LEADERSHIP, EXPECTATIONS AND PERFORMANCE AMONG
THE SCHOOLS
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Leadership is a complex topic. Throughout the years, there are numbers of definitions that
have been offered by scholars, researchers, leaders themselves, etc. According to Squires (2001),
leaders are concerned with the spiritual aspect of their work, that is, they have followers who
deeply believe in them and they possess a latent power in organizations. In addition to this, leaders
have a vision of the future and they develop strategies that are necessary to bring about changes
needed to achieve that vision. Day (2000) stated that leadership creates and maintains a sense of
vision, culture, and interpersonal relationships (Khan and Saad, 2014).

As an actual school administrator, leadership is a duty, role and privileges I have. My ideas
about leadership are based on the book and based on experiences. Human behaviour is complex in
any organizations including educational institutions. Sometimes, what is happening in the
workplace is what is really explained theoretically in leadership books and vice versa.

In my succeeding discussions, I will try my best to have a balance and not to be one sided.
Before I became an administrator I also become a teacher first. It is never my intention to create
misunderstanding or conflict between administrators and employees, on the contrary it is my
intention to impart my philosophical point of view through providing insights on how to develop
personal, professional and interpersonal relationships at work and how to solve
misunderstanding/conflict (if there is any) between administrators and employees based on what
I’ve learned. Please do not misunderstood because in the first place I have very much respect and
high regard on the knowledge and skills of employees especially the administrative skills of
administrators for I believe they earned hard and deserved their position right now. It is my answer
to some neo-conservative people posting statements like use articles or publications in responsible
ways. Maybe some liberal thinkers would also react saying I have all the freedom to post whatever
I wanted, whether it is serious matter or jokes, which again I respect their right of expression.
Going back to my topic for this article: Just like any social institutions existing in the society,
imperfection is present (otherwise this world is already to be considered as a heaven) either
because of the employees themselves (to err is human) or because of the practices, organizational
culture or system perpetuating which was deeply rooted in our Filipino Socio-cultural system. This time I would try to correlate in a brief manner, three of the most important things in a workplace we are talking on the schools, the leadership, expectations and performance. There are two different types of employees: the performing and non-performing ones, or the active and passive ones. Administrators have pre/post-evaluation given to the employees to assess the level of performance of the employees, to gauge whether the expectations from them were attained based on the employees prescribed duties and responsibilities. On the perspective of leaders or administrators, sometimes the level of performance of the employees does not meet with their expectations, but it does not mean that administrators must lower such expectation or norm. If employee was considered as “not so performing” administrators also have the task to guide and help the said employee for the improvement of his performance. We must at all times raise our level of leadership, expectation and performance. This notion is very true likewise on the employee side since they are expecting that their administration is expecting from them to have unity and cooperation among themselves so that a smooth interpersonal relationship leads to achieve our over-all desired organizational objectives or goals. I must say that change would start within ourselves whether as an administrator or not and changing for the better would become a catalyst or reason for the others around you to do the same way.

References

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