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can be incredibly beneficial. The prediction of this study suggests that

then expanded upon Burns' original ideas to develop Transformational Leadership theory [11]. The other theoretical lens for understanding leadership will be Authentic Leadership theory, which was developed by Bill George in 2003 [10]. The four dimensions of Authentic Leadership theory are self-awareness, relational transparency, balanced processing, and internalized moral perspective [10]. These two theories serve as the lens for which leadership qualities will be identified and explored throughout the study.

Definitions

Adaptability: The capacity to adjust to uncertainty or difficult situations. Often observed in individuals when unexpected circumstances arise, which is demonstrated by the ability to respond in a positive and persistent manner.

Addiction: Addiction is characterized by inability to consistently abstain, impairment in behavioral control, craving, diminished recognition of significant problems with one's behaviors and interpersonal relationships, and a dysfunctional emotional response. Like other chronic diseases, addiction often involves cycles of relapse and remission. Without treatment or engagement in recovery activities, addiction is progressive and can result in disability or premature death [12].

Authentic Leadership: Authentic leadership is an approach to leadership that emphasizes building the leader's legitimacy through honest relationships with followers which value their input and are built on an ethical foundation. Authentic leadership theory advanced primarily through the work of Bill George [10].

Concentration: The ability of an individual to keep focus on the goal at hand, and not abandoning the goal amid difficulty.

Distraction: Occurs when commitment to achieving a goal is not aborted or abandoned by distraction or fatigue.

Post-Traumatic Growth: The personal development which occurs as result of living through a traumatic experience. It is the positive psychological change experienced as result of adversity [13].

Wellness: A process of change through which individuals improve their health and wellness, live a self-directed life, and strive to reach their full potential [2].

Resilience: The capacity to quickly recover from difficulties. Can often be referred to as 'toughness' or 'grit'.

Transformational Leadership: This is the type of leadership which causes positive change in the lives of others. This type of leadership enhances motivation, morale, and performance, and develops other followers into leaders. Some of the mechanisms involved include

Authentic leadership has four dimensions which mark some of the characteristics of those with, or in recovery from, substance use disorder. Self-awareness, relational transparency, balanced processing, and internalized moral perspective are all skills in which people in recovery typically possess as part of their progression through addictive behavior and into sobriety. Self-awareness and relational transparency appeared frequently in the data, with balanced processing and internalized moral perspective appearing less frequently (Table 1).

This concept map of Figure 1 displays the relationship between addiction and leadership, focusing on the commonly shared characteristics of each, and serves as a model for analysis. The traits identified in the model were built upon the literature and hypothesis of the study. The dimensions of transformative and authentic leadership are shown in the upper and lower boxed sections to the right, and qualities shared by people in addiction and leadership are highlighted in the middle row.

Participants

Participants for this study were selected using purposive sampling. Most of the 15 participants selected have had an experience with addiction and are now in active recovery. Included in the sample are leaders of businesses, an addiction psychiatrist and neuroscientist, leaders of non-profit organizations, successful authors and church leaders, and clients at a residential treatment facility. Four of the participants are highly successful CEOs in active recovery from addiction and one of the participants is a 3-time New York Times bestselling author and Lutheran pastor. Another participant gave a Ted Talk which was viewed by over 2 million people and authored a book detailing his journey from addiction to leadership. Additionally, one of the participants is an Emmy-winning and four-time James Beard Award-winning TV personality, chef, writer, and social justice advocate.

Methods

The instruments used in this study were interviews, observations, field notes, and a focus group. The interviews consisted of five questions which were designed to elicit a detailed response to the participant's experiences. These questions will include the following:

1. Please describe your journey through addiction.
2. What led you to recovery?
3. Tell me about your leadership style.
4. Do you see any benefits to companies hiring former addicts to serve in leadership roles? Do you see any drawbacks?

Table 1: Map onto the eight dimensions of authentic and transformative leadership theories.

Authentic and Transformative Leadership Dimensions	Associated Traits of Individuals with Substance Use Disorders
Self-Awareness	Gratitude, Humility, Adaptability, Authenticity, Spirituality
Internalized Moral Perspective	Gratitude, Humility, Spirituality
Balanced Processing	Humility, Adaptability
Relational Transparency	Gratitude, Humility, Spirituality
	Goal-Oriented, Resilience, Persistence, Humility, Determination
Inspirational Motivation	Resilience, Persistence, Humility, Determination, Spirituality
Intellectual Stimulation	Goal-Oriented, Adaptability
Individualized Consideration	Gratitude, Humility, Spirituality

5. What else would you like for others to understand about how addiction can be seen in a positive light?

Observations were conducted at a non-profit organization in Kentucky which has a large recovery ministry. The leader of that ministry, who was also interviewed as part of the participant pool, was observed while carrying out weekly duties which included teaching both large and small groups, interacting with members and visitors, and strategic planning for ministry effectiveness. Field notes were taken of what was observed as the participant fulfilled her duties in that setting. This allowed the qualities of leadership to be displayed, noted, and later analyzed.

