

---

**Experiential  
Authentic Leadership  
Development:**  
*Access to Breakthrough  
Performance*

---

THE FUNDAMENTALS

**Pauline Serice, PhD.**

BREAKTHROUGH POSSIBILITY PUBLISHING

[WWW.PAULINESERICE.COM](http://WWW.PAULINESERICE.COM)

First Edition

Copyright © 2011 by Dr. Pauline Serice & Associates, Inc.  
Breakthrough Possibility Publishing  
www.paulineserice.com

All rights reserved. No part of this book may be reproduced or transmitted in any form or by any means without written permission from the author.

Printed and bound in the U.S.A.

Library of Congress Cataloging-in-Publication Data  
Serice, Pauline  
Authentic Leadership Development: Access to Breakthrough  
Performance - The Fundamentals/ Pauline Serice - 1<sup>st</sup> ed.

ISBN 978-0-9839021-0-2

1. Leadership. 2. Business. 3. Psychology. 4. Self-Development.

# CONTENTS

Dedication	iv.
Acknowledgements	v.
Preface	vii.
Introduction	xi.

## **Track I - The Psychology & Philosophy of EALD**

1. How Shall I Live My Life?	1
2. Modus Operandi of Authentic Leaders	6
3. Why Do We Get Stopped?	24
4. Self-and-World View:	30
A Communication Driven Phenomenon	
5. Getting “Present” to How Life Happens	36
6. Deconstructing Reality: Is vs. Seems	44
7. Life as a Constructed Narrative	48
8. Self as a Narrative Project	52

## **Track II - The Practical Application of EALD**

9. Business as Usual vs. <i>Breakthrough</i>	56
10. Insight Learning	64
11. Authentically Leading	74
Breakthrough Projects: ABC Principles	
12. Putting it all Together:	102
Experiential Authentic Leadership Development Model	

## Dedication

*People are often unreasonable, illogical and self-centered;  
forgive them anyway.*

*If you are kind, people may accuse you of selfish, ulterior motives;  
be kind anyway.*

*If you are honest and frank, people may cheat you;  
be honest and frank anyway.*

*What you spend years building, someone could destroy overnight;  
build anyway.*

*If you find sincerity and happiness, they may be jealous;  
be happy anyway.*

*The good you do today, people will often forget tomorrow;  
do good anyway.*

*Give the world your best anyway. You see, in the final analysis, it is  
between you and God;*

*It was never between you and them anyway.*

*Mother Teresa*

## Acknowledgments

I would like to acknowledge my Lord and Savior Jesus Christ for giving me the courage and belief through His infinite Grace that I have a voice worth sharing in this life.

I would also like to sincerely acknowledge all of my amazing clients who throughout the years have relentlessly encouraged me amidst every challenge and seemingly immovable impasse, to do this work “anyway”. In particular I would like to thank a very special person, Ben Klingbeil, who has not only been one of my most *transformed* clients but also has become my dearest friend. Your confidence in the mission that I am on and your unshakeable support of me as a human being has been immeasurable. With all my heart, *Thank You!*



## Preface

I have written this book in a humble attempt to provide a useful conversation and fundamental working guide for the unique person who seeks to be an authentic leader in his or her life. From the Greek's mandate to "know thyself" to Aristotle's conception of a life with meaning necessarily is a life lived upon "self-truth", this book addresses modern day issues in developing one's self as an authentic leader first and foremost and by virtue of this primary mandate, seeks to spark the resurrection of authentic leadership in our organizations and institutions. The notion of the importance of the authentic self in living a fulfilling life has throughout history been a subject of enormous philosophical and psychological interest and attention. I am most certainly a fully engaged member of this group of fascinated inquirers.

Based on my experiences over the past 25 years via my own personal development, academic endeavors and professional work with thousands of clients, these pages represent the fundamentals of an articulated point of view as to what I have witnessed and therefore believe to be an effective foundation for what I have particularly named Experiential Authentic Leadership Development (EALD). I have created a "twin track" approach, which incorporates both the psychological (which includes the philosophical) and the practical. The psychological track addresses removing the roadblocks that I have found most often impede the transformational process of becoming an authentic leader. These include excessive self-doubt, procrastination, self-righteous arrogance, self-deprecation, excessive fear and anxiety. This EALD process is essentially about becoming aware of, examining, and modifying problematic thinking and subsequent ineffective "being" in the world. The practical

track deals with the experiential reality of creating and accomplishing a clearly defined “breakthrough” project to execute goals and actions consistent with an authentic leader’s true self. This enormously important track acts as a “learning laboratory” through which experiential authentic leadership development concepts and principles are applied and expanded upon. I call the whole system EALD-Growth through Adversity Process technology (EALD-GAP).

