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August 2022



Support for managers

AUTHENTIC LEADER

Authenticity is self-expression, revealing your true self, including your vulnerabilities, desires or fears. Being authentic in today's world requires adequate self-esteem and courage. Authenticity is needed to build leadership, while authentic leadership is needed to build team commitment.

Here are some tips to work on your authenticity as a leader.

1. Take a close look at yourself

What are you like? What is important to you? Analyse your values, motivators, communication and working style and openness to change. Refresh your knowledge, e.g. by revisiting DISC-type reports or other tests you learnt about during training or recruitment processes.

2. Find out how others see you

How are you perceived within the organisation? How do your colleagues perceive your leadership? What is the culture and expectations in your working environment? Get feedback from your superiors, colleagues and direct reports – this is '360-degree feedback'.

3. Define progress

What changes in your behaviour could help you to be a better leader? Ask the people around you what, in their opinion, would help you. Find out what (more) your employees need from you?

4. Create your own success map

Do you know where you are going? Identify the motorways, traffic jams and roadblocks you have on your way to success. Describe the mile markers against which you can measure your progress on your journey. Develop a concrete action plan with measures of success and scope of responsibilities.

5. Gain new skills, acquire new knowledge

Develop leadership skills that will improve your ability to communicate, listen, set clear expectations, hold yourself and others accountable, solve problems, deal with unproductive behaviour and generate enthusiasm in yourself and others. Inspiring others requires constant work on yourself.



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6. Develop positive habits

Let positive changes become new habits that lead to success. Remember that development is a measurable and observable process that requires goal-setting. Ensure good habits within the team you manage.

7. Be proactive

Be proactive, take responsibility and encourage others to do the same. Nothing appeals to others as much as a good example.

8. Admit your mistakes

Failures happen. An authentic leader can talk about the mistakes they have made, their own failures and setbacks. What is important is the lesson you've learnt. Let others have the chance to learn from your example. It's inspiring!

9. Look for support

Perhaps something that takes you 365 days to do, others could do in one day. Look for contacts, networking opportunities. We become like the people around us. Can you count on the support and help of your immediate environment?

10. Ensure self-promotion

Give others the chance to get to know the real you. Take the opportunity to present yourself in an authentic way. You decide how much and how you speak about yourself. You decide about your authenticity!

Good luck!



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