

Copyright © Karen John, 2017

**Plenary Power Point for Presentation
at ICASSI July 19th**

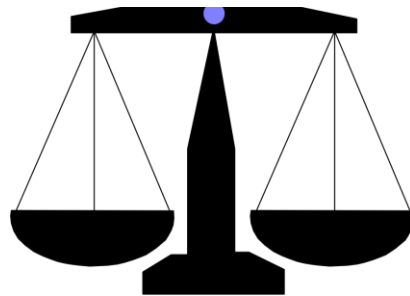
When using this material, full credit needs to be given to the author, Karen John and to the name: “Plenary Presentation at the Rudolf Dreikurs Summer Institute of ICASSI on July 19, 2017, Indianapolis, IN, USA “

Reflecting on

LEADERSHIP TODAY

TOWARDS DEMOCRACY & SOCIAL EQUALITY

So how are we doing?

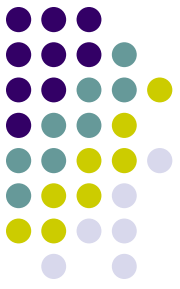


Karen John, PhD

*Developmental Psychologist,
Adlerian Psychotherapist*

Overview of Talk

- My abiding aim
- Key messages from Adler & Dreikurs
- Democratic leadership - promotes / values / inspires...
- So *HOW ARE WE DOING?*
- Contributions from Alexis de Tocqueville (1835-1840) and Bertrand Russell (1948)
- Factors that promote and undermine democratic leadership / good authority
- Where do we have control?
- THINK globally, ACT locally



My abiding aim is...

... to help individuals, families, staff teams, leaders, organizations and communities recognize and overcome the internal and external obstacles that interfere with their healthy, socially-responsible functioning...

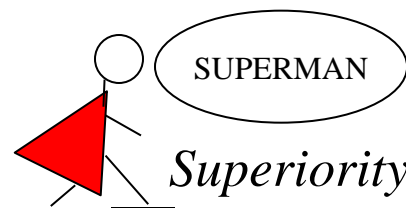
... and to stand up to thugs!

Key messages from Adler (1911-12)



In 1911 Adler left Freud's Psychoanalytic circle & argued that:

- Striving for power or superiority is an effort to compensate for feelings of social inferiority and to protect self esteem – with the *oedipal complex* being just one example.
- The rise of democracy altered power relationships – with even young children being highly sensitive to those changes.
- Autocratic methods of parenting, teaching, leadership and management lead to defiance and disobedience.
- Democratic ways of relating, among leaders and led, adults and adults, adults & children, and between the sexes, are needed to optimize cooperation and human potential and promote social equality.



Striving to Overcome Feelings of Inferiority

Superiority - Competition

Success

How am I doing?

Power

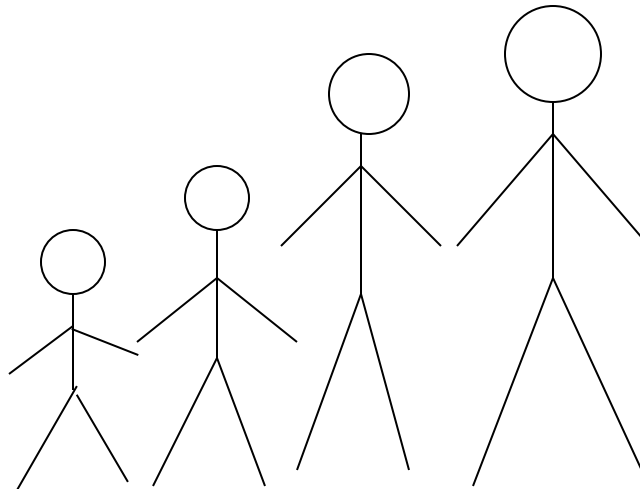
Position

Possession

S
E
L
F

P
R
E
O
C
C
U
P
A
T
I
O
N

I'm little



Inferiority

Failure

Complaining

Blaming

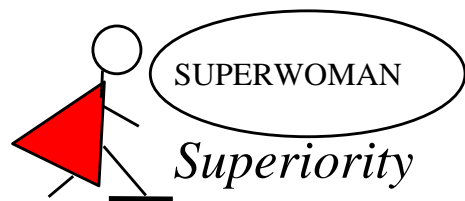
Fears

Excuses

HOLISM



Individual Psychology was meant to convey the principle of holism or the indivisibility of human feeling, thinking & behavior, as well as the indivisibility of physical and mental health and the social embeddedness and interdependence of individuals, social groups and humankind.



