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COACHING
Rise & Thrive

**LEAD WITH
AUTHENTICITY**

The 3 C's to Authentic Leadership

Clarity, Confidence, Capabilities



"I encourage you to recognize who you are and who you want to be as well as acknowledge the beliefs that hold you back. Awareness is the first step to change." -Julie



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Hi!

Thanks so much for taking the time to download this free guide:

“The 3 C’s to Authentic Leadership.”

The 3C’s can support you to lead in alignment with who you are, bringing you greater fulfillment in your career and your life.

To live up to your potential as a leader requires

- **CLARITY** around the type of leader you want to be,
- the **CONFIDENCE** to take action, and
- the **CAPABILITES** to lead effectively.

Though sometimes, it can be difficult to be ourselves and fit into the corporate culture, to stand up for ourselves and exert our own personal style.

Just fitting in can restrict us, and our teams from living up to our full potential. It also can often leave us feeling frustrated, burned out, or want to check out.

I have been there!

In the 20+ years I spent working in the UN, I often got caught up in following instead of truly leading my teams. But when I realized, I can lead my way, and be a role model, even when surrounded by chaos or unsupportive managers.

This attached guide is based on the things I learned to let my true authentic self shine and to become the leader I am meant to be.

With gratitude

Julie





Hi, I am Julie MacDonald

I empower passionate professionals to be more effective and authentic by developing their own leadership style based on their values and best leadership practices.

By creating a safe space for my clients to explore themselves and their options, they cultivate a deeper sense of self, strength, and confidence. I support them to gain clarity on what they really want and to discover the beliefs and challenges that may be holding them back. Our work together enables them to create actionable steps and build new beliefs, skills, and habits leading to long term sustainable results.

My coaching does not focus only on career and professional life. Together, we explore the whole self, the impact we have on others and how this contributes to the overall satisfaction in all areas of life.

Throughout my 20+ year international career I transitioned through various technical and leadership roles and locations across 4 continents. As I grew from an entry level professional to senior management, I was known for being a straightforward, strong leader who worked well with all types of people regardless of position or nationality. I have a can-do, results-orientated approach to getting things done across diversified groups, teams, and cultures.

I have been there, survived, and thrived. I have experienced first-hand the highs and lows of working in a fast-paced, complex environment that is changeable on a dime. I understand where self-limiting beliefs can take control of our aspirations. I also have developed great tools for kicking them to the curb and building confidence so you can lead your best life on your terms.

I retired from UN work in 2020, turning my full attention to leadership and life coaching. I am blessed to work with professionals around the world, helping them strengthen and amplify their voices in the workplace (and beyond), so that they can achieve their professional and personal goals and

rise and thrive.

What is Authentic Leadership?

We are all leaders. Leadership is **NOT** your title, or rank.

Leadership is the art of motivating someone, including yourself, or a group of people to act toward a common goal.

You may lead at home with family, friends, or in the workplace. Formally or informally, we have all experienced managers with the title not able to lead and seen others who step up to lead when needed to motivate others to accomplish an important goal.

Authentic leadership implies you are true to yourself in how you lead and motivate others.

During my career, I led several teams ranging in size from 1 to over 100. I became a default leader (with no formal title or responsibility) because something needed to be done. Then as my career grew, the leadership responsibilities became more formal. Along the way, my leadership skills grew, as did my confidence.

It was not easy with changing managers, cultures, and projects, to lead authentically. But I found that when I led based on my values and strengths, coming from a place of empathy, strength, and kindness, I built strong relationships with my staff based on trust and respect. This made us all more productive and happier, and ensured my teams performed at their best. (Making me look even better)

All the training in the world does not make great leaders if those capabilities are not in alignment or personalized to who we are. An authentic leadership style is built around your own values, strengths, and building strong trusting relationships with those you lead.

It takes confidence to shine your true light, try new things, be flexible and adaptable.

And PRACTICE!

