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Leadership Theory and Behavior: America Takes a Selfie

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Abstract

This paper explores the changing nature of the United States, and to some extent the world at large, and identifies major issues likely to influence and impact leadership theory and behavior in the next 50 years. The paper investigates issues related to world security, population shifts, values and morality changes, technology impact, and other social and political issues. The article emphasizes the role of the millennial generation in securing and carrying out the current or new principles defining leadership theory and behavior. The paper is an idea-generating process and connects its content to the field of problem-based learning. No solutions are given, but the article is left open for personal interpretation and thinking about leadership theory and behavior for the future.

Introduction

The leadership theories in place today, and to some extent developed in the 1940s and 1950s, may not apply to American organizations in future years. Current theories are based on a set of assumptions that likely will not be true in the future. Society has been developed to operate under a set of principles/rules that are generally accepted by much of the population – majority rule. These principles include the culture, religion, society values, ethnic and population trends, education, government, and those outlined in the Constitution of the United States. The US was founded on the principles related to individual freedom and celebrated individual differences; yet, an overriding support exists for democratic principles. In the future the assumptions about these principles may not hold true or be relevant to the society of the US and to the world at large.

Purpose

The purpose of this research is to explore some of the major issues in the world today and to raise a series of questions about the principles of leadership theory and behavior. The ideas and concepts presented have been generated in order to stimulate thinking about the changing nature of the US and the world at large and to help in determining leadership strategies for the future. This article raises more questions than answers. The authors do not wish to make judgments but to present ideas about current and possible worldwide occurrences that may impact leadership theory in the next 50 years. In so doing, the authors reference issues identified in the news and in journals, combined with their personal observations and experiences. Thus, this article is considered to be idea-generating rather than an empirical data-based study.

Leading Research Questions

In order to develop a framework for this article, the following questions were generated to lead idea development. The questions are not intended to be all-encompassing but serve as a general guide for idea development.

International Issues

1. How will chaos, ambiguity, and uncertainty affect leadership theory and behavior?
2. How will a society, embedded with fear, impact the future of leadership?
3. How will the idea of global warming or climate change affect leadership?
4. How will global conflicts in groups such as Russia, China, India, Iran, Iraq, Afghanistan, Syria, and others affect leadership principles?
5. What will be the theme that unites a wide disparity of views into a conglomerate of countries with varying religions, value systems, educational systems, and cultures?
6. What will be the effect of a world in which young people will not have the opportunity for upward mobility in the society?

American Issues

1. How will generational views affect leadership?
2. How will the current immigration policies affect the future of leadership?
3. How will the current educational system affect the future of leadership?
4. How will the changes in most religious organizations affect the future of leadership?
5. How will creeping socialism affect leadership in the 21st century?
6. How will the rising cost and changing nature of healthcare affect leadership?
7. What is the effect of too many negatives in today's world – high crime rates, internal and external conflicts within countries, high unemployment rates, low wages, etc.?
8. Will the leadership of the future come from new opportunities or from fear?

These questions were raised in order to develop a mindset. The article is not intended to answer these questions, but rather to set the stage for the development of the next set of principles for leadership theory and behavior.

Current Leadership Theories

A quick search on Google, a visit to a leadership professor's office, and a visit to a local library and/or bookstore will quickly confirm leadership theory is a concept well researched and published. Generally speaking, leadership can be defined as the process of inspiring others to work hard to accomplish an important task (Zaleznick, 1977). Leading is considered to be one of the four functions that constitute the management process: planning to set the direction, organizing to create the structure, controlling to measure and ensure results, and leadership to inspire the necessary effort to accomplish the goal.