Finding the Courage to be Imperfect

Cooperation [with competition to improve things]



Superiority

How am I doing?

Success

Power

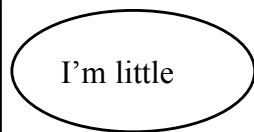
Position

Possession

S
E
L
F

P
R
E
O
C
C
U
P
A
T
I
O
N

Working together to make things better for everyone



Inferiority

Failure

Complaining

Blaming

Fears

Excuses

SOCIAL INTEREST

Community Feeling

What am I doing?

Sharing

Enjoying

Creating

Rudolf Dreikurs on **Social Equality**



Dreikurs' *Social Equality: The Challenge of Today* was written in 1971 as a sequel to Adler's *Social Interest: A Challenge to Mankind* written in 1933.

Dreikurs' central question was:

“How can we make social equality a reality?”

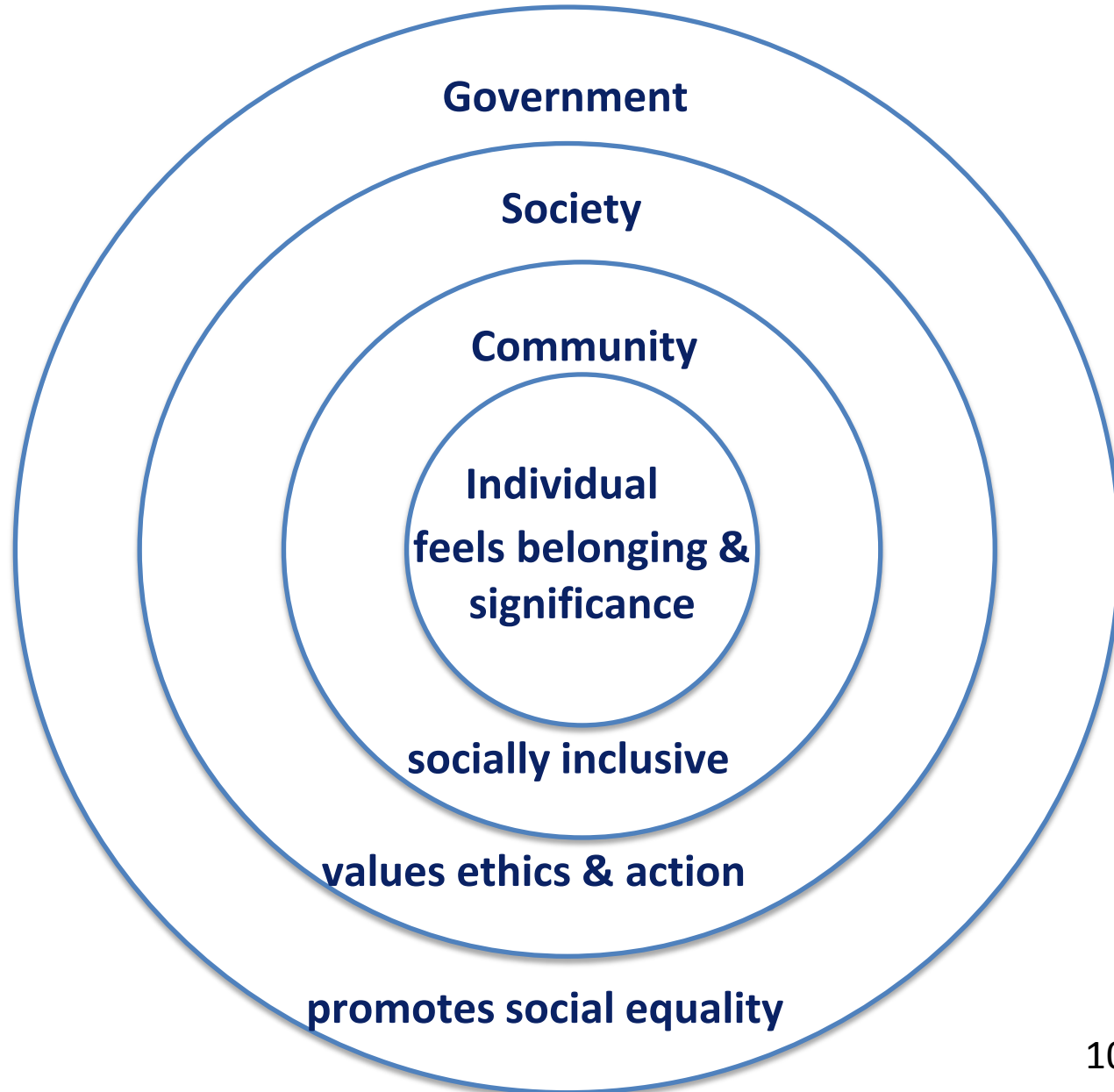
Dreikurs was an optimistic realist who believed there was “...plenty for everyone”, that we are at the beginning of the ‘Age of Democracy’ and offered a psychological explanation for “...*the birth pains of a new society*”.