All great leaders at times must be vulnerable as great leadership requires uncomfortable action. However, as you practice your own authentic style, your confidence grows, and it becomes easier. Being congruent with yourself and who you are, will lead to greater happiness and fulfillment in your life and your career.

***Leadership is a skill you can learn.
Great leaders are not born, they are created.***

So why is it so difficult to be an authentic leader?

- **Corporate culture:** Each organization, office, and even division can have its own style of leadership. The formal (policies, on paper, etc.) and the informal (what's really happening) from the tone at the top to the line supervisor can influence your ability to lead authentically. People emulate what they see. As a middle or manager, it can be difficult to lead differently from the environment around you. It takes courage, drive, and often uncomfortable action. But it is worth it to know you and your team are performing their best. You are part of the culture and how you react and act matters.
- **Knowledge & Skills:** Most formal training is forgotten within 30 days. You can take all the training in the world, but people and leadership skills training can only get you so far if you don't implement what you learned. To build your leadership capabilities takes practice. Building your skills based on what you need, personalizing them, and building habits. I watched and I learned what I liked. I studied, I read, and I experimented until I found what worked for me and the team I was working with.
- **Imposter syndrome: Your inner critic** may tell that you are not good enough, or that you should not try to stand out. especially when it means being vulnerable and stepping out of the status quo or your comfort zone. We all have an inner critic. Its role is to protect you, keep you safe. However, being authentic is not always about being safe, but rather, being true to who you are. Even when it is difficult.
- **Courage:** To be a great leader you must get uncomfortable sometimes. You must be vulnerable. To be fair, open, and transparent means you must have difficult conversations, hold people accountable, make and communicate difficult and unpopular decisions.

As my confidence grew so did my leadership ability. But above all, I learned to listen to my staff, ask them what they need, and be honest about what you can or can't do. If you have built strong relationships with your team, they will support you when things are tough as they know you are also supporting them.

The power of authentic leadership is found not in external arrangements but in the heart. – Parker J Palmer

The Three C's to Authentic Leadership

Clarity, Confidence, Capabilities

Along my leadership journey, I developed tools and actions to keep me on track, to remain true to myself so I could reach my highest best potential. To be authentic and true to yourself, means growing your self confidence and trust in yourself.

What follows are some of the key tools I learned (often the hard way) that I am now sharing with you to support you on your journey as an authentic leader.

In the three C's tools are designed to empower you to be an authentic leader so you can grow to your next level while enjoying greater life satisfaction and joy.

The three C's are:

- **CLARITY** around the type of leader you want to be,
- the **CONFIDENCE** to take action, and
- the **CAPABILITES** to lead effectively.

In other words, to be the authentic amazing leader you are meant to be, first you must decide what kind of leader you want to be, grow confidence to be that leader, and develop the capabilities to get you there.

In the following pages, I outline tools around the three C's to empower you to support you on your journey to become a great authentic leader.

Authenticity is more than speaking; Authenticity is also about doing. Every decision we make says something about who we are. – Simon Sinek

1. *Clarity* around the type of leader you want to be

Great leaders are made not born. But if you are not clear on the type of leader you want to be, how can you become that leader. It is critical to understand what being an authentic leader means to you, based on your strengths, values, and situation.

There are hundreds of leadership books that describe the key factors of leadership according to the gurus. But have taken the time to create a vision for your leadership identity?

Take a moment to answer these questions honestly to define the leader you want to be. Find a quiet spot to journal on the below questions.

- Name 3 leaders that I really admire. What makes them great leaders? These can be people you know personally or not.

- What are my top three values by which I want to align my life? On a scale of 1-10 What level do I honor these values in how I live my life? In my work? If I am not living up to my values at work, or in my life, what is stopping me?

- What are the 3 most important leadership characteristics I want to be known for as a leader?

- What is my definition of leadership? What kind of leader do I want to be?

2. Confidence to take action as a leader

Often, the main reason many people feel they cannot show up authentically as a leader is that they do not feel confident in their leadership abilities. Perhaps, they are afraid of speaking up in meetings, or letting their true light shine.