A quick review of the research literature indicates leadership is related to developing a clear mission and vision; establishing power positions within the structure – position power, reward power, servant leadership; and applying principles related to certain views about leadership theory and behavior. Some of the Leadership Theories follow:

1. **Great Man** theory refers to the original idea that great leaders are born, not made. Examples include Abraham Lincoln, Mahatma Ghandi, Moses, etc. In today's world proponents of this theory would include "great women" such as Margaret Thatcher.
2. **Leadership Traits and Behavior.** The trait theory appears to have a positive impact on leadership, including drive, integrity, and self-confidence. Leaders are assumed to possess certain innate characteristics related to leadership, while behaviors can be learned.
3. **Contingency Theories of Leadership** – contingency leadership approaches indicate no one leadership style is best for each situation. Styles may change and the best is one that matches the current demands of the mission. Contingency theories include:
   a. **Fielder's Contingency Model** describes the way in which situational differences in task, position power, and leader member-relations may influence the leadership style that is best.
   b. **The Hersey – Blanchard Situational Model** recommends using task-oriented and people-oriented behaviors depending upon maturity level of the followers.
   c. **House's Path – Goal** theory points out leaders should add value to situations by responding with supportive, directive, and achievement-oriented styles.
   d. **The Vroom-Jago Model** encourages leader decision making based on individual, consultative group – the best fit style.

4. **The Transformational Leadership Model** emphasizes charisma and emotion to inspire others toward goal and mission efforts (Schermerhorn, 2008).

Organizations in the US and the world at large may use one or combination of these models. The leadership style of the particular organization will depend upon the mission, vision, strategy and structure of the organization, and source of financial support. Some leaders follow the "golden rule" – they who have the gold make the rules.

World Conditions

The world is filled with chaos, ambiguity, and uncertainty. One never knows when the next plane may be shot out of the sky by some militant sect, nor does one know when the next hostage will be beheaded (Lister, Shapiro, Bynam, Hamid, & McCants, 2014). Also, no one knows when the next school shooting will occur or when the next Ebola case will be identified. American citizens and individuals worldwide live under constant fear and anxiety (Galston, 2014). Many conflicts are developing internationally at this time, both military and financial. Military conflict continues between Israel and Palestine. Russia, Ukraine, Afghanistan, and Iraq are countries of turmoil and unrest; and Syria offers an opportunity for insurgents to develop and continues to be an unstable and unpredictable government.

The recent gyrations in the stock market are an indication of the financial unrest in the world. Several countries such as Greece, Spain, Italy, and others are experiencing countrywide instability in the financial markets. India and China represent a rapid rise in the Third World marketplace. A new cold war (China and Russia) is developing in business that will impact the Western companies (Bremmer, 2014). Even the financial giant in Europe, Germany, is experiencing some countrywide financial difficulties (Ashbrook, 2014).

All of this uncertainty and ambiguity makes it difficult to develop long-term global leadership principles and patterns.

How will the overall world conditions affect leadership in the next 50 years? Will the fear and anxiety over the next major world disaster influence the decision-making process related to leadership theory and behavior? Is it possible worldwide fear will be the controlling element in leadership of the future? Past leadership theory and behavior has been primarily associated with building vision and with developing a cohort of individuals who share that vision and who are willing to use their skills and abilities for its fruition. Thus, leadership theory has been based on opportunity, not necessarily on fear. If ambiguity and uncertainty continue to expand exponentially, will the current principles and values hold true in a world of uncertainty and will the world be governed by force rather than by vision?

Certain principles are related to the emotions of fear and anxiety. Fear results from a situation confronting an individual at the present time, and anxiety relates to a future situation that may lead to fear. Some individuals perform best when confronted with fearful situations, while others freeze and are unable to move productively. In the case of fighter pilots, they thrive and perform to their highest level under extreme pressure during in-flight battles, while others are frozen in their tracks and cannot move in either direction. Using this metaphor, it may apply to leadership during a severely encumbered world disaster. Thus, leadership may flourish under the pilot metaphor and reveal the very best in all to preserve the organization. However, if the freeze metaphor applies, the organization may be destroyed (Clouse et al., 2013a; Clouse et al., 2013b).

Fear may protect an individual, while anxiety may warn of upcoming danger. Fear of the unknown kept our ancestors from extinction. Fear leads one to take a certain position: fight —flight — or freeze. For organizations that exist in a fear related environment, the fear and experiences will be etched on their organizational composition and will be remembered forever. Utilizing a military metaphor, frontline troops experience fear – the anxiety syndrome. Approximately 17% of soldiers returning from Iraq and Afghanistan have suffered posttraumatic stress. Thus, the fear analogy indicates the organization can be "frightened" for the entire life of the organization (Dunsmoor et al., 2011; Glassner, 1999; Williams, 2014).

