

Risk and Responsibility in Leading by Example

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Ronald Lippit, The “Journal of Applied Behavioral Science, Vol. 18, No. 3 pp, 395-403). Enumerate six trends that affect the changes in leader and follower roles. These results into the changing leader-followership. The six trends are the following:

1. Double bind of maintaining quality with reduce resources-The leaders improve the quality of reduces resources and the followers are responsible and loyal in the job and reduced resources.
2. Expectations of shared power and responsibility-Leaders expect initiative from the followers. In some cases, duties are separated and sometimes put together but these become a problem to both groups. Leaders become doubtful and fear loss of control and followers don’t want the new task because they lack skill and support;
3. Interdependence, collaboration and communication-one of the results of decentralized organizational functioning is the interdependence and collaboration between the manager and the supervisor.

4. More people required for problem solving-In solving problems more peoples are needed to tackle the task, particularly the right people for the right time. It requires flexible or strong leaders as followers with great patience.
5. Integrating technological and human resources-It is mixing together of the use of computers as technological resources and people as human resource.
6. Reorientation, renewal and new competency development-Changeability is need because its feelings, continue the role of the learner or have a new task for oneself, invest and support of training programs for followers.
 - A. Attitudes and skills of proactive response to changes-One attitude to these changes is to defend equitable, research and develop and sacrifice personnel.
 - B. Mobilizing resources for the self-This requires developing special skills in listening to internal dialogues between positive and negative feelings, support for caution and reflecting alternatives.
 - C. Achieving a balance of task work focus and process work focus-If groups are engaged in production and problem solving with each other's.

- D. Divers – person team building-Leaders have to use some procedure for identifying, recording and striving the skills, competence and training of persons they lead.
- E. Teaming people and technology-the two must understand and appreciate each other so the leader has to involve procedures for teaching both of them.
- F. Leaders have neighbors and outsiders as potential resources- A leader must share and exchange resources in order to survive the environment. Securing resources need documentation and evaluation.

Reference:

Andres, Tomas Quintin Donato. 1993. Leadership By Example, Manila: Our Lady of Manaoag Publishers.