Key Messages from Dreikurs (1971)



1. **Self-discovery** - the need to know and trust ourselves, towards inner freedom
2. **Moving beyond conformity** - lack of individuality and freedom are the *cause*, not the consequence, of conformity.
3. **Understanding our emotions, thoughts and actions** - our inability to live up to our own high standards of intelligence leads us to denigrate our emotions.
4. **Moving towards harmony and cooperation** - including resolving intergenerational, family & gender conflicts
5. **Finding a safe place within the group** - the social system threatens everyone's status and position, self-doubt interferes with feeling equal.
6. **Recognizing the interrelatedness of the individual & society**
7. **Fostering a humanist religion** - with principles, morals, symbols and rituals consistent with belonging to the human community, and the necessity of mutual good will and help.

Ecological Model of Democratic Leadership



What Strengthens Democracy & Good Authority?

Ecological Level	Strengthening
Government's Social Policy	<i>Government promotes social equality in policy & practice</i>
Wider Social Values	<i>Society promotes ethics and actions that lead to greater social equality</i>
Community Structures	<i>Local communities act in the interest of social equality & community feeling</i>
Individual	<i>Individual feels social belonging, of value and able to express social interest</i>

DEMOCRATIC LEADERSHIP: –

at government level **promotes...**

social equality of worth / dignity

social justice / social equity

involvement in decision-making

safety & material security for all

EQUALITY vs. EQUITY



DEMOCRATIC LEADERSHIP: –

at societal level **values...**

community feeling / engagement

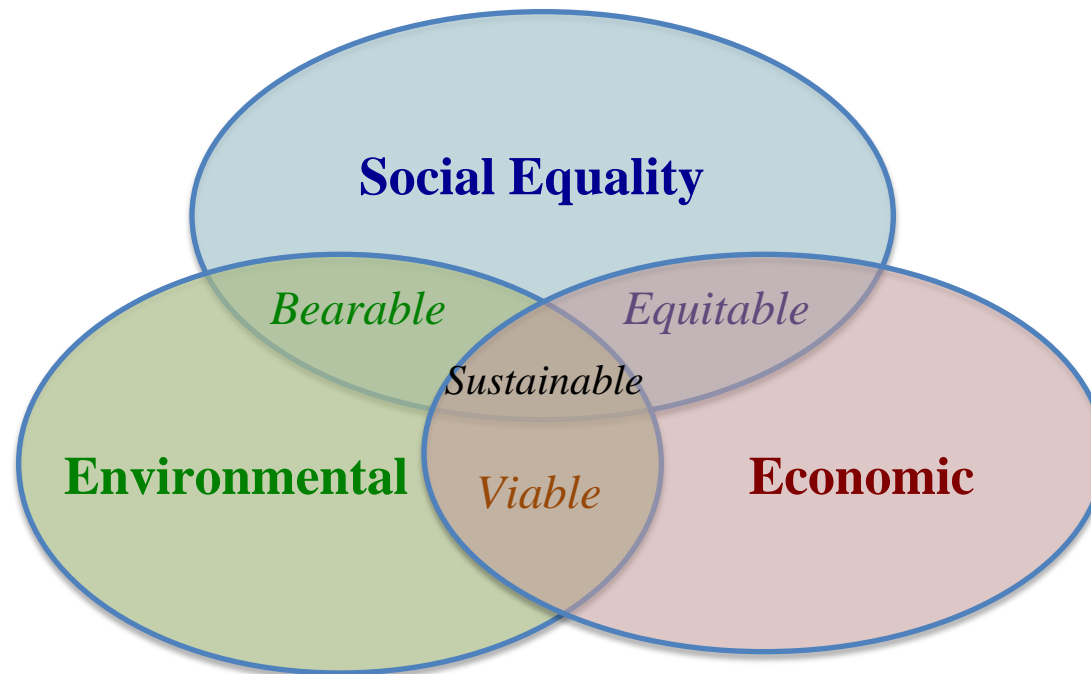
civic morality

mutual support / cooperation

care for posterity / the planet

connection with the cosmos

Societal Responsibility + Aspirations



DEMOCRATIC LEADERSHIP: –

in the community **inspires**

feelings of belonging & significance

moral purpose

freedom of choice

scope for creativity & initiative

pleasure in contribution & caring

inner freedom

BELONGINGNESS



You need every
member to help run
the community.

So how are we doing?

To what extent does your government lead...

1. social values of equality of worth & dignity
2. social justice, social equity
3. material security
4. interrelatedness, mutual responsibility

So how are we doing?

To what extent does your society expect...

1. community feeling & engagement
2. civic morality, social equity
3. mutual support and cooperation
4. connection with planet and cosmos

So how are we doing?

To what extent does your community invite...

1. freedom of choice and scope for initiative & creativity
2. expression of moral purpose
3. pleasure in contributing & caring
4. inner freedom to be & express yourself

So how are we doing?