The Changing Composition of the United States

Many changes are occurring in the population composition of US today. A reported disparity exists between value-added in US companies, and an attempt can be seen at the federal level to redistribute wealth. With the current economic conditions, it has become much more difficult for employees to rise in organizations and to reach a middle-class income. The top 1% of the population continues to grow economically, while the middle-and-lower class populations continue to experience difficulties in paying month-to-month expenses. The changing nature of the US economy has moved from a heavy manufacturing environment to an emphasis on a service-oriented economy.

With the influx of technology into manufacturing and other product-related industries, the need for human resources has been diminished. In almost every industry, technology has replaced a number of the middle-level income producing positions while creating new and innovative jobs requiring higher-level skills than possessed by many American citizens (Starr, 2014).

The US is faced with a number of issues related to social and economic conditions. With the rise of the "millennial" population, a new set of values and a new culture have been and is being developed (Clouse, 2010). A combination of the changing workforce environment and the influx of immigrants could be both a great strength as well as a major challenge to currently held values and beliefs. Among certain sectors unemployment is still considered to be high (Berube, 2014). In other situations certain segments have given up on securing a job and, thus, have been referred to government subsidized systems. Federal entitlements now serve almost 50% of the U.S. population. Indeed, the recent changes in the concept of family and acceptance of same-sex marriages are changing home life, values, and expectations.

Decline of the Middle Class

In the American economic system, a young person invariably has had the opportunity to move to the next level of income. The heart of the American system has been the development of the middle class. Individuals were able to work and to develop sufficient income to maintain a reasonable lifestyle. Workers could improve their economic conditions by upward mobility in the organizational structure. Along with increased responsibility, employees could receive higher salaries and wages for their time, effort, and productivity. In the free enterprise system, businesses made sufficient profits to invest back into the company to develop new and innovative products. Stockholders were rewarded for their investment and for taking risks in an entrepreneurial endeavor (Ashbrook, 2014).

The changing nature of corporate America has changed this model. It is more difficult to find opportunities for a living wage for certain segments of the population. In the furious competition model of manufacturing organizations, many have transferred operations to other countries in which labor is inexpensive and products can be made for less. In part, the transference of manufacturing industries from the US to developing countries has limited opportunities for a segment of the American workforce. This limitation has given rise to a service-oriented workforce environment. The opportunities today to move economically in the

United States are more limited than two decades ago. The requirements for jobs are radically different, requiring much more education. Thus, we have a workforce that is not properly educated for many of the positions in today's society (Kress, 2014 ; Burtless, 2014; Butler, 2014).

Companies are electing to move their headquarters from the US to selected foreign countries for tax benefits. A recent example is that of Burger King. The rise of foreign automobile manufacturers has, to some extent, diminished the opportunity for the American worker. Although many foreign automobile manufacturers have moved their assembly plants to the US, the profit remains with the homeland country. Globalization has been both positive and negative. It has opened many new and creative markets for American goods and products, but also has limited the opportunities for certain segments of the workforce.

The inability for the American worker to secure a living wage position, and the loss of opportunity for upward mobility among segments of the US, has created a dependency on federal subsidies for both the individual and the family – expected entitlements. Thus, society is witnessing federal programs to reallocate wealth in America, as opposed to developing educational programs and opportunities for workers to participate in a meaningful manner in the American system. Unemployment is at a relatively high percentage of the total population, and nearly 50% receives some type of governmental supplementation.

Beginning in 2008, the federal government implemented a massive bailout approach to the financial and banking systems of the US. Without this bailout, an extreme economic depression likely would have resulted. The bailout actually was a managed depression, termed the Great Recession. The country is still in an unstable economic development. The influx of immigrants, almost without control, as well as the changing morality, values and culture that stem from an immigration that "does not assimilate" itself into the culture, may well bring about drastic changes in leadership styles and behavior in the next 50 years.