- Rate yourself on your level of confidence in your leadership on a scale of 1-10. (1 low 10 High)

- How will having more confidence make you a better leader?

I use the following exercises with my clients to help them to increase their own self-awareness and confidence. They are based on things that have worked for me and them. I am certain they will work for you as well.

- A. Change the way you talk to yourself
- B. Be present in the moment
- C. Take action – Even when uncomfortable

***Confidence has a funny way of showing up
after courage has done all the work!
– Amanda Kaufman, Business Coach***

A. Confidence - Change the way you talk to yourself

Would you talk to your best friend the way you talk to yourself? I mean seriously, have you examined the words you say to yourself? If you spoke the same way to your friends, would they still be friends? **Changing how you talk to yourself, is the number ONE way to increase your self-confidence.**

We all have an inner critic whose role is to keep us safe and protect us. At the heart of the messaging often is that “I am not enough.” However, the messages from our inner critic may not have changed since we were young. You can change the programming and the conversation you are having with yourself.

4 Steps to change your Self Talk

- a. *Become aware of what you are really saying to yourself.* For a few days, journal the stories you are telling yourself. Note the key messages that you tell yourself over and over again. These will be the main beliefs you have of yourself which may be holding you back.
- b. *Decide on new messages to tell yourself.* Based on the messages, craft positive messages that you will tell yourself instead, based on what you **want** to believe about yourself.
- c. *Craft a simple mantra of the new messages* to constantly remind yourself when the old stories start repeating themselves. Change the adjectives as needed based on the messages from your inner critic.

For example, if you constantly tell yourself: you are stupid, change it to smart or intelligent; ugly to beautiful; unlovable to loveable; undeserving to deserving.

The mantra I used to change my self-talk and build my own confidence was: **I am a beautiful, lovable, intelligent, capable professional.**

- d. *Set up reminders* for the new messages you want to use. Whenever, the negative inner voice starts up, repeat your positive mantra. Put it on a post it, make a sign for your desk, put an alarm on your phone. Get creative in finding ways to remind yourself to use the new messages multiple times a day.

You are not your thoughts, and you can change them.

B. Confidence - Be Present in the moment

Too often, we are so worried about the future, or reliving the past, that we forget to stop and live in the present. By taking a moment to get present, we can interrupt our thought patterns and calm anxiety. This can be especially important before going into a tough meeting or having a difficult conversation.

It can also help us to show up authentically, by taking the time to choose how you want to respond, instead of reacting by default.

All it takes is a few moments sometimes to interrupt your automatic thought processes. Try these practices throughout your day:

- Concentrate on your breath: Take a deep breath in through your nose and exhale forcefully through your mouth. Repeat 5 times. As a bonus, afterwards, take a minute to really notice and appreciate something beautiful around you.
- Before starting a new task, set an intention of what you want to accomplish. This sets the tone for your work. Where your intention goes, attention flows.
- Before responding to a difficult question or situation, take a deep breath. By giving yourself a moment, you can choose how you want to respond instead of reacting by default.

C. Confidence - Action – even when it’s difficult

No matter how much you practice all the above tools, you will need to take action to be an authentic leader, often times, difficult uncomfortable action. However, as you start taking action your self-confidence grows. As your confidence and capabilities grow it becomes easier to become the authentic leader you want to be.

The first time you do something, it will be hard, it will be uncomfortable, no matter all the self-talk and positive things you say to yourself. But the more times you do it, your confidence will grow. As Nike says “JUST DO IT”.

There are risks and costs to action. But they are far less than the long range risks of comfortable inaction. – John F Kennedy

An Example: Building Confidence in Action

A common issue I hear from my clients is that they aren't comfortable speaking up in meetings – especially high-level ones.

It can be difficult. **I know!** I used to be scared to speak up in meetings.

I will never forget when I was called in to support the Executive Meeting for the annual budget. Two full days with the most senior staff in the organization!