To what extent do you as an individual feel ...

1. social belonging, pleasure & pride in belonging
2. dignity and self-worth
3. higher purpose in social engagement
4. part of the human community

Alexis de Tocqueville, Democracy in America

Alexis de Tocqueville's (1835-1840) central question was:

‘Why did the French revolution lead to the terror and counter-revolution when the American revolution brought about liberal democracy?’

He believed equality to be a providential fact – and regarded democracy as an equation that balances liberty and equality and concern for both the individual and the community.

de Tocqueville identified five conditions that promoted democracy in America...

1. common origins & language
2. exile in pursuit of religious freedom
3. absence of an aristocracy
4. few wealthy individuals
5. endurance of hardship and rough economic conditions that required common toil, mutual support and cooperation

Bertrand Russell, **Authority and the Individual**

Bertrand Russell's (1948) central question was: 'How can the needs of society and the individual be reconciled?'

He was a champion of humanitarian ideals, freedom of thought and social and political activism

– and he believed that a world economy could provide for the material welfare of humankind...



Bertrand Russell, **Authority and the Individual**

1. The distinct **purposes of social activity** have different requirements: **security & justice** require centralized governmental control, whereas **progress** requires a wide scope for personal initiative.
2. **Personal freedom** requires morality informed by ethical beliefs.
3. **The sphere of individual action** should not be regarded as inferior to social duty.
4. **A good society should be a means to a good life for all its citizens:** What gives life value lies outside of government, but those in control often forget what *actual human beings* are like.
5. **Decentralization from central to local government** provides opportunities for hopefulness & individual engagement in activities.
6. **Neither capitalism nor communism** offers people opportunities for initiative or security.
7. **Greed of possession lessens** when there is no fear of destitution.
8. **A liking of power** need not involve injury to others.

Social Equality depends on Good Authority and...

- Having a shared understanding of values, aims & objectives...
- Understanding our own and others' needs...
- Being clear about our beliefs, values and boundaries, and the needs of others in a range of situations...
- Confidently taking responsibility for and sticking to decisions on behalf of others, sharing considerations and consulting with them when reasonable to do so...
- Ultimately, our sense of belonging and self-authority are emotionally *felt*, rather than *known*...
- Others *feeling contained and safe with us*....

Feeling Held and Contained ?