It is important to point out that one track without the other is insufficient to forward the prospect of becoming an authentic leader and produce breakthrough results. Following a well thought out and flexibly adaptable plan encompassed in a breakthrough project leads to the application of EALD-GAP psychological and philosophical principles and the subsequent self-actualization of authentic leadership into breakthrough performance. Therefore dealing with both the psychology of authenticity in leadership and its practical application are equally and essentially important. Subsequently, the EALD-GAP technology is an organic open system inside of which a condition for developing the human potential for being authentic is made possible.

I am also introducing a new term into the leadership development lexicon, that of “*existential* leadership coaching” whose aim is to enhance the leader’s capacity for being self-reflective and to forward that leader’s ability to impact their perspective for the purpose of becoming more effective and feeling a deepened sense of accomplishment in his or her work and life. One final note, if there is anything in these pages, which causes you to get “upset” or angry with me, my first suggestion is to stop and consider whatever that is as a key **opportunity** to transform something in your life (i.e., what we resist persists). In fact, my thinking is that if the reading of this book “*does not*” make you uncomfortable to some degree then I have not succeeded in doing my job,



which is to provoke and inspire you to actually *do something differently!* In order for that to happen, we have to be humble enough to see our current modus operandi as insufficient to fulfill on what we truly desire out of this life. My second suggestion is, if the first suggestion doesn't seem to work or doesn't interest you and you find that you are still upset and angry with me, "let it go"... in the final analysis, this is only my point of view anyway! Please feel free to make me wrong and to be right if that ultimately works for you. Wishing you all the best on your personal journey and experience of authentic leadership!

Dr. Pauline Serice  
Houston, TX  
August 2011



## Introduction

I sincerely appreciate you joining me in being committed to exploring the conversation of Experiential Authentic Leadership Development. I have to say that I love this subject and I believe that it is so important to our society that I am personally dedicated to the resurrection of authentic leadership in our organizations and institutions. As an executive coach, organizational consultant and scientific researcher, I have found over the years that leaders at all levels and in all types of organizations are increasingly facing the soul wrenching challenge of declining hope and confidence in themselves and their associates. There appears to be a fundamental breakdown in our society of true leadership. I believe that authenticity—or, more precisely the lack of it—lies near the heart of this crisis in confidence. I also believe and have experienced through 25 years of focused development on myself and facilitating the development of others that being yourself: being the person you were created to be *rather than* developing a style or image or persona of a leader is the kind of leadership that CAN restore confidence.

Within these pages, I will share with you what I have come to realize is the foundation of what it takes to start and to sustain this developmental journey. The time we spend is not meant to be an “intellectual exercise” but rather my intention is that we start to confront and grapple with issues that address developing ourselves in becoming more authentic in practice in our day-to-day accountabilities.

I'll be introducing concepts that will expand on more fully...

- What it means to be an authentic leader
- How one might begin that journey

- The main road blocks which seem to stop people and
- Where to go to work removing these blocks to cause breakthroughs in performance

What does it mean to be an authentic leader? Leadership can be characterized as establishing direction, aligning people, and inspiring movement to overcome inevitable obstacles encountered along the way. It is the process of creating a vision of the future and taking personal accountability for the actions required to deliver that vision. In short I like to say, it is creating a new reality which does not currently exist! Authenticity can be understood as a way to distinguish unconscious living from a way of “being” that is based on taking accountability and responsibility for one’s life through awareness and conscious choice. It is a “call of conscience” where one is answerable to oneself for oneself. One chooses to take responsibility for oneself and the nullity (the inauthenticity) that permeates one’s being, i.e., the “not it” in you. Understanding authenticity as a call of conscience exposes our lostness in the “they” and allows this lostness to matter to us in such a way that we can choose not to be lost but to exist for the sake of ourselves and the integrity of owning our potentiality for Being in this precious gift called life.

Fundamental characteristics of authentic leaders include being genuine and not fake, not being pressured by society to act as if you’re something you are not and being committed to a cause or mission bigger than the maintenance of your ego. Authenticity refers to owning one’s personal experiences, be they thoughts, emotions, needs, wants, preferences, beliefs and operating consistently with one’s “true self”. Namely, expressing oneself in ways that are consistent with one’s values, inner thoughts, feelings and commitments.

Can you guess what the single most requested organizational intervention that I as a consultant am asked into a company for is? ... “To positively impact trust and collaboration.” Leaders today have been placed under unprecedented demands to produce impressive results, which are critically affected by high levels of mistrust and lack of collaboration. With the movement in organizations shifting from capital-intensive activities requiring highly efficient machine and human processes to knowledge-intensive, team-based activities requiring high levels of trust and collaboration, for all intents and purposes today’s leaders are woefully unprepared to handle these complex human issues while under such pressure to continuously produce challenging results. Thankfully, experiential authentic leadership development has been shown to create these critically needed levels of trust and collaboration. I believe this is because the essence of authentic leadership seems to be derived from a person’s honest grappling with a very fundamental human question regarding one’s own existence, that is...

**How Shall I Live My Life?**