“Everything Old is New Again”: Leading from the Inside

Helen N Rothberg, PhD
Leadership has been Evolutionary

Survival

To Becoming
Leadership Has Been Evolutionary

Individual

Collective
Quick & Incomplete History of Leadership Thinking

1840, 1930/40  Trait: Born
• Great Man Theory-Carlyle
• Charismatic Authority- Weber
• Trait Theory-Allport

1940/50  Behavioral: Made
• Leadership Grid- Blake & Mouton
• Role Theory-Mead, Parsons, Merton

1960/70  Contingency: It all Depends
• LPC Scales -Fiedler
• Situational- Hershey & Blanchard
• Decision Tree- Vroom et.al.
• Strategic Contingency-Hickson

1970/80  Transactional: Exchange
• Path-Goal- House (1996 revised)
• LMX, Vertical Dyad- Dansereau et.al.

1980/1990  Transformational: Inspire
• Value Hierarchy-Burns
• Multifactor Leadership Q.- Bass
• Leadership Participation I.- Kouze & Posner

2000+ Authentic: Self Aware & Ethical
• ALQ- Walumbwa et.al
• ALI- Neider & Schriesheim
Management
Leadership
if leadership in collective settings revolves around a person getting people to take ownership of something they don’t own,

then leading oneself might have more integrity because that’s something that is owned:

• the choices made,
• the actions taken,
• the vision that drives.
21st Century Leadership

• More collaborative work environment
• More work-life integration
• Technology drives workplace decentralization
• Rapid change challenges management models
• Tribal
• Social media and un-reality
## Quick and Incomplete History of Self Leadership Thinking

<table>
<thead>
<tr>
<th>Theory</th>
<th>Practice</th>
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<tbody>
<tr>
<td>• Social learning theory &amp; (Bandura, 1977, 1997) &amp; Social Cognition (Bandura 1986) influence on motivation and behaviors</td>
<td>• Integrated Human Being who learns from their experiences. (Bennis)</td>
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<td>• Self Management (Manz 1986) strategies for managing performance</td>
<td>• Self Leadership - train people to be self-leaders (Blanchard, Kazan, Bryant) in organizations</td>
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<td>• Narrative Story-telling as sense-making to create organizational sense (Fleming)</td>
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<td>• ADVICE - Self-Leadership across context (Rothberg)</td>
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Everything I Know About Leadership I Learned as a Bartender
Helen Rothberg, PhD
1
ACTION: Outside Insights

2
DETERMINATION: Working with Assets

3
VISION: Turn on the Lights

4
INTEGRITY: Own What’s Yours

5
COMMUNICATION: What Did You (Not) Say?

6
EMPATHY: Love Your Barback

7
Standing in Your Own Shoes

8
Shape Shifting
ADVICE

Integrity: Own What is Yours
don’t get caught up in what isn’t yours
but if you do, own it
if there’s none there to tie your shoes,

tie your own
ADVICE
Communication: What Did You (Not) Say?
communication is more than just words
inaction may just be a prelude to action
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