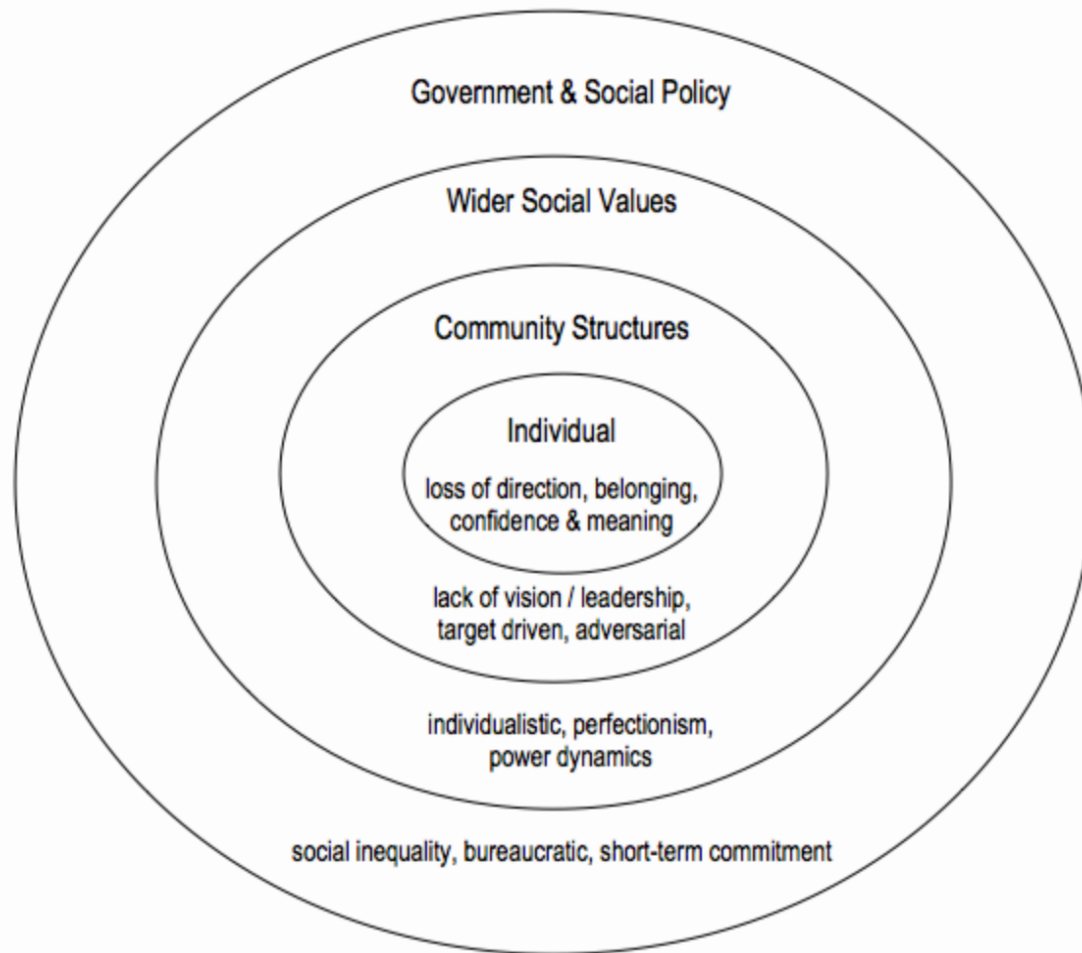
Factors that Strengthen Equality, Democracy, Authority

<i>Government Stance</i>	<i>Societal Expectations</i>	<i>Community Attitudes</i>	<i>Individual Feelings</i>
Government takes social lead	Society takes responsibility	Community holds social values	Individual feels social belonging
social values, equality of worth & dignity	community feeling & engagement	freedom of choice & scope for initiative	social belonging, pleasure & pride in belonging
social justice, social equity	civic morality	moral purpose	dignity & worth
safety, material security	mutual support and cooperation	pleasure in contributing & caring	higher purpose in engagement
Interrelatedness, mutual responsibility	connection with planet & cosmos	inner freedom to express oneself	being part of the human community

