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Module 1: Authentic Leadership

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Outline

01

Concept of authentic
leadership in higher
education

02

Training method and
sequence

▶ What do you think about leading
in higher education?



Concept of authentic leadership in higher education

Concept of authentic leadership

- A form of leadership whereby the leader is “true to the self” (Gardner, Avolio, Luthans, May, & Walumbwa, 2005)
- Authentic leadership is related to the more general concept of authentic functioning (Kernis, 2003; Leroy, Anseel, Gardner, & Sels, 2015)
 - being truthful
 - self-aware about personally motivating
 - staying true to personal values through behaviour
- Authentic leadership **goes beyond** simple intra- and interpersonal authenticity, as it constitutes a form of influence whereby leadership and followership are realized (Gardner et al., 2005).

A pattern that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater **self-awareness**, **an internalized moral perspective**, **balanced processing of information**, and **relational transparency** on the part of leaders working with followers to foster positive self-development.

Authentic leadership (Walumbwa et al., 2008)

Developing positive work relational with followers

- **First**, leaders who are self-aware know their strengths and weaknesses and how they affect others, which helps them to connect with and build trust with others.
- **Second**, balanced processing helps generate trust at the team level because leaders signal that they value open communication.
- **Third**, trust among fellow team members through transparent communication of their actual values and preferences.
- **Fourth**, guided by internalized moral standards, team members—who assume and share the lead role—make decisions consistent with their values.

Becoming an authentic leaders

- Be patient and grateful
- Be honest and repent to avoid the negative behavior
- Practice in daily lives to find meanings and deliver “life messages” to the community
- Practice to stay connect to God, cultivate believe and hope “God as an anchor”

<https://www.republika.id/posts/12596/sus-budiharto-membedah-kepemimpinan-autentik>

In order to be **authentic**, and to
express authentic leadership you
need to be **vulnerable**.

Dean Hallet



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iHiLead
Indonesian Higher Education Leadership

▶ Training method and sequence

Training method



Reflective learning



Individual
assessment



Group work

Sequence



Presentation of concept and pedagogy, including Q & A (30 minutes)



Self-assessment of authentic leadership (15 minutes)



Group work (actual case-based) (30 minutes)



Group presentation (30 minutes)



Self-mapping (10 minutes)



Self-reflection – take home assignment (10 minutes)



Recap (5 minutes)

References

- Gibbs, G. (1988). *Learning by Doing: A guide to teaching and learning methods*. Further Education Unit. Oxford Polytechnic: Oxford. <https://www.ed.ac.uk/reflection/reflectors-toolkit/reflecting-on-experience/gibbs-reflective-cycle>
- Baron, L., & Parent, E. (2015). Developing authentic leadership within a training context: Three phenomena supporting the individual development process. *Journal of Leadership & Organizational Studies*, 22(1), 37-53. Doi:10.1177/1548051813519501

Let's start!

Prepare our mind, our heart, and our respect to
ourselves and others

Training objectives

- To understand the leadership traits mapping (who they are, know what they believe in and value, how to act based on the values and beliefs openly).
- To identify the positive psychological capacities, positive ethical climate, moral perspective, work relational transparency with followers, and foster positive development.

Self-assessment

Fill out the online questionnaire through this link

<https://forms.gle/ESuVzjNWuBJ6dSos5>

Authenticity is about the choice to show up and be **real**. The choice to be **honest**. The choice to let our **true** selves be seen.

Brene Brown

Group work

1. Find Leadership case/problem
2. Explain the problem & challenge
3. Analyse the weakness & the cause of the problem and why it should be solved/improved?
4. Conclude the lesson learned
5. Describe strategic/action plan



Please access the Worksheet 2 through Google Slide for each group separately:

<https://bit.ly/AL-case-group1>

<https://bit.ly/AL-case-group2>

<https://bit.ly/AL-case-group3>

<https://bit.ly/AL-case-group4>

<https://bit.ly/AL-case-group5>

<https://bit.ly/AL-case-group6>

Group presentation

Two groups will present the result of the group work (10 minutes/group)

Self-mapping

Please open your gadget and access to
<https://www.menti.com>

Write the menti code **25130290**

Response to the **first** question and submit it

Response to the **second** question and submit it

Write the menti code **3080853**

Response to the **first** question and submit it

Response to the **second** question and submit it

Authenticity is the daily practice of letting go of who we think we're supposed to be and embracing who we are.

Brene Brown

Self-reflection (take home assignment)

Each participant will be provided an online worksheet through this link
<https://bit.ly/AL-self-reflection-template>

Fill out the Google Docs and rename it with your complete name and institution (ex: Name Surname – Universal University).

Complete the assignment by the end of the program.

Assignments	Answers/Responses
Describe the experience of leadership in your higher education (as a leader or a follower).	
Evaluate your experience, both good and bad.	
Analyse to make sense of the situation.	
Conclude about what you learned and what you could have done differently.	
Create an action plan for how you would deal with similar situations in the future, or general changes you might find appropriate.	



▶ Thank you
very much!

