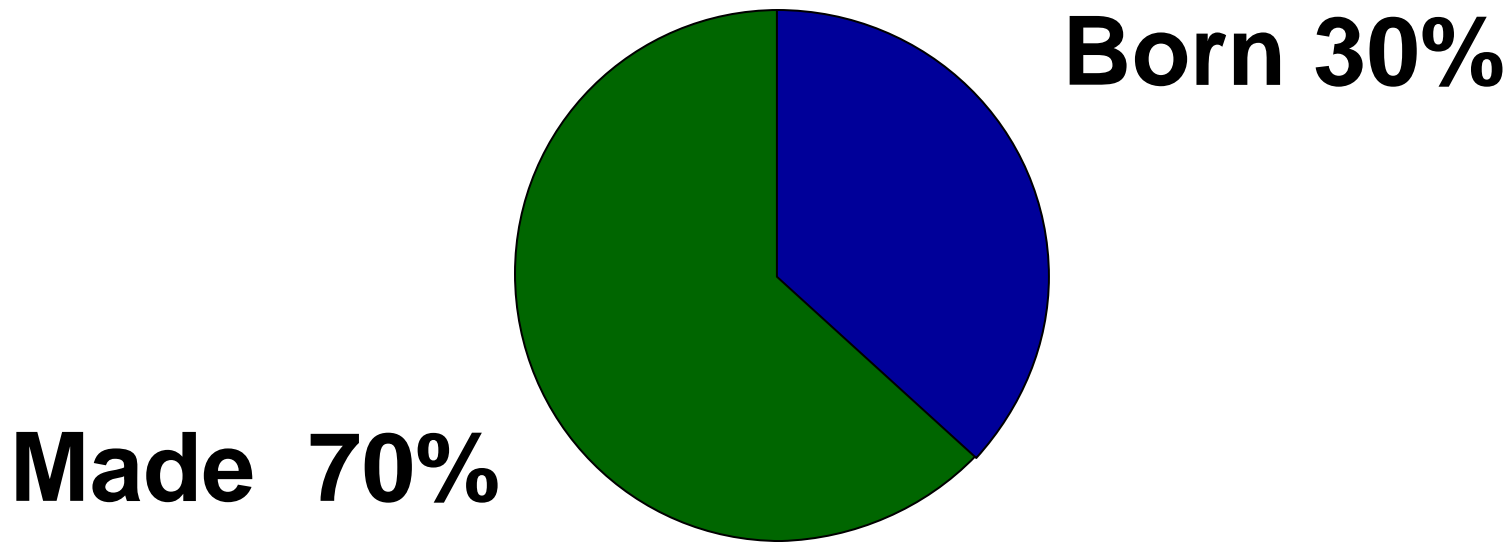
**“The production of bull #!@\* is stimulated whenever a person’s obligations or opportunities to speak about some topic exceed his knowledge of the facts that are relevant to that topic.”**

**Can we speak as a field with authority on what develops and what doesn’t develop leadership?**

**Do we need to speak with authority at the next transition?**

# So, where do we start?

How about are leaders born? John Gardner's (1990) response was "Nonsense! Most of what leaders have that enables them to lead is learned."





# Can we start with serendipity?

- Think of an anchoring 'trigger' moment that impacted your self awareness.