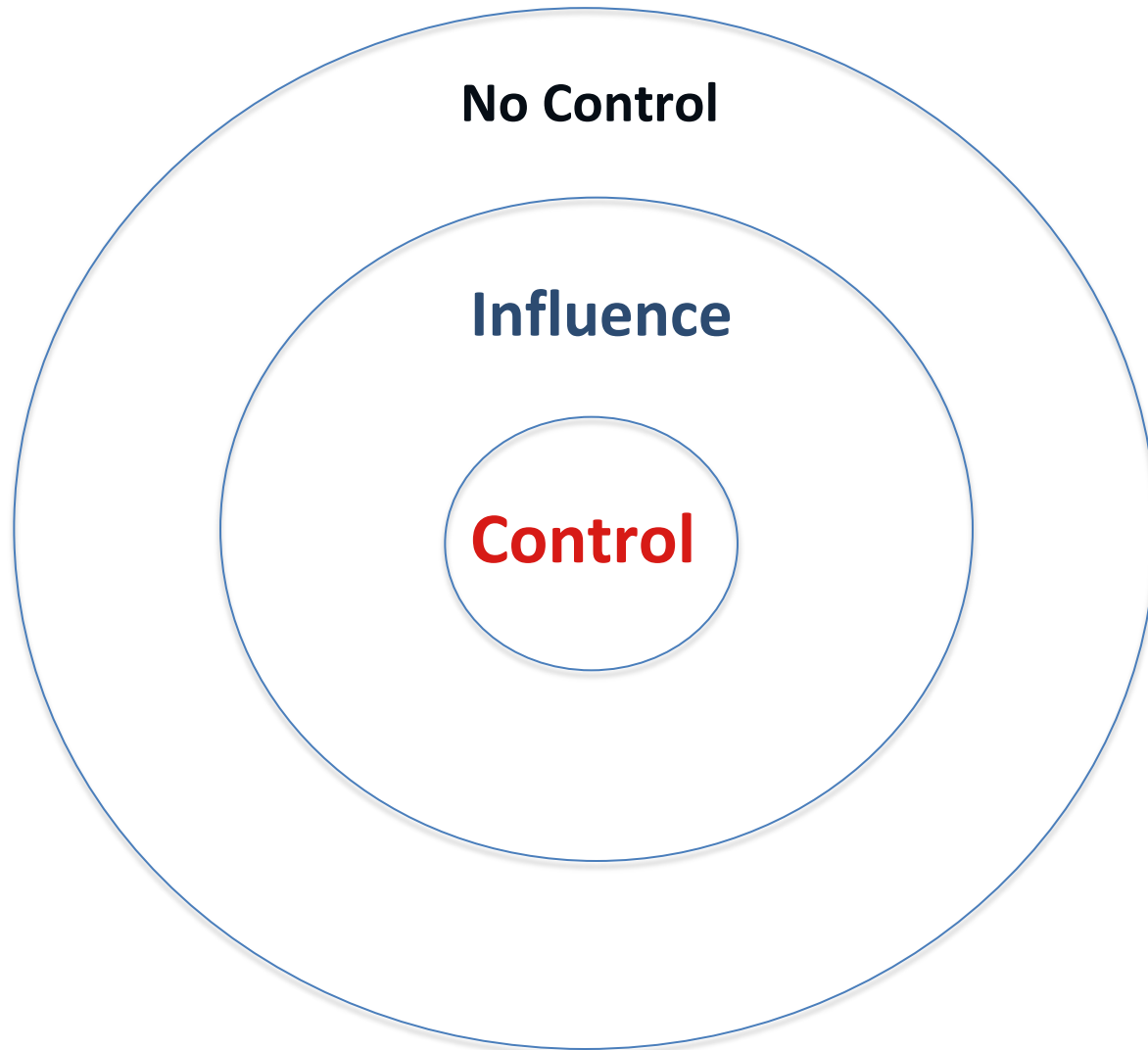
Factors that Undermine Equality, Democracy, Authority

<i>Government Stance</i>	<i>Societal Expectations</i>	<i>Community Attitudes</i>	<i>Individual Feelings</i>
Government lacks the will to further democracy	Society promotes disconnection	Community encourages shallow pursuits	Individual feels anxious and meaninglessness
social equality not guaranteed	individualism	pursuit of wealth/greed possession	no higher purpose, conformity of opinion
abuse of power	social isolation	commercialism	loss of meaning
oppressive bureaucracy	tyranny of majority	perfectionism	lack of confidence

When Democratic Leadership is Compromised



Control Target



THINK globally



ACT locally

