



ONLINE LIBRARY

(www.onekhmer.org/onlinelibrary)

Title: Authentic of Leadership

Name of Author	WSU's student
Name of University	Western Sydney University
Country of Study	Australia
Major	Business and Commerce
Degree	Master
Course Title	
Type of Document	Essay
Year	2014-2015

Introduction

Authenticity is used to refer to the owning of a person's personal experiences, needs, emotions, wants, thoughts or beliefs that are captured by the need to know oneself (Avey et.al, 2010). Authentic leadership on the other hand is used to refer to an approach to leadership that emphasizes on building the leader's legitimacy. It is based on an honest relationship with one's followers, which is built on an ethical foundation and value their input.

Authentic leaders can be defined as those leaders who are aware of how they behave and think and are viewed by others as being aware of their own and others strengths, moral perspectives, knowledge, they are hopeful, optimistic, of moral character and resilient (Gardener et.al, 2005). Authentic leaders are also positive people with self-concepts of truth that promote openness. The building of trust by authentic leaders and the generation of enthusiastic support from the subordinates assist them to improve both individual and team performance.

Who are you and what is your 'authentic' self?

I am an authentic leader and my authentic self is based on the fact that I am hopeful, confident, resilient, optimistic and of high moral character. I am always hopeful with everything that I plan on doing in my leadership and it is going to take place aiming at the satisfaction of the people that I lead. I am also confident in everything I do. This has assisted me in my leadership because the confidence in me has made me receive immense support from the people I lead because they trust in me. The people themselves have also put their confidence in me and this assists me in my leadership because there is little opposition in the things I do. The resiliency in me has also assisted me in my leadership. It is particularly essential in cases where I have to change from what I stand for to incorporate the views of my followers. In cases of difficulties, I

am also able to get back to my original state of serving the people even in cases where I experience challenges from a personal level. This has assisted me to be able to attend to the needs of the people I lead which is a characteristic of a good leader. Lastly, my authentic self is based on hope. I am always hopeful for a better thing in my life. In cases where there are challenges, I am always able to overcome them hoping for better things ahead. This has assisted me to become an authentic leader, as the people I lead are able to borrow courage and hope from me. This has formed a base for good leadership, as most people tend to base their hope in a hopeful person.

How relevant is Psychological Capital within the framework of authentic leadership?

Positive Psychological Capital is the positive and developmental position of an individual that is characterized by high optimism, self-efficacy, resiliency and hope. Positive psychological capital, which can also be termed as a situation where a person has been viewed as a means of providing competitive and leverage advantage, which is different from that, provided, by human capital for example what a person knows. Positive psychological capital is based on among other things resiliency, hope and optimism, which form the basis for authentic leadership. It is usually used to represent the behavior criteria of an organization of being measurable, positive and strength-based, grounded in theory and empirical research, having a positive impact on the performance that is work related and being open to development (Luthans & Luthans, 2004). Realistic optimism is an important ingredient for the development of authentic leaders. A leader with a positive and optimistic outlook will be in a better position to inspire and motivate the people he lead to be future-oriented and committed. Resiliency is another critical component of psychological capital as well as authentic leadership. An authentic leader is able to bounce back when he or she is faced with adversity, uncertainty and even failure. Resiliency is usually

attained in everyday life, human practices and normative. The most common themes of resiliency in relation to psychological capital that are relevant to authentic leaders include the following: (1) a deep belief that are often articulated to strongly-held values which suggest that life is meaningful, (2) a firm acceptance of reality, (3) an supernatural ability to come up and adapt with new change. Resiliency in authentic leaders can also be compared to that of entrepreneurs. A classical example is that of John Lee who the founder of JRL Enterprises is. An explosion occurred destroying his fledging transportation company but Lee managed to emerge like a phoenix from the ashes. He demonstrated his resiliency through his unfailing efforts to collaborate with his employees and managed to rebuild his firm in a new strategic direction to even a stronger industry. It has been identified that resilient leaders termed to be more effective in a challenging environment in this case an environment where many people want to become leaders. This makes the followers of such leaders to have a great believe in them as well as hold a good reputation for them. In the same view, the resiliency that is possessed by these leaders is a core value used for personal development because it makes people realize who they really are as well as their capabilities. Hope for authentic leaders as well as in psychological capital is comprised of an individual's ability to maintain and set forth effort towards goals. It is mostly described by agency and willpower, as well as the ability to identify alternative courses of action. The describing factors are essential to meet these goals, which are attributed by pathways thinking, and way power (Juanmei et.al, 2014). It is explicit that hope has a positive impact on the success of leaders, the ability of a person to cope with hardship, athletic success as well as physical and mental health. Leaders with high hope are likely to be more profitable with a corresponding high performance and are likely to attract more followers than those leaders who do not have hope because the people are satisfied with their work.