The vast changes that are occurring in the demographics of this country are unlike most other countries. The US takes pride in the freedoms that the Constitution enables its citizens to enjoy. This same freedom that permits open borders, freedom of religion and expression, and the right to rebel against the current structure may in fact be used over time to destroy the current leadership theories and behaviors that are based on current value systems in America (Clouse, 2010). The US traditionally has been a country open to new ideas, inventions, and a host of

immigrants. This diversity has made it strong and very effective, although a sense of shared vision, culture, and value system continues to be present. All of these concepts are changing in the current world environment. There is a loss of an underlying theme that unites the American people, and a change in the attitude about risk, reward, and entitlements.

The US has long been known as the country filled with new discoveries, new freedoms, equal opportunity, and plentiful natural resources. When Christopher Columbus discovered America in 1492, the land represented a new horizon for the world. Shortly thereafter, immigrants began to move to the US, seeking freedom, opportunity, wealth and the right to worship in a free and open environment. This land of freedom and opportunity has been an oasis for immigrants from all parts of the world. During the earliest settlement, pioneers and adventurers dreamed of owning land, producing their own crops, and securing a homestead. Later in the early 1900s Ellis Island was flooded with immigrants seeking a safe haven. These early emigrants brought with them their own culture and value systems but, yet, appeared to assimilate into the local culture and environment and became productive and creative citizens (Clouse, 2010).

The pursuit of the American dream continues to be alluring for those living outside the continental United States. However, the American dream has changed. Immigrants arriving in the country today are from a wide variety of cultures, backgrounds, socioeconomic levels, skill levels, and religions. Many have shown little desire to assimilate into the culture of the American way of life. However, they bring with them a series of issues in some cases counter to the American spirit. Many individuals crossing the Mexican border not only come for economic reasons, but also for superior education for their children and stronger healthcare systems. While a minority, some infiltrate borders in order to bring harm and destruction to the US; e.g., 9/11/2001, when terrorists destroyed the World Trade Center in New York City as well as other vital and important structures (Clouse et al., 2013a; Clouse et al., 2013b).

With the growing number of terrorists throughout the world, U.S. citizens are blind to when the next attack will occur and to the damage it will bring to the American democratic system. While many of the current immigrants come to this country willing, able, and interested in economic development, others arrive with the intent of destroying the lifestyle. With the changing composition of the US, will current leadership styles at the global level be adequate to maintain the American way of life? Will the US take a leadership position of increasing worldwide economic opportunity, or will it be forced to consider leadership for protection purposes?

In their book *Latino American*, researchers Mett Barreto and Gary Segura (2014) stated the pace of demographic change and its impact on both the racial structure of American society and the future composition of the electorate are significant. They reported, in 1980 when Ronald Reagan was elected president, nearly 80% of all Americans were white. Meanwhile, in 1970 only 4.7% self- identified as being of Hispanic ancestry. However, since 1980 the share of all Americans identifying unambiguously as white has fallen precipitously, and Latinos have risen to 17% as of 2010 and are in every state and are the largest minority group in more than half of the states. Nationally, the Latino population includes not only Mexicans, Puerto Ricans, and Cubans, but also large numbers of San Salvadorans, Guatemalans, Dominicans, Hondurans, Colombians, and countless others. The rapid growth of the Latino population is predicted to change America in profound ways in the Twenty First Century. American politics likely will change, in large measure by the way in which Latinos are incorporated into the political system. Furthermore, the more than 53 million Latinos who comprise the new American community may well rewrite the political history of the US. More than 73,000 of these Latinos will reach the age of 18 and will become eligible to vote. No stunning reversal of these numbers will occur – nor a sudden surge of white immigration and live births or a Latino Exodus. Congressional districts in the US and nearly every census track become more Latino than the previous day (Barreto & Segutra, 2014). These statistics present only the side from the Latino immigration and do not address the influx of other nationalities likely to bring even further changes in the composition of the American population.