Sure, I had done all the prep work, but I had not been part of the high-level meetings except as an observer. But here I was, petrified that I would not have all the answers. And ask they did... I was the one with all the details.

At first it was nerve wracking to say the least. But I reminded myself, I was in this position because I deserved to be at the table. I can do this. I set my intentions at the start of each session. And took a deep breath before answering their inquiries.

I got through it. Obviously better than I thought, because the next year I was asked to run the entire meeting.

So how to put this all together....

First, notice, what are you really telling yourself? What do you want to tell yourself instead?

Repeat your mantra before the meeting. Remind yourself that you are enough and deserve to be listened to.

Set your intention, that can do this and say what you feel needs to be said. Do a short centering exercise before the meeting to focus.

Before starting your intervention, take a deep breathe to calm your nerves. If you have time, repeat your mantra.

Then you need to just do it. Take the uncomfortable action. The more you do it, the easier it becomes.

Confidence is like a muscle, the more you use it, the stronger it gets.

3. *Capabilities to lead effectively*

Capabilities include the skills, habits, and mindsets that are necessary for you to become a great leader. As I said before, we forget most of what we learn in formal training. This is because often we don't take the time to really personalize the learning and practice it until it becomes part of who we are. To build the new learnings into regular habits.

Below is a table of key leadership capabilities. Take a moment to honestly assess yourself on a scale of 1-10 for each of the capabilities. (1 I don't even know what this means... 10 I am amazing)

Leadership Areas	1-10
Self-Awareness as a Leader	
Integrity as a leader	
Communication skills	
Influencing / Inspiring Others	
Work Relationships	
Conflict Resolution	
Problem Solving	
Decisiveness	
Productivity	
Life Balance	
Time Management	
Emotional Intelligence	

Leadership is the sum total of who you are. Leaders are developed not simply born as we can develop ourselves to be able to guide others. Anyone who follows their internal compass can become an authentic leader.
– Author Bill George

Now create an action plan to develop these key leadership capabilities.

What are the key three areas you want to work on to become a more authentic leader?

Define at least one action for each of these areas, include a deadline.

What action will you take today?

What action this week?

To be yourself in a world that is constantly trying to make you something else is the greatest accomplishment. – Ralph Waldo Emerson



[Come join our Facebook group: Lead with Authenticity](#)

This group is for passionate professionals who desire to lead and live more authentically. We will focus on the mindset, habits, and skills to support you to lead effectively and authentically.

In this group we discuss how to live your most powerful and authentic life by exploring what is authentic leadership, what you really want, finding balance, mindset and confidence, and other related topics.

This is a safe space where professionals can explore their journey to authentic leadership. It is an empowered Facebook group for leaders to cultivate a deeper sense of self, and connect with other members to build self-awareness, inner strength, courage, and resilience, to move your life forward.



Want to learn more about how I can support you to live and lead more authentically?

Book a free consult now.

www.JulieMacCoachng.com

I hope you find the tools and tricks to build your authentic leadership style useful. My goal is to empower you to become a great authentic leader.

JulieMac Coaching supports leaders to be authentic and to improve their mindset, skills and habits so that they can *rise and thrive* in their personal life and their professional life.

I provide one on one coaching services, leadership training and facilitation.

Becoming an authentic leader takes practice. I can support you on your journey as a trusted partner, confident, and coach.

Working together, I can support you to live and lead authentically by:

- Creating your own clear propelling leadership vision based on your choices, strengths, and values.
- Growing your leadership confidence empowering you to lead authentically and communicate strategically, so you can lead yourself and your team to higher performance.
- Developing the mindset, skills, and habits, and your personal roadmap for long term results so you can rise and thrive.

Schedule a free consult today. In this call I will coach you around understanding your own leadership journey. This is not a sales call. There is no obligation.

I believe transformations are possible when people feel real support and care from those they trust. – Julie

The 3 C's to Authentic Leadership

Clarity

Confidence

Capabilities

