

An aerial photograph of Baltimore, Maryland, showing the harbor, city buildings, and a large glass-walled building in the foreground. The image is split by a diagonal red line.

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SEPTEMBER 23-26 **2018**

# The Authenticity Dilemma: Reconciling Your Public and Private Self

Don Cawby  
City Manager, Osawatomie, KS  
Session Moderator

**#ICMA2018**

# Objective – To Answer the Following Questions:

- *Why is authenticity important?*
- *How do I define myself?*
- *Am I staying true to myself in my public/work life?*
- *What are the benefits to my life and career in being authentic?*
- *What are the authenticity dilemmas when evaluating a job change?*
- *What are the authenticity dilemmas in my management style?*

# Private Life



# Public Life



# Authenticity Dilemma

Paulette A. Hartman  
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City of North Richland Hills, TX

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# Who am I?

- Paulette A. Hartman
  - Christian
  - Wife, Mom, Daughter, Sister
  - Servant Leader
  - City Management Professional
  - Wine enthusiast
- Why am I here?
  - To talk about how authenticity is required for work/life satisfaction
- What can I accomplish?
  - Describe what authenticity looks like for me
- What will you glean from listening to me?
  - Work/life satisfaction is hard, but it's impossible without authenticity



# What is Authenticity?

- Honesty
- Values
- Expectations
- Experiences
- Relationships
- Integrity - DWYSYWD

**au·then·ti·ci·ty**

noun, def:

1. Transparency.

2. Alignment to what is.

3. Matching outer expression + inner experience.

Authenticity  
requires  
vulnerability  
transparency  
& integrity.

Janet Louise Stephenson

# Why is it important to be Authentic?

- Credibility

- Authenticity = You are who you say you are, words and actions show it
- “Practice what they preach”.
- “Their actions are consistent with their words”.
- “They follow through on their promises”.
- “They do what they say they will do”.

- Impact of Leader with low credibility

- Followers are more likely to:

- Produce only if they are being watched
- Be motivated primarily by money
- Say good things about the organization publicly, but criticize it privately
- Feel unsupported and unappreciated
- Consider looking for another job if organization experiences problems
- Engenders disloyalty



**“If you don’t believe in the messenger, you won’t believe the message.”**

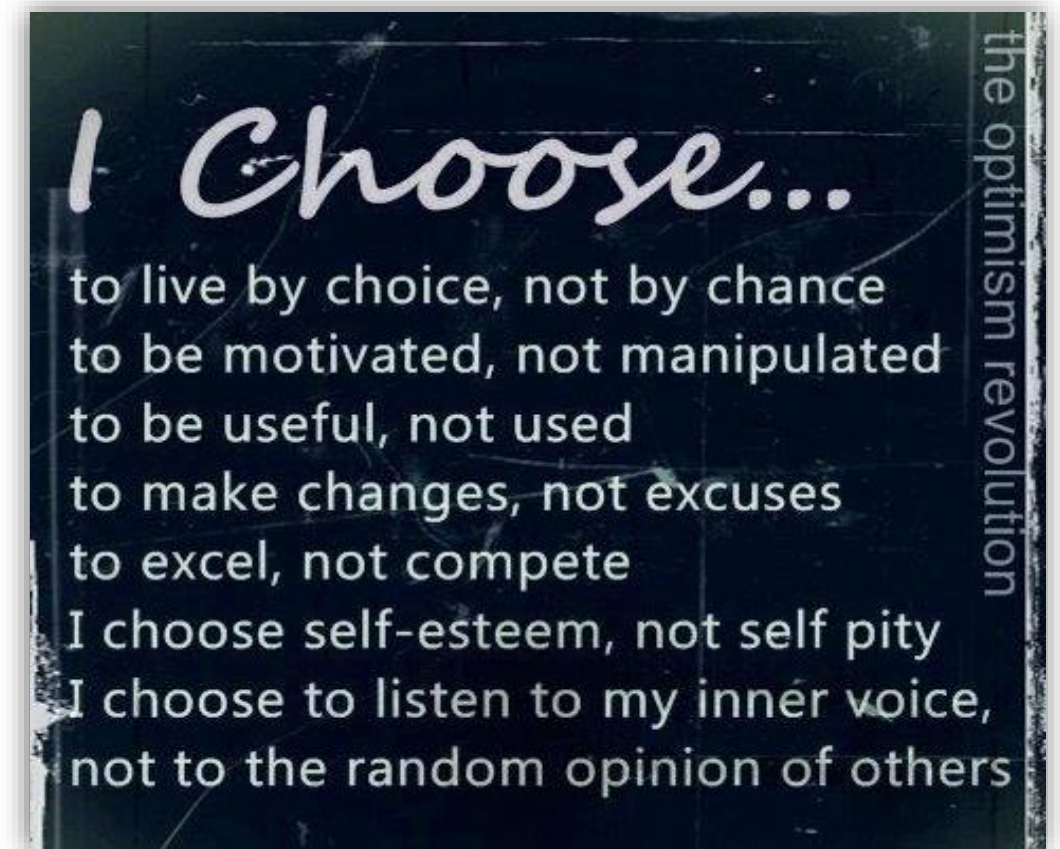
*The Leadership Challenge*

Kouzes and Posner



# What does Authenticity look like for me?

- Know myself
- Be myself as opposed to who someone else expects me to be
- Being honest with others about who I am
- Words and Actions align with who I am, reflect my values
- Be the same person at work that I am everywhere else
- Respect for all people all the time
- We all bring our whole selves every where, even to the workplace
- Not the same as not having a filter, being mean or being obnoxious



# Authenticity in the job search?

- Being honest about who you are – your values, roles and responsibilities
- Ask questions about organization values, who are they looking for?
- Ask questions and do research on community values and character
- Do your values, roles, responsibilities align?