Technology

Technology has been the economic device that has driven the American economy in the past few decades. Subsequent to the establishment of the country, the US has been the leading culture to develop the next generation of technology. In the last several decades, technological advancement generally has been linear in nature, with the exception of information technologies. The invention of the microcomputer, the cell phone, smartphones, and other devices has been exponential. However, in many other fields a rise has not been seen in technology that will be needed to sustain a world economy in the next 50 to 100 years;

e.g., while improvements have been noted in the major forces of transportation, significant breakthroughs have not occurred. The automobile continues to be primarily a fossil fuel internal combustion engine rolling on four wheels with a tremendous number of comfort features. The airplane, while a phenomenal technology that has experienced great improvements, remains based on the technology developed by the Wright brothers. Subways in the great cities of the US primarily are antiquated and in need of major updating.

Some believe that robotic technology is in its infancy. While robotics develop much of the engineering and manufacturing enterprises, it is believed that in a short time robots will be in humanlike forms and working alongside workers. Robots are expected to assume not only the physical, but also the mental characteristics of humans and may require the same social and work-related benefits (Starr, 2014).

What will be the next major breakthrough in transportation? The Chinese recently announced an elevator system to outer space living. While this may appear to be a pipe dream, nevertheless it is considered to be feasible in the near future. The electric car is being developed with several automobile manufacturing companies such as Tesla showing significant technological advantages (Ryder, 2014). Other possibilities include an all-electric car that has potential, when not in use or required, to contribute energy into the electrical grid, resulting in an eco-friendly system.

Religion

Churches of all Christian and Jewish faiths are declining in membership. In many cases faith-based activities, such as church attendance and functions, have been a place in which to develop faith in the American Constitution and involve a faith-based norm for living life on this earth. These principles and values are rapidly declining and a large number of families are dependent upon some type of government assistance. In many environments children reach adulthood with a lack of knowledge related to the value and enjoyment of productive work. They grow up in the lifecycle of dependency and learn to expect that as their way of life.

Religious principles are being modified to support current social behavior. In past years, Biblical principles have been used as guiding rules for civilized living. Churches and synagogues encouraged members to support and to uphold the principles of the religious sect. Behavioral changes occurred within the member, rather than in the changing of the rules of the religious sect. These groups

have been divided into liberal and conservative positions. At a recent meeting convened by Pope Francis, 191 Catholic bishops were congregated to address "pastoral challenges to the family context of evangelization." They were requested to discuss ways to remain relevant in a world that is becoming increasingly more tolerant of alternative lifestyles and modern families. Will conservatives turn against Pope Francis (Allen, 2014)? In an October 2014, conference in Nashville, Tennessee, Southern Baptist leadership explored the possibility of a more tolerant policy concerning lesbians and gays. They discussed the possibility of Scripture to support this alternative lifestyle and, thus, provide acceptance in the Baptist communities.

Right or wrong, the US has been based on principles related to the United States Constitution and to Judeo-Christian doctrines. The influx of radical thinking concerning these principles, and little or no values based on them, likely will have a strong impact on the development of future structures. Along with the changing nature of the composition of the US and the impact of global issues, current theories and behavior may not drive leadership theory and behavior in the future.

Educational Systems

Students come from across the globe to participate in the finest university system in the world. Yet, many American students are unqualified to apply for these fine universities. The educational system has not kept pace with the technological and innovative culture that has developed within the country. The educational process is flawed, with many problems including organizational structure, school culture, extreme diversity of student bodies, varying levels of preparedness, language barriers, low-level parent participation, lack of resources in some cases, and a disconnect between learning and workforce requirements. The public school systems are expected to be many things to diverse groups of students with varying degrees of abilities and personal needs. Restrictions placed on the learning environment make it very difficult to reach all students at each level of need (Kress, 2014).

Information and computing technology has begun to have an important and crucial impact on the educational process. Students at some universities can obtain a bachelor's degree without leaving the comfort of their home. Even some high schools have adopted online courses to augment the scheduling process and to meet the needs of different learning styles among students. Universities such as Harvard and Vanderbilt University offer online courses to thousands of students simultaneously. Course content

is carefully developed around noted university professors and delivered both visually and written via networking systems. Students are connected worldwide and given the opportunity to develop a dialogue from many environments and cultures (Mercer, 2014; Prafder, 2014; Webster, 2014). Even with all the technology and advanced teaching strategies, a large percentage of the students in the US are not being reached. Without the appropriate education, these students will not have the opportunity to live and to enjoy the American dream.

