Authentic Advising: Using Leadership Theory to Guide Your Practice

CS89 | #nacada17

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presentation slides and handouts available at http://bit.ly/2uVz3of
The Advising Theory Debate

Reliance on analogies and metaphors is a weakness, obscuring advising’s uniqueness and masking the importance of the scholarship that underlies its practice.

Schulenberg & Lindhorst, 2008

vs.

Analogical theory building is a strength and advisors have both “license to draw upon a wide array of theoretical perspectives” and “the obligation to do so.”

Hagen & Jordan, 2008

Leadership Theory & Advising: BFF’s?

1. Influenced by other disciplines and theories
2. On-going evolution in understandings of the influence relationship
3. Growing public interest in and policy addressing accountability
4. The scholar-practitioner model
5. Commodification of frameworks

Authentic Leadership Defined

Authentic leadership is “a pattern of leader behavior 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 the leaders working with followers, fostering positive self-development” (Walumba et al., 2008, pg 94).
### Wheels of Authenticity

<table>
<thead>
<tr>
<th>Meaning</th>
<th>Mission</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guiding values, principles, and ethics</td>
<td>Goals, objectives, and desires</td>
</tr>
<tr>
<td><strong>Existence</strong></td>
<td><strong>Power</strong></td>
</tr>
<tr>
<td>History and identity</td>
<td>Energy, motivation, morale, and control</td>
</tr>
<tr>
<td><strong>Resources</strong></td>
<td><strong>Structure</strong></td>
</tr>
<tr>
<td>People, capital, information, equipment, and time</td>
<td>Systems, policies, and procedures</td>
</tr>
</tbody>
</table>

![Diagram of the Authentic Leader model]

- **Purpose**
  - Passion
  - Values
  - Relationships
  - Connectedness
- **Behavior**
  - Leon
  - Consistency
  - Self-Discipline

**The Authentic Leader**
the Components of Authentic Leadership

- Critical Life Events
- Authentic Leadership
  - Moral Reasoning
  - Relational Transparency
  - Balanced Processing
  - Internalized Moral Perspective
  - Self-Awareness
  - Positive Psychological Capabilities
    - Optimism
    - Confidence
    - Resilience
    - Hope
References


