Women who are authentic have a good understanding of themselves and their priorities. They attend first to what is important to them rather than what might be important to other people. That makes authenticity an important factor in leadership development. Individual authenticity is important for organizations as well. People who are authentic bring their whole selves to their jobs and participate fully and honestly in the workplace. Organizations that place a premium on conformity at the expense of authenticity may be incurring hidden costs. There are numerous examples of this phenomenon among both men and women. But CCL’s study of high-achieving women showed that the most common behaviors suppressed are those generally perceived as feminine.