The education system continues to struggle with a number of issues related to educating the future workforce. The issue begins with the age-old question: Why should you go to college? A report recently issued by the Brookings Institute strongly supported and justified economically a four-year degree. Researchers have asserted the student debt loan crisis may not be as dire as many commentators fear; however, that finding generally is refuted by interviews with students who have enormous debt upon graduation and/or termination prior to graduation. A recent 20/20 broadcast on the ABC network reported that many high-income former students have elected to curb their student loan payments even after more than 10 to 20 years. The ABC network described a series of physicians who, for whatever reason, elected to curb repayment of their student loans after more than 10 to 20 years. The story can be replicated among many other professions throughout the economy. Of course, many civic-minded students have repaid or are currently repaying student loans that may exceed $100,000 for their college career education (Dynarski, 2014).

Other issues related to higher education deal with tenure, laws, teacher pay, national standards, and graduation rates. While many positive changes have occurred in the field of education, it operates primarily in a traditional mode. Technology has enhanced and expanded this approach but has not resulted in a major learning theory breakthrough. Information and technology are growing exponentially, while learning rates are somewhat stagnant (Litan, 2014; Kahlenberg, 2015).

Higher education, as well as secondary schools, continues to struggle with responding to classroom versus online instruction. Students pay substantial tuition to attend large classes that subsidize a professor's research and support the libraries and exercise facilities, which are funded by student fees. Research universities receive outside funding from federal, state, and local sources, as well as foundations, for research and development. Many universities have bundled various services into the fee and tuition structure, which has raised the cost of education

substantially. Future educational models may be unable to sustain the traditional business model for higher education. Some colleges may elect, in the future, to unbundle the services offered and, thus, be able to perhaps increase the learning rate and reduce costs (Mercer, 2014). Other industries have experienced and encountered disruptive technologies that have caused major restructuring of their organizations. The newspaper and music corporations have undergone major innovative changes in order to survive. Education may be next (Butler, 2014).

With rising costs of tuition and an inadequate high school student force, the education system likely will experience a drastic change in the next 50 years (Prafder, 2014). Conventional scaling wisdom holds the simpler and more mechanized an intervention, the more easily it can be scaled. It is fair to say learning and education cannot be scaled under these conditions. Learning involves changing behavior and developing or altering a mindset. Therefore, a convenient way does not exist in which to establish a standardized methodology for learning and to scale that system across the US and the world at large. Yet, the democratic process that supports and encourages vision related leadership must be apparent in order for the current leadership theories to hold in the future (Robinson, 2014). How can the current leadership styles solve these employment issues?

Summary

As outlined in this reflective study, the world is filled with issues that may be counter to the current principles of leadership theory and behavior. Current leadership theory and behavior is based on a set of assumptions related to:

- values and culture,
- social and political environments,
- a stable financial system,
- personal freedoms,
- a semi-stable economy,
- upward mobility,
- safety and security,
- due process under the law,
- a population growth policy including immigration,
- a productive and authentic education system,
- a stable or nearly full employment,
- individual opportunity for growth and development,
- and religious and political systems that provide rules, order, and laws for civilized living and development.

Currently, many of these principles or issues are in jeopardy. Individuals live in a world of chaos, ambiguity, and uncertainty. Society lives in fear the next terrorist

attack from outside of the US. as well as moles embedded in the population. These concerns not only hold true for the US, but they are applicable to Canada, Europe, Southeast Asia, Africa, Central and South America, Australia and New Zealand, and the world at large. No one, nor country, is exempt from a surprise attack of any type, anywhere, or anytime. In addition to disasters originating from humans, individuals also face the next series of natural disasters which are equally unpredictable and global in nature. The overall primary guiding principles on which most leadership theories, in place in the US, were developed from a general understanding of faith, family, and freedom. All currently are under attack by many sects who do not share the concepts related to individual freedom, a free enterprise system, a social and just environment, and a common belief in the operational framework, which is the Constitution of the United States.

