ABOUT DR. CRAIG NATHANSON

- Educator, Author, Speaker, and Coach for mid-life adults

- Author of multiple books:
  - Joyful work in Midlife: The five stages
  - How to find Right work during challenging times: a new approach to your life and work after 40
  - The Best Manager- Getting better results WITH people
  - Don’t JUST retire and die
  - P Is For Perfect: Your Perfect Vocational Day
  - Discover and Live your Passion 365 Days a Year
  - Everybody needs a Bearhug: Kids advice for their parents 365 days a year

- Professional coaching practice and 20 plus years senior management experience

- Program Coordinator- Sonoma State HR Certificate programs

- College professor focused on humanistic leadership, professional skills development, organizational behavior and joyful work

- Ph.D.- Human and Organizational systems, MA Human Development, MS Telecommunications Management.

- On-line community www.drcraignathanson.com

- How to have Joyful Work workshop https://www.udemy.com/course/how-to-have-joyful-work/?referralCode=4A474DDB6DC9CAA13C29
WHAT IS LEADERSHIP?

- Direction
- Guidance
- Orchestration
- Influence
- Creativity
- Meaning

- Vision
- Enable
- Allow
- Empower
- Validate
- Facilitate
HISTORICAL APPROACHES TO LEADERSHIP

- 1890-1910 Great Man theory (Carlyle)
- 1910-1948 Trait theory (Allport)
- 1967-1969 Decision Making theory (Vroom)
- 1969 Situational leadership (Hersey and Blanchard)
- 1975 Social exchange theory (Dansereau, et al.)
- 1950-1970 Behavioral theory (Stogdill)
- 1978 Transformational leadership (Burns and later Bass -1985)
HISTORICAL APPROACHES TO LEADERSHIP- CONT

- There are over 221 different definitions of leadership! (Rost, 1993)
2020- NEW TRENDS ARE EMERGING

- And this was pre-Pandemic! (Largely driven by Gen Z and the new workforce)
- Engagement
- Teams
- Mobile and AI apps for self and collective leadership
- Soft skills
  - Innovation
  - Risk taking
  - Creativity
  - Critical thinking
- The importance of the whole person
LEADERSHIP PRINCIPLES (NATHANSON)

- Leadership is both **science** and **art**!
- Leadership takes **lots of practice, self-reflection** and **monitoring**
- You must be able to **lead yourself** before leading others
- Lead others in the same ways that you would like to be led!
- There are no right or wrong, correct or incorrect models or theories of leadership
- There is often confusion between management and leadership
- Lead others in ways which are both comfortable to you and enable positive results with others!
WHAT IS MISSING TODAY (NATHANSON)

- Collective leadership
- Systems thinking leadership
- Humanistic approach to leadership
- Emphasis on self-leadership
- Socially responsible leadership
- An emphasis to place people over profit
WHAT IS HUMANISTIC LEADERSHIP

- A mindset vs. a set of theories
  - Encourage self-leadership, self-awareness, self-actualization
  - Flexibility
  - Transparent communication built on trust
  - Emphasis on the humane
  - Meaningful work culture
  - Supportive
  - Inclusion and appreciation
  - Coaching
  - Encouragement of self-expression and self-leadership
  - Positive, sincere interest in others
HLM™ (HUMANISTIC LEADERSHIP MODEL) DR. CRAIG NATHANSON (2015)

Self Awareness

Systems Thinking

Humanistic Leadership

Skills (Leading -Managing-Coaching)

Leadership styles (Behaviors)

Leadership traits (Personality)

Result - Short and long term success for both the individual, the organization and society
HLM™ (HUMANISTIC LEADERSHIP MODEL) DR. CRAIG NATHANSON

Self Awareness

Systems Thinking

Humanistic Leadership

Skills

Leadership Styles

Leadership Traits

Behavior Theory

Contingency Theory

Trait Theory

Situational Contingency Theory

Leader member exchange theory

Participative Leadership Theory

Leading

Transformational

Managing

Transactional

Transaction

Translational

Leading

Transformational

Managing

Transactional

Self Awareness

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Humanistic Leadership

Skills

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Leadership Traits

Behavior Theory

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Leader member exchange theory

Participative Leadership Theory
HLM™ (HUMANISTIC LEADERSHIP MODEL)  
DR. CRAIG NATHANSON

Self Awareness  
Systems Thinking  
Humanistic Leadership

Skills  
(Leading -Managing-Coaching)  
Leadership styles  
(Behaviors)  
Leadership traits  
(Personalit)y

Result - Short and long term success for both the individual, the organization and society
TRENDS FOR 2020 AND BEYOND?