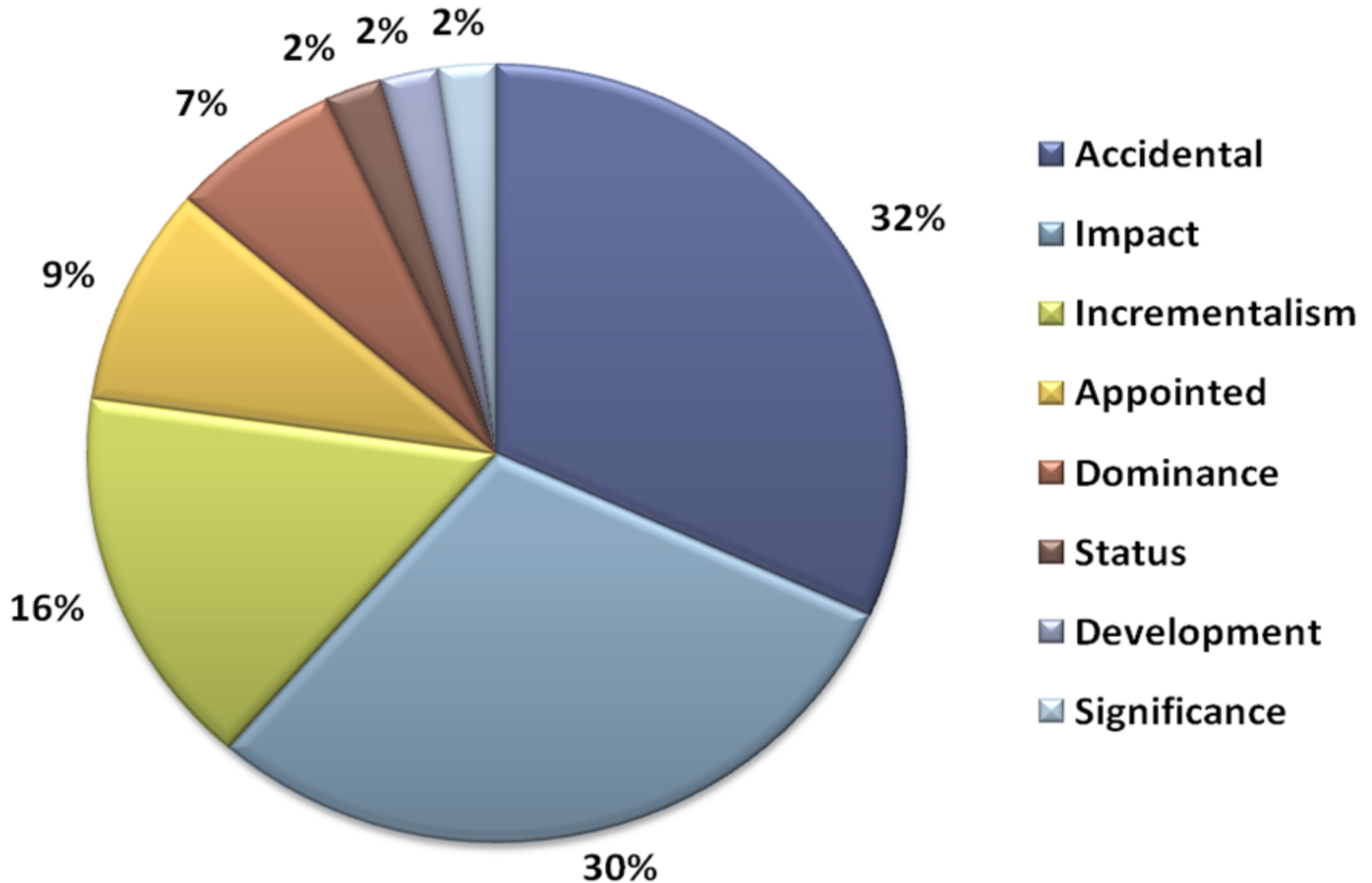
**What if every conversation mattered?**

