

The ATHENA Leadership Model

In the late 1990s, ATHENA International surveyed several hundred ATHENA Award recipients to learn more about their leadership practices and perspectives. Survey findings were distilled into the ATHENA Leadership Model (ALM), eight tenets that lie at the heart of this way of leading. Practiced and handed down by women over centuries, these principles are uniquely suited to help all leaders meet the challenges of the 21st century.

1

LIVE AUTHENTICALLY.

Being true to yourself. Internal harmony, clarity of purpose, trust in your core beliefs; integration of mind, body and spirit. Authenticity is the single most important quality of leadership. *Leaders know, accept and respect themselves.*

5

FOSTER COLLABORATION.

Valuing the gifts each individual brings. Encouraging those who are frequently unheard to share their views. Deepening knowledge and awareness through diversity. *Leaders welcome others to the work of leadership.*

2

LEARN CONSTANTLY.

Life-long openness to continue learning no matter how highly placed you are. The art of listening and the ability to learn from role models, bad as well as good. *Leaders seek knowledge.*

6

BUILD RELATIONSHIPS.

Connecting genuinely with those around you. A willingness to bond with others, profoundly and productively, without regard for status. *Leaders engage, empower and trust.*

3

ADVOCATE FIERCELY.

Passionate, personal devotion to something that matters deeply. An unswerving commitment to beliefs that drive your behavior. Refusing to be dissuaded or distracted from what you believe is necessary. *Leaders champion what is right.*

7

GIVE BACK.

Leaving a worthy legacy. Offering committed service to colleagues, community and the world. Driving toward the greater good without concern for your own success or fame. *Leaders serve.*

4

ACT COURAGEOUSLY.

The willingness to stand alone and speak up, to challenge the status quo, to follow your heart's convictions. The determination to act honorably and faithfully, even in the face of fear and loss. *Leaders dare.*

8

CELEBRATE.

The age-old practice of gathering to mark important times. A chance to create rituals, enjoy traditions and build a history. Setting aside time for reflection and gratitude; for sorrow and, especially, joy. *Leaders rejoice.*