The focus group consisted of the participants which are clients at Isaiah House treatment facility. The focus group included 4 residents which are at least six months into treatment and have shown leadership ability within the program. Members of the focus group were interviewed prior to their participation in the group to help provide another form of data collection. The questions for the focus group were crafted to let the participants speak in depth about their experiences in addiction and how they perceive themselves as potential leaders. Data from the focus groups were recorded with an audio recorder and notes taken to help analyze the data collected.

Data Analysis

The interviews were recorded then transcribed so that the data could be viewed, interpreted, and analyzed. The words and phrases of the participants were coded into various categories as they emerged.

The initial codes named were personality traits, experiences, and character traits. The data collected could then be categorized into those three areas, with the personality traits referring to the personal qualities of the participants, and character traits referring to the moral principles of the participant.

The diagram below represents the coding procedures for this study. The final codes categorized were self-leadership, empathetic and inspirational, and tenacity. There were two key themes which were identified as marking the lives of the participants: Authentic and Transformative. Figure 2 illustrates the data analysis technique which will be used (Figure 2).

Findings

The data from the research was first organized into 21 thematic codes which were then grouped into eight themes which represent the characteristics of the participant's leadership styles. Then, those themes were analyzed to see if they map onto the eight dimensions of transformative and authentic leadership theories. This approach helps answer the research questions.

Theme 1: Authenticity

The theme which emerged most frequently was authenticity. This is characterized when a person is being true to themselves and is transparent about their strengths, weaknesses, and limitations. Put simply, they behave consistently with what they say, value, and believe. Authenticity was identified 21 times in the data collection process by 11 of the 14 participants. The codes which were categorized into the theme of authenticity were integrity and transparency.

Authenticity was central to the participants in their journey in recovery and approaches to leadership. It also seems that this trait wasn't present during active addiction for the participants but became an essential virtue during recovery. "It's being vulnerable when I am

scared in a business negotiation, as opposed to trying to lie, to get what I want. All those sorts of things are what recovery has taught me' (Participant 3). This characteristic translates well from recovery into leadership, especially considering the countless moral failures that have happened in recent years. "But those of us in recovery are conditioned to lead without a mask. And that's what creates great leadership. It's about more than balance sheets. It's about life" (Participant 4).

Through the framework of transformative and authentic leadership, people that lead with honesty and truthfulness earn more trust and commitment from their followers. "I'll say everybody in this room has somebody that they trust the most and it's not their boss. It's the person that has showed them their humanity because we do not want to get kicked out of the tribe. Addiction shows us our humanity" (Participant 2). This insight brings to attention how people that have battled addiction can develop strong relationships through allowing others to identify with them on a personal level. Identification creates a sense of relatability and respect, which results in greater cooperation and trust.

Participant 2: "I've learned that being vulnerable is a strength." (Participant 2)

Tenacity is a theme which included the codes of resilience, persistence, and adaptability. It was identified 21 times as well in the data and was highlighted by nine of the participants. The journey from addiction to recovery involves adapting to difficult circumstances but not being overwhelmed or undone by them. The constant pressure of facing difficulties creates a buoyancy of spirit which is a highly effective and desirable leadership tool.

"I think people in recovery have the tenacity to work through almost any adversity. Whatever I had to do to get high in addiction, I would do it. I was going to play the part to get what I wanted or needed. So, the tenacity, the power to stick to it, is almost ingrained in every addict I've ever met, and they don't know it yet" (Participant 1). This

resolve was mentioned in some way by nearly every participant and is a powerful tool in the toolkit of any leader. The capability to face all struggles with a resolve to preserve is a competency which many in recovery carry.

Participant 3: "Empathy is a key trait." (Participant 3)

The theme which was ranked third in frequency was empathy. It was identified 17 times in the data and was highlighted by six participants. Empathy is characterized by the ability to connect with those struggling. It is more than just feeling sympathy for someone but is marked by personal connection to the one suffering. The participants mentioned this as an ability they have cultivated through their own journey through addiction.

"The fact that at the end of the day, companies large and small are,

company that currently has three shows on television, I own a hospitality company, a marketing company, and at the end of the day it's all about relationships with people" (Participant 8).