**How many people would hide you?**

**What if you assumed positive intent?**

**You only go thru parenting once..get it right!**

## Motivation to Become a Leader



An event that is basis for  
personal philosophy

27%

An event that resulted in  
a change for the better

21%

Initially negative, but  
comes to be positive

18%

An event that defines  
life narrative

16%

An event that resulted in  
a change for the worse

7%

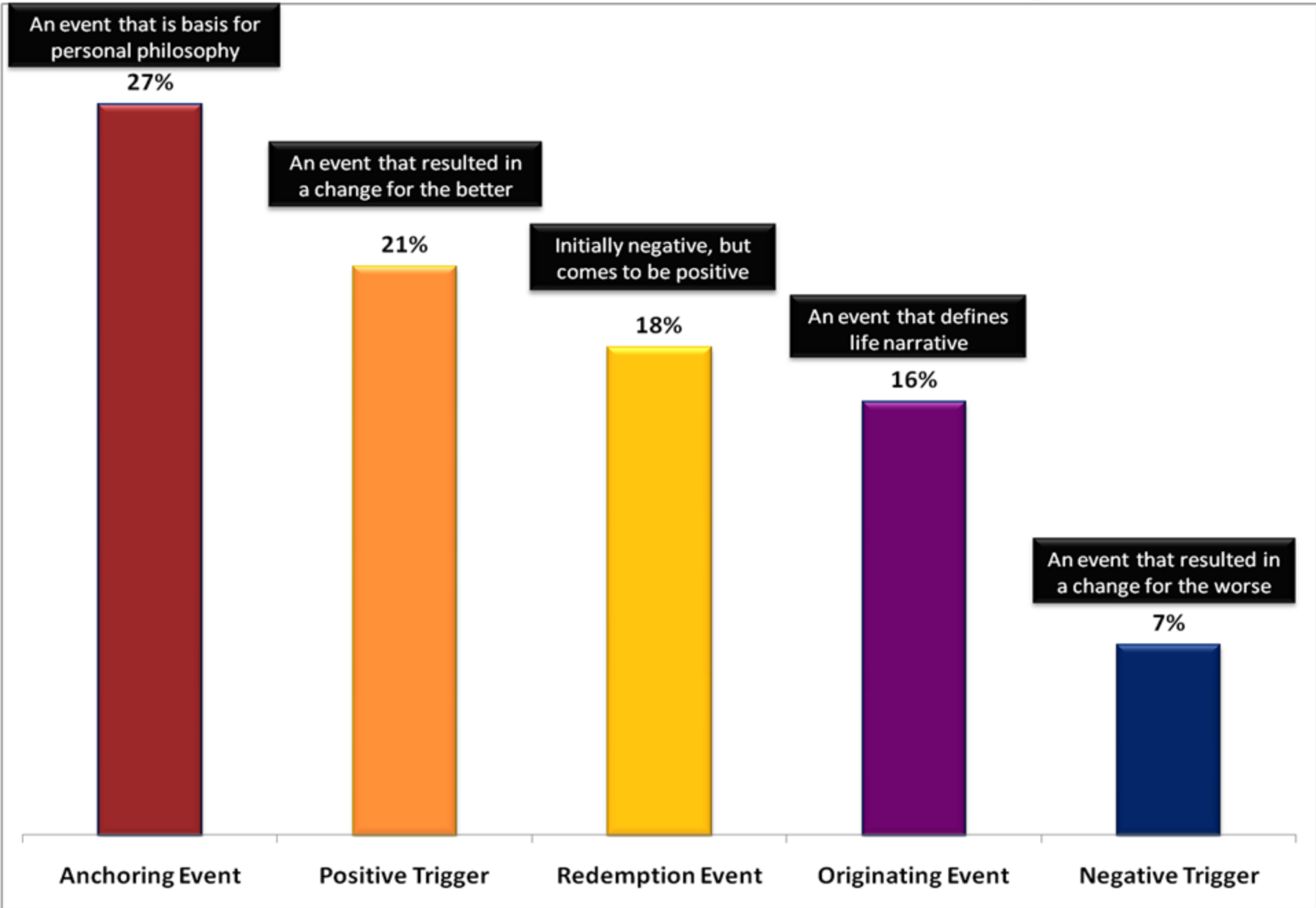
Anchoring Event

Positive Trigger

