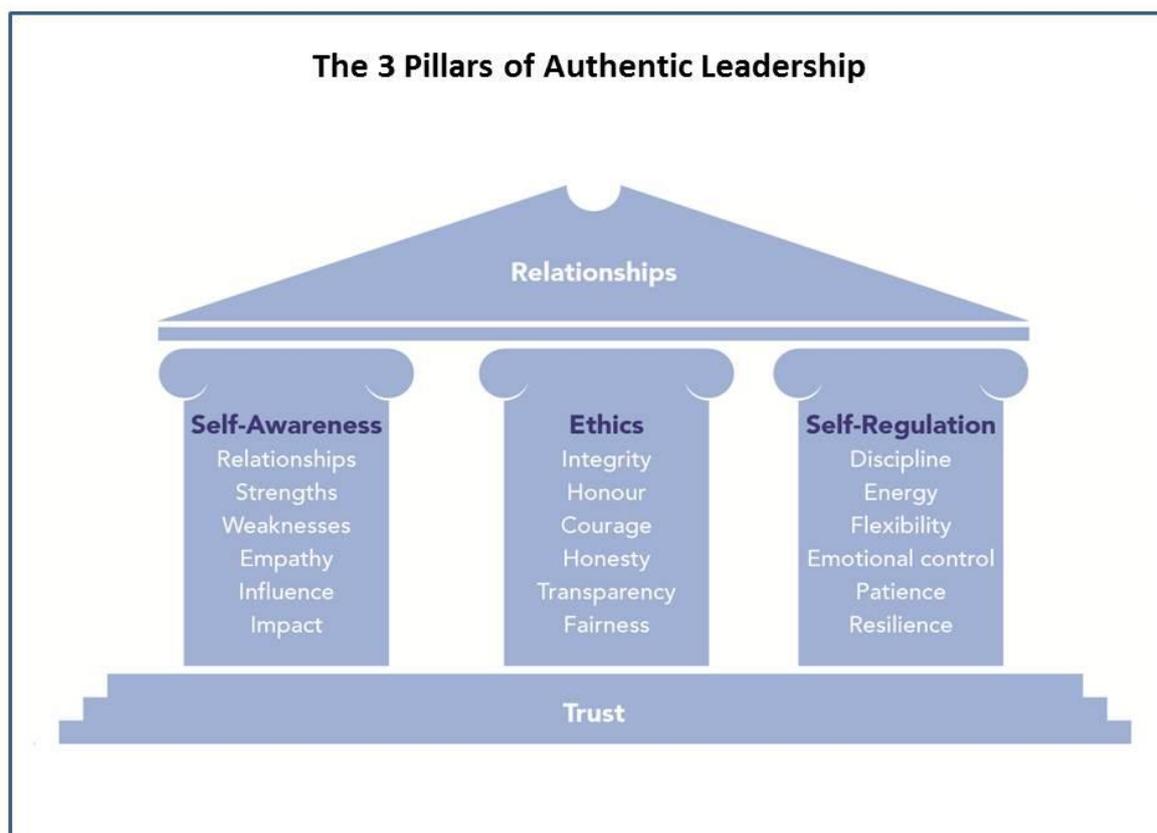


## Authentic Leadership: The 3 Pillars Model.

The 3 Pillars of Authentic leadership model emerged from the U.K. PhD research that Dr. Fiona Beddoes-Jones conducted with senior Royal Air Force officers and U.K. business leaders to explore what Authentic Leadership actually consists of. Prior to the emergence of the 3 Pillars model there were a lot of overlapping ideas and theories about Authentic Leadership which were largely based on opinion rather than researched evidence. The 3 Pillars model simplifies and clarifies what Authentic Leadership actually is in practice and what it consists of. Authentic Leadership is shown as sitting under the roof of Relationships and on a bedrock of Trust.



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Please note that the behaviours, emotions and cognitions shown within the 3 Pillars model are representative only. There are many other elements which sit within each.

### 1. Self-Awareness

The first pillar is Self-Awareness. It includes, but of course is not limited to, things like: knowing your real strengths and weaknesses, understanding how other people perceive you, knowing when and how to be empathetic towards others and being acutely aware of how your thoughts and emotions influence your language and behaviours and, therefore, the impact and influence that you have on others. It is the ability to articulate your core beliefs and values, and understand your personal boundaries and emotional and intellectual drivers. In short, it's knowing who you are and what you value, thereby building a secure sense of your true self, providing an anchor for your decision-making and actions. It is mindfulness. We become self-aware in relation to our interactions and our dealings with other people. Therefore Self-Awareness also includes, by default, Other-Awareness; that is, the Theory of

Mind, (if you remember the diagram in Chapter 1 on Baron-Cohen's work), which means the ability to predict, accurately, what other people might be thinking and feeling and therefore the effect that we might have on them. Developing self-awareness is not a one-off; it's a lifelong journey and its lessons are not always comfortable ones.

## 2. Self-Regulation

Self-Regulation is closely connected with how well you know and understand yourself. It concerns self-management: your focus, your self-discipline, your ability to be actively and deliberately in control of your thoughts, emotions, your language and behaviours, your levels of tolerance and patience, how you manage your energy, the degree to which you remain approachable when under pressure, how you use humour, your physical, mental and emotional resilience and your cognitive, behavioural and emotional flexibility. In my research, being considered to be a role model by others was most closely related to this pillar of Authentic Leadership.

## 3. Ethics

Sitting neatly within the Ethical pillar of Authentic Leadership is professional integrity: your ethical decision-making. Those core beliefs and values which underpin your personal leadership philosophy, the courage to remain steadfast in the face of ethical dissent or wrong-doing by others, having a pro-social leadership ethos, and the desire to serve the wider community. There is also honesty, openness, trust, transparency, fairness, the ethical capacity to be able to judge dilemmas from multiple perspectives, and being able to take into consideration different stakeholder needs.

One of the weaknesses of the whole field of Authentic Leadership, indeed of any of the leadership philosophies which include an ethical component in their make-up, is the thorny question of *whose ethics?* One person's ethical acceptability will be another's ethical dilemma. There is no easy answer to this question except to say that over many years I have come to believe that anything which could potentially cause damage *of any kind* to a person, an organisation, a reputation, an animal or the environment, is, for me, an ethical issue.

### The 3 Reasons Why Leaders Fail

- They lack Self-Awareness
- They lack Self-Regulation
- They lack Ethics

When I work with groups or present at conferences, I often ask people to describe the *worst* leaders and managers they've ever come across. I have now asked this of many hundreds of people and I have yet to hear an example where the leader's poor thinking or behaviours sat outside of the 3 Pillars of Authentic Leadership.

More resources regarding Authentic Leadership can be freely downloaded from [www.fionabeddoesjones.com](http://www.fionabeddoesjones.com) and Fiona's full doctoral thesis is freely available from the British Library's thesis website [www.ethos.bl.uk](http://www.ethos.bl.uk)

Adapted from Beddoes-Jones, F., (2016). *Divided by Gender, United by Chocolate: Differences in the Boardroom*. Blue Ocean Publishing: Cambridge, UK.