



# AUTHENTIC LEADERSHIP DEVELOPMENT

A GROUP COACHING APPROACH

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**“WHEN ONE OBSERVES OUTSTANDING LEADERS... ONE IS STRUCK BY THEIR DIFFERENCES NOT THEIR SIMILARITIES”**

(Competence Not Competences, Hollenbeck & McCall 2002)

## Introduction

In these challenging times Leaders and organisations need to foster a climate of engagement and positivity. How teams and individuals are led and how clients and other stakeholders experience an organisation are inexorably entwined. Just as the link between confidence, competence and authenticity is inexorably linked with good leadership.

Leaders who don't fully identify and engage with their leadership role hold themselves back from being their best self. In contrast, leaders who are authentically themselves are able to step fully into their leadership and lead with impact and vision. However, you can't teach authentic leadership by filling individuals with the behaviours and examples of 'wise-others' you have to develop individuals to be more aware and fully themselves – their own 'wise-self'.

This is exactly what Authentic Leadership group-coaching is designed to achieve and as a group participant you will explore:



The influence of your own autobiography on your leadership values and principles.



The impact of your personal temperament on your leadership orientation and focus.



A P.R.O. (Person-Role-Organisation) exploration of the importance and interaction of each of these dimensions on your personal leadership.



An S.O.S. (Self-Other-Situation) understanding of your existing and continuing leadership challenges and opportunities into the future.

This evidence-based approach to Authentic Leadership Development uses a 4-day past-present-future format that has been shown to develop enhanced levels of personal and professional attributes including strategic leadership, emotional intelligence, self-awareness, personal agility, self-confidence, clarity and resilience.

# Why Group Coaching?

To be authentic it is important for leaders to gain a deep understanding of their inherent strengths and values. It is not something that can be developed in a traditional training setting learning generic leadership skills, as it relies more on personal learning drawn out of the leader rather than on skills and knowledge trained into them.

To be an authentic leader individuals need to learn more about themselves and their own approach to leadership rather than being taught general principles of leadership.

This raised the challenge of identifying and designing an intervention that enables individuals to achieve the kind of deep learning necessary to truly lead in an authentically conscious and congruent manner. As leadership is a social phenomenon it logically follows that this form of development should also be based around social process, which led to the development and rigorous evaluation of Authentic Leadership Group Coaching™.

The research underpinning this approach clearly demonstrates that the learning process taking place for individual leaders within the group is powerful enough to create deep and lasting shifts in the leader's self-perception, assessment and confidence. Such deep personal growth is crucial in genuine authentic leadership development as.....

"What makes leaders great, at any level, are their differences not their similarities!"

# ALD Programme Overview

The ALD Programme is suitable for individual leaders, peers, colleagues and leadership teams.

Duration: 4 days over 6 months.

## Day 1: 'The Past'

Leadership Principles

Explore your personal values and leadership principles and understand how these were formed and continue to influence your approach to your leadership role and responsibilities.

Day 1: The Past  
Day 2: The Present  
Day 3+4: The Future

## Day 2: 'The Present'

Leadership Temperament

Explore how your Leadership Temperament guides your leadership priority, focus and direction by giving you one of four leadership intelligences: Strategic, Tactical, Logistical or Diplomatic.

## Day 3+4: 'The Future'

Leadership Challenge

Explore your current and future leadership goals and challenges through the powerful group process of S.O.S. (Self-Other-Situation). Gain perspective and insight to help you effectively navigate your leadership in the new modern landscape.

# ALD Programme Outcomes

Evidence of the effectiveness of this group-coaching approach to authentic leadership development has been published in various peer-reviewed coaching journals (below) and the book: *An Evidence-based Approach to Authentic Leadership Development* (Routledge, 2018).

Authentic Leadership Group Coaching has been shown to significantly and reliably improve scores on both the validated Authentic Leadership instruments available (ALQ & ALI), but more importantly this powerful group-coaching approach to ALD has also been shown to consistently enhance six key leadership qualities including:

1. Improved Strategic Leadership
2. Increased Leadership Clarity
3. Enhanced Leadership Proactivity
4. Enhanced Self Management
5. Greater Interpersonal Insight
6. Improved Relationship Management



# What people say about A.L.D.

What previous participants have to say about their A.L.D. experiences:

"It was recommended to me by a colleague who had been on the programme and it was clear that it was having a profound impact on him. It was making him step back to reassess his goals and vision for where he wanted to be - it was clearly having a deep impact on him."

"This programme takes a completely different approach to the normal standard leadership training most people at a senior level have done many times. The attractiveness of this for me was that it was completely unique, taking a completely different approach."

"It's been quite inspirational for me because it's something I refer to all the time and I've never done that with any other leadership development programmes I've done previously."

"It's been 3 years since the programme took place and it's still all embedded and intertwined with my daily activities now and has become part of who I am and how I operate."

"Regular leadership programmes that I've been involved with have generally been 'here's a box of tools and you use the tools like this', whereas this has been at a much, much deeper level. It was such an exciting and invigorating environment to be in."

To gain an insight into the impact this approach can have please view the below video to hear what some past participants have to say about their experience, or alternatively click on the YouTube Link.

<https://www.youtube.com/watch?v=yuRXMgQpM3o>





3d Leadership  
Consultancy

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