

New Science of Leadership

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There were no jobs or titles before the Industrial Revolution. As we leave the Age of Knowledge, we enter a new age or a new science of leadership where jobs and titles take on an old meaning.

The New Science of Leadership vs. the Industrial Era

The existing world of organizations comes from the Industrial Era model of things versus personal relationships. The Industrial Era mindset goes against the grain of human nature. The lunchroom, the hallways, and elevators of our commercial world are filled with people trying to be liked by other people.

Our electronic networking tools are forums that provide individuals opportunities to be acknowledged by the world. It is electronic relationship building at its best and least used. It is electronic narcissism at its worst, and most used.

An ancient Sufi teaching captures a unique perspective of an exciting new direction in organizational leadership and building.

You think because you understand one you must understand two, because one and one makes two. But you must also understand and.

Having a strong *intrapersonal* relationship is an understanding of one. Understanding *interpersonal* relationships is an understanding of two. Connecting the power of happiness in your own space by developing relationships based on interdependency from the position of being independent is the *and*.

At the core, each of us longs for simplicity, yet we complicate relationships because we no longer desire to be accountable for our own happiness. We defer that responsibility to parents, coworkers, friends, bosses, and government. We live in a world where individuals long for lasting and gratifying relationships, but our actions produce exactly the opposite results from our desires.

Scientists now understand that order, conformity, and shape are created by the presence of a few guiding principles and not by complex controls. The survival and growth of organizations mirror the happiness and success of individuals.

Individual happiness and success is an intrapersonal function. It is being content and happy independent of others. Once independence is achieved, healthy interpersonal relationships are possible.

The existing paradigm of management (persuasion, manipulation, motivation, controlling information) is giving way to followership, empowerment, information dissemination, and leader accessibility. Ethical and moral questions are no longer fuzzy religious concepts but key elements in our relationships with staff, suppliers, and stakeholders.

The physics of our universe is uncovering the primacy of relationships at every level and reconfiguring management into relationship terms overcomes the Industrial Era concept of top down power and control.

The accepted motivation theory of extrinsic rewards and punishments has a limited shelf life. It doesn't work and it is giving way to intrinsic motivators that spring from internal values finding congruency in the workplace. We are returning to the longing of community, meaning, dignity, trust, and respect in our organizations.

Successful leadership and organizational culture accepts strong emotions as part of the human experience and science has provided positive paradigms for increasing inter and intrapersonal happiness. It is no longer a segmented lifestyle that love is for home and discipline is for work. Mutual trust and respect bind them both.

Organizations can no longer govern by job descriptions as though employees are cogs in the machinery of production. The objectifying of employees through the confining capacity of rules designed to protect the job, denigrate the human spirit and teach learned helplessness. This behavior permeates organizational cultures.

Organizations in the 21st Century are moving away from mechanistic creations that flourished in the age of bureaucracy. We are now experiencing learning organizations where employees possess the same essential skills of leadership that are usually associated with effective and transformational leaders.

The future of leadership and organizations is an integral understanding of human emotions and relationships based on simple principles that are universal and transcend both home and work. Organizations that invest in their employees often see a strong return on investment when the well being of the employee is measured.