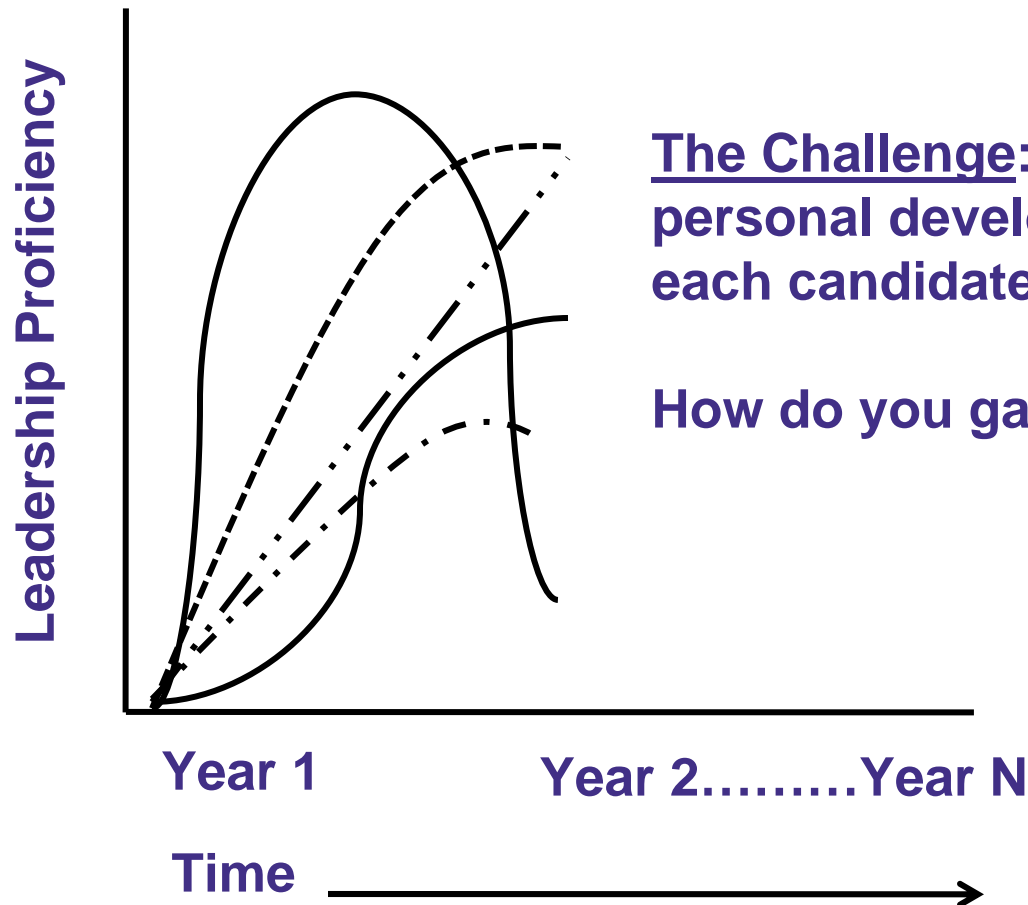
Redemption Event

Originating Event

Negative Trigger



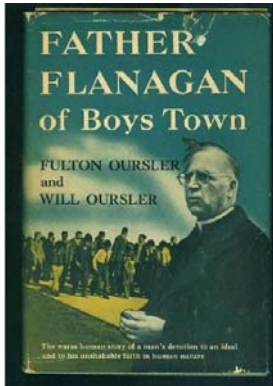
# How do we decide the next event to develop each of these leaders?



The Challenge: What's your personal development plan for each candidate?

How do you gauge readiness?

# How do we manage our authenticity?



Authoritative community accepts no deviation from standards.



To train physicians who will provide outstanding collaborative and comprehensive inpatient care.

