

**Coller School of Management**  
Tel Aviv University

**"TO THINE OWN SELF BE TRUE!":  
THE PATH TO POWER THROUGH  
AUTHENTICITY  
DURING THE COVID-19 PANDEMIC**

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AUTHENTICITY



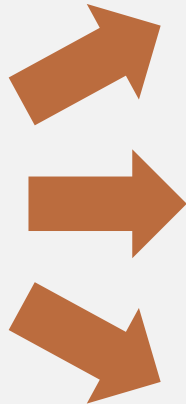
LEADERSHIP  
SUPPORT

**Is being true to the inner-self an effective strategy to gain power during social and economic crises?**



# AUTHENTICITY LEADS TO NUMEROUS CHERISHED OUTCOMES

AUTHENTICITY



Well-being and healthy functioning (Kifer, Heller, Perunovic, & Galinsky, 2013)



Clear direction in life (Gugnon, 2004)



Lower emotional exhaustion, anxiety, and depression (Cable, Gino, & Staats, 2013)



Job satisfaction, job performance, task commitment (Shamir, House, & Arthur, 1993)



Authenticity leads to **power perception** for both self and other (Gan, Heller, & Chen, 2018)

# ... BUT POWER AFFORDANCE IS DIFFERENT THAN POWER PERCEPTION

Power  
perception



Power  
affordance

Power affordance: **Voluntarily** given control over resources (Van Kleef et al., 2012)



# WE PREDICT: AUTHENTICITY POSITIVELY AFFECTS SUPPORT FOR LEADERSHIP, ESPECIALLY DURING CRISES

Authenticity is perceived as a moral virtue (Gino et al., 2015).

The true-self is perceived as morally good (Newman, de Freitas, & Knobe, 2015).

Perceived  
morality

- Moral individuals suppress or regulate self-interests (Bai, 2017)
- Power is preferably afforded to individuals who promote group interest (Keltner et al., 2008).

Authenticity—a moral virtue, reflective of the good true self— instills high levels of trust and confidence among followers (Hoch et al., 2018) which is especially critical during crises when people feel vulnerable and with limited personal control (Proudfoot & Kay, 2014).

Authenticity

Support for  
Leadership



WE TEST OUR CLAIMS IN A  
PRE-REGISTERED  
LONGITUDINAL LARGE-  
SCALE STUDY

DURING AND FOLLOWING THE  
PANDEMIC



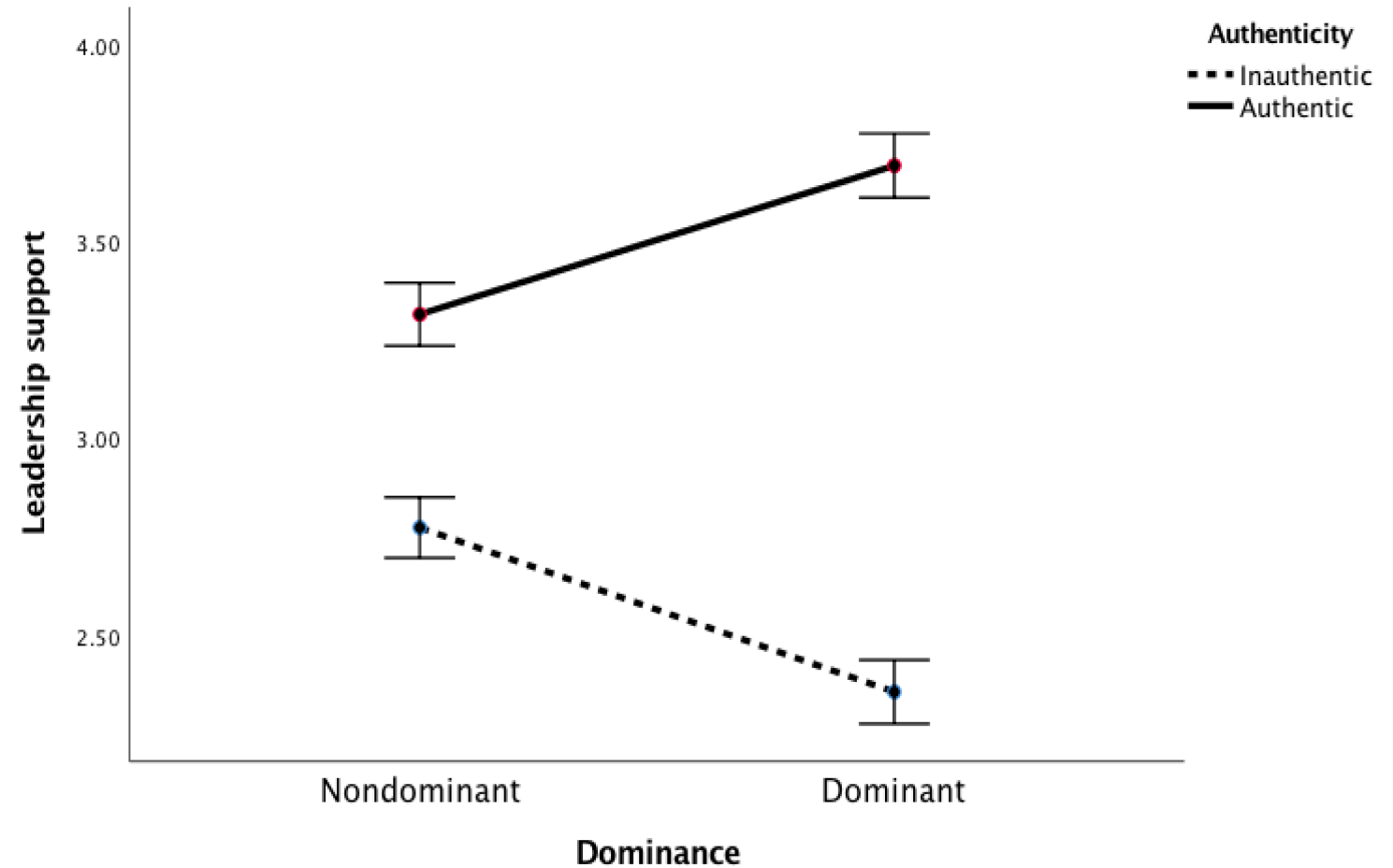
The background of the slide features four computer-generated male faces arranged in a 2x2 grid. The top-left face has light skin, blue eyes, and a neutral expression. The top-right face has light skin, brown eyes, and a neutral expression. The bottom-left face has light skin, dark eyes, and a neutral expression. The bottom-right face has light skin, dark eyes, and a neutral expression. A white rectangular box with a thin border is centered over the faces, containing the text.

**... USING COMPUTER-GENERATED  
FACIAL IMAGE STIMULI (TODOROV ET AL., 2013)  
AND ADVANCED COMPUTATIONAL METHODS**

# INITIAL FINDINGS, US SAMPLE:

**PERCEIVED  
AUTHENTICITY IS  
MORE IMPORTANT  
THAN DOMINANCE  
FOR GAINING  
LEADERSHIP SUPPORT**

**DURING THE  
PANDEMIC**



N=975, US sample



# **“Be yourself, everyone else is already taken”**

**- Oscar Wilde**



**Nir Kaftan**



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**Questions? Comments? Suggestions?**  
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