

THE FORMATION



Vol. 1 Issue 6

May, 2016



AUTHENTICITY

- 1: Of undisputed origin
- 2: Real or genuine, not copied or false

“Authenticity is the alignment of head, mouth, heart, and feet—thinking, saying, feeling, and doing the same thing—consistently. This builds trust, and followers love leaders they can trust.” —Lance Secretan

DISCUSS

- ⇒ In what ways can we develop our own and others' authenticity?
- ⇒ Does being authentic mean that you act the same at work and home?

COMMANDER'S COLUMN

Is authenticity something you value in a leader?

Authenticity is important whether you are a leader or a follower in an organization. You have to be able to communicate openly and know that what you are saying is true. The people who are listening to you, following you, and pulling the organization in the direction it needs to go, need to know they are getting the truth and that what you are saying is what you mean.

What barriers do people face to being authentic?

Our parameters. Many times you want to discuss things that unfortunately you're not at liberty to discuss. That's very hard. You have to be very deliberate in what you say in order to come across as authentic and knowledgeable, and to ensure people don't feel like you're holding back or being deceptive. Most of the time, I will be as open and honest as I can because it's easier. It's difficult to track what you've said if it's not the truth. If you try very hard to convey the truth in an open and honest fashion, you will remember what you said as opposed to being a little equivocal and having to move a little to the left or right.

How can people develop their ability to be authentic?

You have to practice being honest and delivering communication appropriately. The language you use is important. Saying, “You didn't take this into consideration,” will sound different than, “We didn't take this into consideration.” Open and honest communication may not be well-received. Everybody likes to tell good news. It's how you tell the bad news that defines how you are sometimes. If you do enough of the open and honest communication, it becomes a way of life.

— Ms. Nancy Zbyszinski, AFDW/A1 Director

UPCOMING OPPORTUNITIES

6 May, 0845-1630: Leadercast, at the SMART Bldg on JBA for Officer, Enlisted & Civilian,

Cost: \$45/ticket, Register & Pay at <https://2016-leadercast.eventbrite.com>. Limited to the first 200

For more info on these and other opportunities, contact CMSgt Pineiro: manuel.pineiro3.mil@mail.mil

AFDW FIRST SERGEANT COLUMN

When time allows, I like to occasionally watch some great military movies depicting some influential leadership. One that recently stayed on my mind was the Mel Gibson directed, *We Were Soldiers*. If you're familiar with the lead character, Lt Col Hal Moore, you may recall his influential speech to his troops before leaving for Vietnam: "We are going into battle against a tough and determined enemy. I can't promise you that I will bring you all home alive. But this I swear, before you and before Almighty God: that when we go into battle, I will be the first to set foot on the field, and I'll be the last to step off. And I will leave no one behind. Dead or alive, we will all come home together, so help me God." I recently came across this article written by Michael Hyatt called the *Five Marks of Authentic Leadership* that hits the mark on this topic.

Many people have written on what it means to be a leader. Almost everyone identifies influence as the primary characteristic. By definition, this means that leadership and position are two different things. You can have a title, and a position of power, but this does not mean that you are a leader. Even people without these things can exert influence and thus leadership.

But leadership is more than influence. It certainly includes influence, but it is more. I believe it includes at least five characteristics. When I speak on this topic, I call these "the five marks of authentic leadership" —

1. Authentic leaders have insight. Sometimes we refer to this as vision, but that usually has exclusive reference to the future. While leaders must have vision, they need more. They need wisdom and discernment. They need to be able to look at complex situations, gain clarity, and determine a course of action.
2. Authentic leaders demonstrate initiative. They go first. They don't sit on the sidelines. They don't ask others to do what they are unwilling to do themselves. Instead, they lead by example.
3. Authentic leaders exert influence. It's no coincidence that influence and influenza (the flu) come from the same root word. Real leaders are contagious. People "catch" what they have. People are drawn to their vision and their values. They are able to gather a following and move people to act. To change metaphors, they are like human wave pools, creating a ripple effect wherever they go.
4. Authentic leaders have impact. At the end of the day, leaders make a difference. The world is changed because of their leadership. They are able to create real and lasting change. Unless something has shifted, they aren't leaders, they are only entertainers. There is a big difference! The measure of leadership cannot be found in the leader; it is found in the impact the leader has on his or her followers.
5. Authentic leaders exercise integrity. Not every leader is benevolent. Adolf Hitler was a leader, as was Mao Zedong and Josef Stalin. They had insight, initiative, influence, and impact. Yet their lives were not integrated with the highest values. Integrity—or the lack thereof—ultimately determines the quality of a person's impact. In a sense, this is the foundation of authentic leadership.

Leaders must be deliberate and intentional if they are to be successful. These five qualities can guide us as we grow in our ability to lead. Lean Forward - and do us all a favor and just LEAD!

- CMSgt Manny Pineiro, AFDW First Sergeant

CHECK OUT THIS TED TALK: "*The Power of Powerless Communication*" where Adam Brown shares why it might serve us to demonstrate uncertainty and reveal our shortcomings.

https://www.youtube.com/watch?v=n_ffqEA8X5g

CHECK OUT THIS ARTICLE TO TAKE A DEEPER DIVE:

"The Authenticity Paradox" by Herminia Ibarra

<https://hbr.org/2015/01/the-authenticity-paradox>

"Because going against our natural inclinations can make us feel like imposters, we tend to latch on to authenticity as an excuse for sticking with what's comfortable."