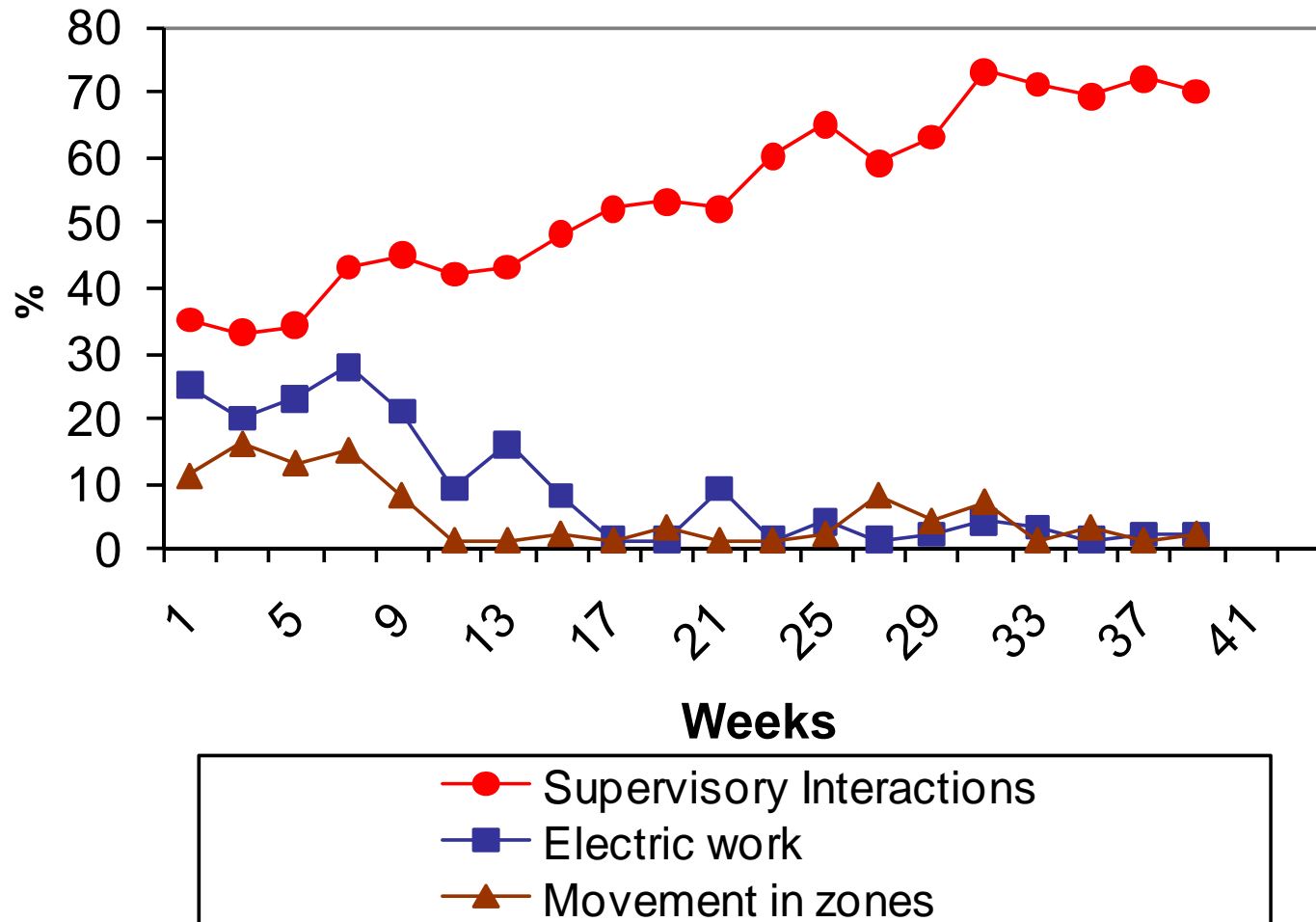


**The 20% Rule.** All engineers get to spend 20% of their time working on their own project.

# How can you manage authenticity?

- ✓ How did you reinforce your core value this past week?
- ✓ How have you modeled your ethical standards?
- ✓ How have you promoted others challenging your 'sacred' views?
- ✓ How have you balanced each stakeholder's interest in your decisions?
- ✓ How do you assure that your colleagues reinforce transparency?
- ✓ *How can you speak with authority regarding leader development?*

# A Simple Reminder Regarding the Management of Authenticity



# Can we gain more authority by reporting RODI?

- Most leader training returned 200%
- Developing high performers had 52% premium
- We reported a 2.5 million return per MBA
- Can knowing RODI reinforce authenticity?



# Do you see these market transitions?

- Looming global war for leadership talent
- Downward migration of leadership tasks/challenges
- Advent of spontaneous horizontal leadership
- Challenge to develop adaptive leaders
- Less time for training spread out over longer periods
- Enhanced interfaces thru technology to boost development
- Emotionally and cognitively engaging “real” simulations
- Growing need to demonstrate impact and RODI

# How do we take ownership?



From December 25, 1941 until April 1, 1946 more than 6 million servicemen and women who traveled through Nebraska during World War II fondly remember the hospitality of the North Platte Canteen where every troop train was met by volunteers who prepared and served sandwiches, coffee, cookies, cakes, and other homemade 'goodies' during stops there.



*“Nothing happens unless first we dream.”*  
*-Carl Sandburg*

No Bull#\$!\*

Foster  
School of Business  

---

UNIVERSITY of WASHINGTON

bavolio@u.washington.edu