Impact

As such, is this a doomsday scenario to the field of leadership theory and behavior for the US and the world at large? Only time will tell. The best hope lies in the development of the so-called "millennium generation." For the most part, individuals who have lived prior to World War I are deceased, members of the silent generation are very limited, the baby boomers have retired or will retire in the next few years, the generation X group is in their midlife careers, and the "millennial generation" is only beginning to make their mark on the world. Will this generation operate under the same operational framework as previous generations?

The source of financial power continues to lie in the hands of the baby boomers and generation X. The baby boomers live to work, generation X is considered to be the "me, me, me" generation, and the millennials are the "we, we, we" generation. Millennials are in the age range of 13 to 30. This group has grown up in the information – technology age. They have been connected all their lives with technology including Twitter, Facebook, LinkedIn, Instagram, Snapchat and texts. A millennial without a smartphone is lost in the world of today. While previous generations were driven by the love of the American automobile, which provided freedom, flexibility, and connection with friends in their neighborhoods, the smartphone connects the millennial generation with friends and neighbors, who may be and often are worldwide.

The millennial works only to live (Mortiz, 2014). Beginning even in elementary and middle schools they have been taught to work in groups, to share ideas, and to receive collective rewards from the group effort. They have been taught they are "all stars." For the most part they reject leadership and believe all members are equally involved. Cities across the country such as Nashville, Tennessee; Atlanta, Georgia; Austin, Texas; and others are developing living environments to support the desires and lifestyle of the millennialist. Communities are being developed that are comprised of one third commercial, one third residential, and one third retail. Millennials enjoy an environment in which they can work and play without involving automobile transportation (Lev-Ram, 2014). They enjoy biking to work, as well as eating and playing at local restaurants and bars. They are not consumed by materialistic endeavors but rely on group socialization and connectivity.

It is believed this group of young Americans will not comply with the current theories related to leadership. In the next decade these individuals, along with the growing number of immigrants, will be in control of the US. With the changing composition of the country, with varying degrees of allegiance to the principles of the Constitution and the laws, society may face a major change in the democratic structure of American free enterprise. As stated in the purpose of this article, the authors attempted to identify a major set of issues confronting leadership theory and behavior in the next 50 years. The article is designed to identify significant issues confronting the world today and should stimulate thinking about them. As part of the problem-based learning theory, it is hoped audiences will draw on their own conclusions about possible solutions to the issues facing leadership theory and behavior in the future (Thiel & Masters, 2014).

Possible Scenarios

Status Quo Model

Assuming that the world will continue as it is now with high uncertainty, high crime rates, less than full employment, and social and political unrest, how will these conditions affect leadership theory and behavior? If the current conditions continue on a long-term basis, leadership theory and behavior may change drastically. In order to maintain law and order, leadership likely will become more autocratic and demanding. However, even in a world of chaos and ambiguity, individuals who possess entrepreneurial inclinations will find opportunities for leadership either in the underworld or in the legal world. Leadership may be governed more by fear than by opportunity. Complete worldwide equilibrium will be difficult under this model.

Equilibrium Model

In chaotic worlds of the past, country, organization and/or movements have captured the leadership positions. A fresh norm has been developed, in addition to an altered organizational structure. An evolved social and economic system has emerged. A new order has developed and a certain type of equilibrium has been maintained among social, economic, and political systems. Should this scenario evolve, the social, political, and economic systems of the US certainly will be changed drastically from the past and current environments.

The millennium generation will govern and outnumber all others. A new order no doubt will develop to include the values of the millennium generation. Will the millennium generation adapt and modify their beliefs and culture to fit the current economic and social realities? In the 1960s tremendous opposition existed in the US relative to the political and social structure of that era. Society witnessed the development of the so-called hippie generation. While certain segments of that generation are alive and well, many have integrated into current societal values and have risen to become leaders in corporate America, as well as government and social organizations. As a result of the hippie movement and social unrest in the 1960s, the US has developed into a more diverse population.

If a new equilibrium is reached in the next 50 years, undoubtedly it will change culture and social, economic, and political systems. One dares not try to make any predictions other than to say we believe creative and entrepreneurially minded individuals will prevail as the next leaders of the United States and the world at large.

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