

Are you authentic?

"Authentic leaders are highly self-aware," says Bruce Avolio, Ph.D., a leadership researcher and professor at the University of Nebraska. "They're transparent in their relationships, understand their own values and beliefs, and are balanced in their judgments." They also put the needs of others before their own, says Janaki Gooty, Ph.D., a professor of leadership at SUNY who has studied authenticity.

The good news: You *learn* to be authentic. You're not born with it. "It's about challenging yourself to think about the way you think," says Avolio. Here's everything that goes into just