- **Dilemma:**

- Do you bring up family?
- Do you talk about having kids?
- Do you talk about volunteer activities or interests that are important to you?
- Do you talk about your personal life at all?

**“People resolutely refuse to follow those who lack confidence in their own beliefs.”**

*The Leadership Challenge*  
Kouzes and Posner

# Authenticity once you have the job?

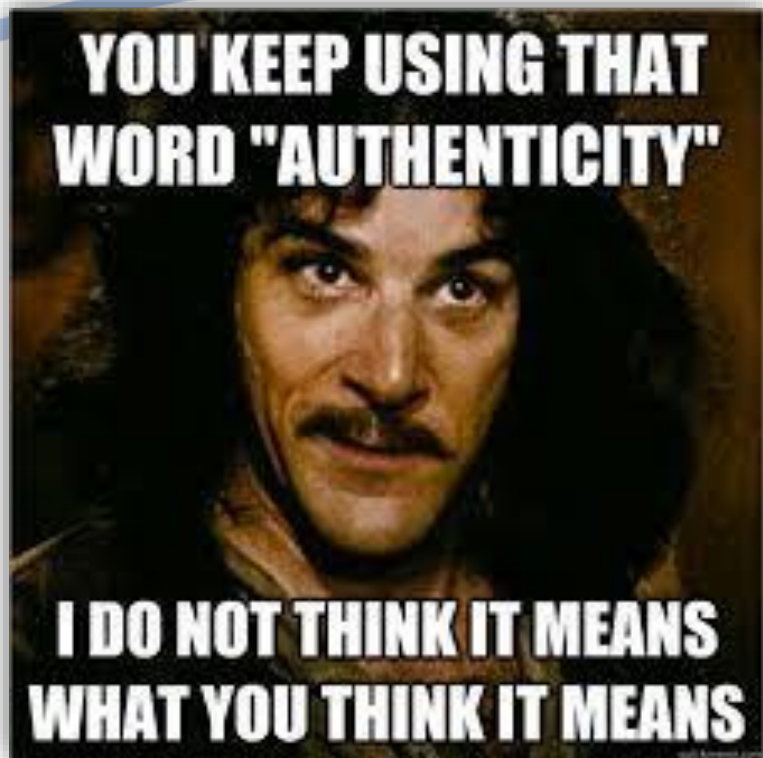
- Be yourself
- Be genuine
- Public interest over self interest
- Service above self
- Equity and Inclusion

“Trust begins to emerge when we have a sense that another person or organization is driven by things other than their own self-gain.”

*Start With Why: How Great Leaders Inspire Everyone to Take Action*  
Simon Sinek

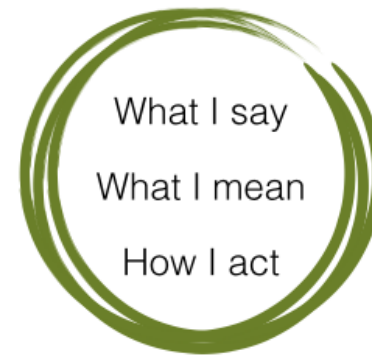
- **Dilemma:**

- How do you practice your faith and work with/serve people of other faiths or no faith?
- How do you promote the development women without discriminating against men?
- How do you balance your responsibilities as a mom with the demands of the job?



Counterfeit

Authentic



Source: Simon Robinson and Maria Moraes Robinson, *Customer Experiences with Soul: A New Era in Design* (Holonomics Publishing, London, 2017)



# Deputy City Manager

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Nathan McCommon  
ICMA Conference Presenter

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# Why talk about authenticity?

In public service, we are challenged to

- Deny self
- Adapt to the style of others
- Convene opposing voices
- Find common ground

Who am I and how do I fit?

Advice:     Be yourself  
              Develop your own style

## **CLASSIFIEDS**

**RECRUITING A CITY MANAGER:**  
A vibrant community seeks a  
progressive, innovative *square*  
*peg* to fit into a *round hole*.

# Who am I?

## Not defined by

- What I do for a living
- Where I grew up
- My gender
- My first language
- My skin color
- My name



# Who am I?

I define who I am by

- Confidence in my principles
- How I invest my time and talents
- How others are better because of me





# What have I been doing about it?



# Was staying myself worthwhile?



**Authenticity is *key* to earning trust.**

Elected officials, staff, and community members see me as a real person.

- Competent professional
- Authentic person
- Truly care about the people we all serve



Volunteer advisory group  
Bellevue, Washington

# How do you want to be remembered?

“I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

-- Maya Angelou



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