5: Self-awareness

The next theme which was emerged most frequently was self-awareness. It was mentioned 14 times and by three of the six participants. Self-awareness is described as conscious of one's own character, feelings, motives, and desires. The codes which were categorized into the theme of self-awareness were self-leadership, spirituality, accountability, surrender adherence, and intentionality.

"People in recovery must be self-aware and accountable. I see that as a blessing because it makes us better people. So, if you tell me that I could have a whole staff of people who are focused on getting better, a better version of themselves daily, I'm going to ask you how I can find more" (Participant 4). People in recovery from addiction are taught through various 12-step groups, sponsors, and support groups that they should always be doing a fearless moral inventory of themselves every day.

6: Personal growth

Several of the participants mentioned how they were able to be grow personally, professionally, and spiritually through the journey from addiction into recovery. It was highlighted 11 times, mentioned by seven of the participants across all three instruments. This characteristic can take many forms and can also be experienced as resiliency, humility, social intelligence, being focused on others above self, empathy, and inspiration. "Our normal has been flipped upside down recently, but for the person that has come through addiction; their world has always been flipped upside down. They are used to this and know how to thrive in those environments" (Participant 2).

Posttraumatic growth enabled the participants to be creative and find solutions to problems in business and life. This perspective is advantageous in leadership when organizations face unique problems which require innovative solutions and leaders which are relatable to their followers. "When people go through addiction, which includes tremendous trials and devastating setbacks, they are then able to relate with other team members on a level that inspires, encourages, and motivates" (Participant 1).

7: Humility

Humility repeatedly emerged as a theme which included the codes of compassion, understanding, and surrender adherence. "I think being an addict conditioned me to surrender to something that can make my life better and become really good at following its process"

Table 2 represents all 21 codes which emerged from the data, which were condensed down into the eight themes previously mentioned.

also a desired leadership trait according to Authentic Leadership theory. Authentic leaders are open and honest and have a willingness to be transparent and vulnerable. This characteristic creates trust and respect from followers and increases their resolve to accomplish the goals set before them. Authenticity seems to develop more so during the recovery phase of addiction as it is vital to maintaining long-term sobriety.

Also, for those in recovery being authentic and humble are the primary tools for effective recovery and avoiding a return to old lifestyle patterns. This focus is incredibly beneficial for those leading an organization since it requires continual assessment of interpersonal relations and fosters trust through accountability. When the goal is to be a better version of yourself each day, this carries over from those leaders into the lives of everyone on the team. This theme appeared frequently among the participants in this study.



The trait which captures the ability of people in recovery to get back up when knocked down, to press forward against difficult obstacles, and approach life with fierceness and grit is labeled as tenacity in this study. Several participants mentioned how resiliency, persistence, and adaptability has played a central role in their lives and allowed them to not give up even when they had previously failed. "In active addiction we tried to control everything around us, the environment, our biology, and the chemistry of our brains. From that we developed a tremendous ability to focus on what needs to get done and a willingness to do whatever it takes to see something through to completion. This manifested itself first very poorly for me in addiction, but in recovery it

challenging and opportunistic dilemma. Would corporations be willing to take a chance on hiring someone with a criminal background? Would companies be willing to invest the money and resources necessary for securing a gifted leader with a checkered past? Learning how we can better identify these leadership traits in addiction can help in prevention efforts as well. Connecting children and adolescents to future leadership roles will help fill their lives with focus and purpose, serving as mitigating variables in drug experimentation and dependence.

Findings reveal that there are more than a limited number of leadership traits that people in addiction possess. What was discovered is that leadership can't be boiled down to a mere list of qualities to be learned or mastered. Leadership does, however, come down to interaction and agreement, as suggested by Transformational and Authentic Leadership theories. Leadership is a process between people and momentum is built when interpersonal bonds are established and strengthened. These bonds are cultivated expeditiously when common values and experiences are identified. For the person in recovery from addiction, the suffering and hardships experienced in addiction can serve to unite and inspire those around them to achieve the impossible.

That's because the person in recovery knows nothing is impossible, and that attitude spreads like wildfire.

Finally, people in recovery from addiction are great leaders because of their attitude. The data reveals that those in recovery strive to be humble and honest, live lives with integrity and grit, and are tenacious, resilient, and compassionate. This makes those around them aspire to reflect those qualities in themselves, which elevates trust, motivation, and commitment for the organization. Those that have faced addiction and found recovery aren't great leaders because they're perfect, they're great leaders because they aren't perfect. It is honesty and vulnerability

that garners respect and support from followers and their commitment to self and group improvement inspires goal achievement. The crucible of addiction can be viewed as a prime training ground for leadership.

References

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