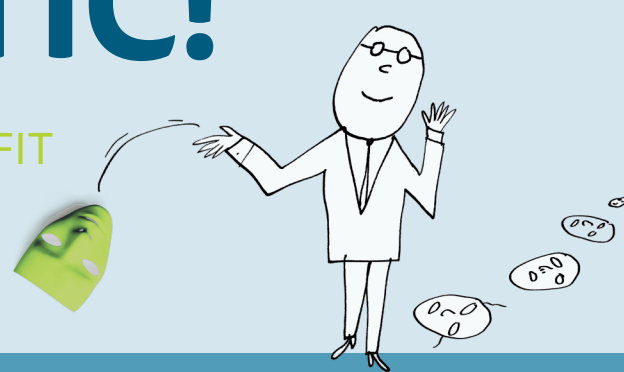
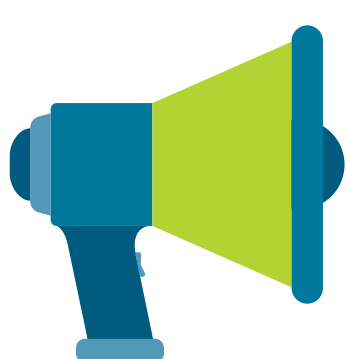
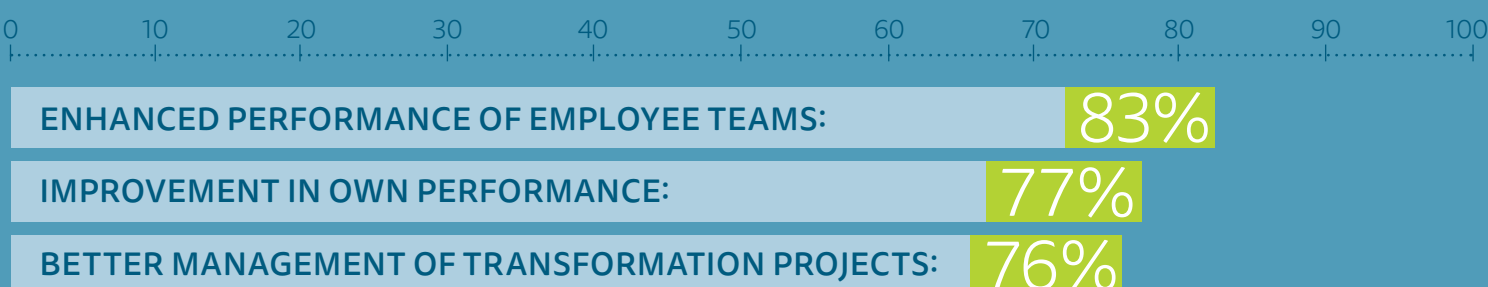


BE AUTHENTIC!

HOW PEOPLE AND ORGANISATIONS **BENEFIT** FROM AUTHENTIC LEADERSHIP

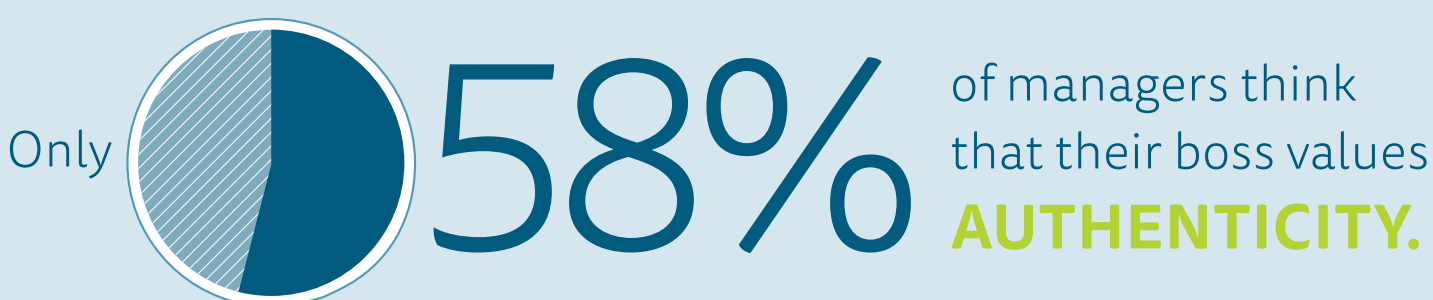


Authentic leadership pays off.



An authentic manager can lead with a distanced or authoritarian style – as long as he/she is **reliable.**

Authentic managers are still having a hard time:



How to promote **authenticity** within your company

FEELING OF BELONGING	PROFESSIONAL EXPERTISE	AUTONOMY AT WORK
<p>Strong personal relationships at work are a powerful driver for living out one's authenticity.</p>	<p>Managers who know what they are talking about act to a large degree authentically.</p>	<p>Managers who feel autonomous at work, experience a strong sense of authenticity.</p>

PROFESSIONAL EXPERTISE is substantially more important for authenticity than functional power.

» We need a shift to a dramatically different **understanding** of transparency, participation and leadership culture. «

EBERHARD HÜBBE,
goetzpartners

What **influences** a manager's authenticity?

An *international* look

FACTORS INFLUENCING AUTHENTICITY	GERMANY	RUSSIA	UK
COMPANY SIZE	 Negative	 No influence	 Negative
LEADERSHIP STYLE OF LINE MANAGER	 positive or negative depending on style	 positive or negative depending on style	 Small influence
INDIVIDUALITY	 No influence on its own	 Positive	 Positive

The factor 'company size' is hardly important at all for the experienced authenticity for Russian managers.

Their own managers' leadership style appears to have only a small influence on experienced authenticity for British managers.

For German managers, a feeling of belonging is substantially more important for authenticity than is individuality.