What benefits are there in both authentic leadership and Psychological Capital?

Both authentic leadership and psychological capital are a significant impact to an individual in relation to authentic leadership (Miniotaitė & Bučiūnienė 2013). It makes people to know themselves at a personal level, able to know the needs of the people that they lead as well as leave a legacy in their leadership as having positively contributed to the lives of the people that they lead. Levels of optimism, hope and resiliency demonstrate a notable positive relationship with the perception of authentic leadership. Usually, one can develop optimism from both a positive attribute and expectancy-value orientation. It is applicable that such theoretical basis forms a core part when building optimism. Training in hope can also have a positive outcome in the development of optimism. For example, one can create an alternative pathway that aims to minimize the impact of expecting negative results that may hinder development of optimism.

How can one develop for oneself (and others) aspects of Psychological Capital?

Confidence is also an aspect of psychological capital. Its development largely lies on modeling, positive feedback and mastery of tasks. This is mostly obtained through participation in various activities (Berkovich, 2014). For example for one to become a successful leader, they have to participate in forums that require them to talk to people whom they are supposed to lead to gain the confidence that is required. This elicits positive emotions, which helps to build confidence as well as generate plans to attain goals.

Conclusion

The development of resiliency is based on three major components namely, risks factors, asset factors and influence processes. Asset factors are those factors that are used to increase the resiliency levels and this can range from a solid education to a stable home. Risk factors on the other hand refer to those factors that result to lower resiliency levels such as lack of mentors and poor upbringing. These are what I most cases obtained during childhood and later manifest themselves in adulthood, but it still can be developed later in life. The strategies of development are based on enhancing basic enhancing assets for example readiness to take orders and avoiding factors that are risky and potentially adverse for example meeting critical deadlines. This will be important when applied in the daily lives to assist one to become an authentic leader.

References

- Avey, JB, Luthans, F & Youssef, CM 2010, 'The additive value of positive psychological capital in predicting work attitudes and behaviors', *Journal of Management*, vol. 36, no. 2, pp. 430-452.
- Berkovich, I. (2014). Between Person and Person: Dialogical Pedagogy in Authentic Leadership Development. *Academy Of Management Learning & Education*, vol.13, No.2, pp. 245-264.
- Gardener, WL, Avolio, BJ, Luthans, F, May, DR & Walumbwa, F 2005, 'Can you see the real me? A self-based model of authentic leadership and follower development', *The Leadership Quarterly*, vol. 16, No. 3, pp. 343-372.
- Luthans, F, Luthans, KW & Luthans, BC 2004, 'Positive psychological capital: beyond human and social capital', *Business Horizons*, vol. 47, no.1, pp. 45-50.
- Juanmei, Z, Yueru, M, Weibo, C, & Bing, X 2014, Mediating Role Of Employee Emotions In The Relationship Between Authentic Leadership And Employee Innovation. *Social Behavior & Personality: An International Journal*, vol.42, No.8, pp. 1267-1278.
- Miniotaitė, A, & Bučiūnienė, I 2013, Explaining Authentic Leadership Work Outcomes from the Perspective of Self-Determination Theory. (English). *Management Of Organizations: Systematic Research*, (65), 63-75.
- Relationships between Authentic Leadership, Moral Courage, and Ethical and Pro-Social Behaviors. (2011). *Business Ethics Quarterly*, vol. 21, No. 4, pp. 555-578.