- Despite the growth of computing and A.I, there is a need for:
  - Protecting the planet and people
  - Sustainability
  - Systems thinking
  - The humanist approach
  - Appreciation of national culture
  - Gender and race
  - Distributed authority
  - Authenticity and humility
  - Collaboration
SELF AWARENESS

- Who am I? (personal mission)
- What is most important to me? (values)
- Am I following my values (Behaviors)
- Are my goals aligned with my values?
- Do I understand how my behavior affects others?
- Do I have a healthy perspective of me?
- Do I practice possibility thinking?
- Do I know my place in the world and the role which fits me best?
- Do I know how to have a healthy positive attitude on a daily basis?
- Do I understand and follow my passions?
- Do I have a vision of how I want to live my life and which work brings me the most joy?
- Am I strong emotionally?
- Do I create and maintain healthy relationships in my life?
- Do I have a healthy relationship with money? Do I earn and spend it in healthy ways?
- Have I given myself permission to live the life I seek most?
SYSTEMS THINKING... CHARACTERISTICS

- Understanding the big picture
- Looking for connections and patterns
- Asking questions to learn
- Testing assumptions
- Understanding current thinking models
- Focusing on the Process
- Understands unintended consequences

- Changing perspectives to increase understanding
- Seeking to understand cause and effect
- Focusing on structure not on blame
- Looking for leverage in the system
- Looks for patterns and root causes
- More concerned with why vs how
Many leaders fail when they ignore systems thinking

- Results in a “short-term fix” focus
- Reactive rather than proactive
- Ignore patterns and operate in “fire drill” mode
- May see what they want to see
  - Need to look at patterns over time
- Focus on being busy rather than long-term gains
- Over-emphasis on analysis, rather than synthesis
WHAT IS A HUMANISTIC LEADERSHIP SYSTEM AND HOW TO APPLY IT

• A leadership system of connected parts with:
  • A transparent operating structure
  • An aligned Vision, mission, values and behaviors
  • An organizational Culture which is caring and supportive
  • An environment which places people over profit
  • Collaboration towards common goals
  • Consistent clear communications and goals
  • An environment which enables joy at work
  • Consistent processes
    • And awareness that every action in the system affects all other parts
A healthy system
- Positive communication
- Clear goals and measurement
- Transparent environment
- People are valued as a priority over profit
- Feedback is frequent, positive, informal

An unhealthy system
- Negative communication
- Unclear goals
- Poor communication
- Not all information is shared
- Greed and growth the most important objective
- Non collaborative leadership styles

THIS CAN LEAD TO CRISIS OR CRUSADE
LEADERSHIP STYLES (BEHAVIOR)

- Democratic
- Authoritative
- Political
- Collaborative
- Principle-centered
- Servile
- Structural
- Task-focused
TRAITS OF GREAT LEADERS (STRONGLY RELATED TO PERSONALITY)

- Extroversion
- Emotional stability
- Enthusiasm
- Self-Assurance
- Openness
- Sociability
- Interpersonal Sensitivity
- Conscientiousness
- Honesty and Integrity
- Make others feel important
- Use the golden rule in their treatment of others
- Are great communicators
- Celebrate others and their success
- Build great teams
EXAMPLES OF HUMANISTIC LEADERS TODAY

· Rose Marcario - CEO Patagonia
  · Company mission- Do no harm to the earth
  · People first model- Collaboration, respect, treat work as play
  · 16 week paid maternity care, 12 week paid paternity care, on-site child care…

· Tony Hsieh (CEO Zappos)
  · Bringing happiness to work, focus on self-managed teams, social responsibility, customer focus
EXAMPLES OF HUMANISTIC COMPANIES TODAY

- Patagonia - 1% sales to the environment
- Dr. Bronner - caps executive pay at 5x higher over lowest paid worker, socially responsible
- Warby Parker - Buy pair, give a pair
- Ben and Jerry’s - Social programs and sustainability
- Aspiration - customer choose fee’s, 10 cents/dollar to charity, customers get cash back for purchases at ethical companies
- Toms - socially responsible - 1/3 net profits to Covid-19
HLM™ (HUMANISTIC LEADERSHIP MODEL) 

DR. CRAIG NATHANSON

Result - Short and long term success for both the individual, the organization and society
PUTTING PEOPLE OVER PROFIT ENABLES ORGANIZATIONAL SUSTAINABILITY OVER THE LONG TERM
BENEFIT TO SOCIETY
SUMMARY

- Humanistic leadership is possible when:
  - Leaders are self aware
  - People enjoy their work
  - Leadership is collective, sustainable and socially responsible
  - There is an emphasis of people over profit
  - Communication is transparent and with positive intent
  - There is appreciation and inclusion
  - Leaders become teachers
WANT TO LEARN MORE?

- Visit Dr. Nathanson at www.drcraignathanson.com
- Video workshops
  - Articles
  - Podcasts
  - Videos
  - Ezine
  - QA forums
  - Workshops
  - Real life stories
  - Private virtual coaching
- How to have Joyful Work workshop  https://www.udemy.com/course/how-to-have-joyful-work/?referralCode=4A474DDB0DC9CAA13C29
  - Dr. Nathanson’s on-line store with over 40 products including his newest book, Joyful work in mid-life, the five stages
- And on Twitter @drCraigNathanson or Facebook, LinkedIn and YouTube Channels at Dr. Craig Nathanson
- Also visit Sonoma State to learn more about the HR Certificate programs
- https://web.sonoma.edu/exed/certificates/