

## Secondary Leadership in the Education 5.0 Era

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### Abstract

Systematic studies of leadership have been conducted continuously for more than 50 years, resulting in various perspectives and beliefs that developed into many leadership theories whether it is a theory of leadership characteristics, behavioral leadership theory, situational leadership theory, or even the theory of transformational leadership, in which the concepts and principles of the leadership theory mentioned in one era may have been accepted. But when times change there are new ideas about leadership happen continuously.

Therefore, executives must choose a leadership style that is appropriate to the organization's context at that time and then adapt and apply it appropriately in an integrated manner, and blend It will enable executives to manage their responsible organizations effectively, and is very effective for the organization.

Among the various leadership theories that exist there has not yet been a presentation of the Phra Rong leadership theory. From a review of both Thai and foreign literature. We haven't found a presentation of the Secondary Leadership theory yet. This article attempts to present a presentation of the Secondary Leadership theory. To provide a new option to explore and apply the Secondary Leadership theory in organizational management in the education 5.0 era of new management innovations.

Applying the Secondary Leadership theory may be beneficial to some organizations with complex management structures. It creates many levels of leadership. Sometimes it isn't

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easy to promote someone into a leadership position. Maintaining a monk-type leader may be appropriate and beneficial in some situations, and in some organizations for flexibility management.

## **Introduction**

Among the leadership theories that executives give importance to studying, understanding, and putting into practice. Transformational leadership theory is a theory that has long been popular among executives in various fields. Whether it's business administration public administration financial management industrial administration public health administration especially educational administration.

Leadership theory is a theory that has been accepted for a long time because it can be applied to various situations. In management, there are many branches. And there is still continuous use of the theory of leadership in practice. However, there have always been efforts to improve, change, and expand on the theory of leadership.

Importance of Leadership Theory in addition to being applied in management in various fields as mentioned above. In the field of education, especially in the field of educational administration, there has been a great deal of research on leadership theories. In addition to study, research, and research, there are also courses available. It's even a course.

Leadership theory has led to the theory of secondary status, which refers to the process by which leaders attempt to change leaders at the next level to have performance comparable to their own. This will result in the efficiency of operations achieving results that exceed expectations. The leader must show the role of transformational leadership. Make second-level leaders feel trusted, loyal, and respected. To make second-level leaders become potential players, developers, and self-reinforcers, leaders must raise their feelings and awareness of subordinate leaders and recognize the importance and value of the desired results. This leads to a method to achieve the highest organizational effectiveness that all parties desire and causes subordinate leaders not to consider only their interests but dedicate themselves to the organization or participation itself.

## **New Era Leadership**

Currently, both public and private organizations have had to adapt greatly to the environment that is constantly changing. Kananurak (2011) has said that changes in leadership in the new era can be divided into 2 types:

1. Continuous Change
2. Changes that occur suddenly (Discontinuous Change)

Therefore, the organization must adapt to be flexible and become an organization that is strong and ready to face further changes. Adjust duties and responsibilities be alert to the use of management and measurement tools in many ways, set plans and goals for each department to everyone to using the pay for performance compensation system, etc.

These changes affect employees at all levels of the organization. Especially in terms of the feeling of stability in your current job. Sometimes there is uncertainty and stress occur. There is resistance to change both in person and behind closed doors. Lack of cooperation, these things that happen will have a very damaging effect on the organization. Necessities of executives or supervisors at every level. Therefore, they play an important role in leading their teams to success. Under the changes that have occurred, this is the challenge that future leaders will have to face.

This is consistent with Phothikun (2007) who has specified 10 main responsibilities that modern leaders should know to be used in their modern organizations as follows:

1. performing a leadership role with vision
2. being a leader with determination
3. creating satisfaction for customers
4. one-to-one teaching
5. human resource development
6. leading a team
7. work process management
8. dealing with change
9. project management
10. creating performance evaluation criteria on the path to great leadership.

## **Transformational Leadership, the Theory of the Secondary Leadership Model**

It is well-known among academics in every field of management, that if talking about theories regarding transformational leadership or transformational leadership, Burns (1978) will always be the first name that comes up first, and the characteristics of transformational leaders, or transformational leadership, are 3 types:

### **1. Transactional Leadership**

Transactional leadership refers to the interaction between leaders and followers in exchanging benefits for each other, using the negotiation process transactional leaders often use rewards to satisfy followers' needs in exchange for putting in the effort to complete a task.

### **2. Transformational Leadership**

Transformational leadership means that leaders and followers raise the needs of each other, causing change on both sides. Leaders are often aware of the needs of their followers by using them to stimulate their desires to voluntarily raise the needs of their followers.

### **3. Moral Leadership**

Moral leadership means that leaders elevate ethical conduct and aspirations, causing positive change in both leaders and followers, leaders who have reached this point are always aware of the true needs of followers only then will the power of ethical leadership truly emerge.

The most famous theory of transformational leadership is that of Bass and Avolio (1999). Bass and Avolio pointed out that transformational leadership is more than charisma leadership, which the word charisma leadership was originally defined as it is the process by which leaders influence followers through leader identity.

Bass views that even prestige is necessary. But it is not enough for the modern world. He presented the basic concept of transformational leadership. It has four important components, namely:

1. idealized influence
2. intellectual stimulation
3. individualized consideration
4. inspirational motivation

All four elements when combined with creating merit have become interrelated elements to create change for followers or what was later known as the four styles of transformational leadership.

### **“Dual Power & Joint Leadership”, a New Concept in Organizational Management Science**

Fans of Batman & Robin may feel uncomfortable with the new version of the Batman movie. When Robin's role disappears from awareness, Batman will always appear alongside his co-leader, Robin.

Just like Sherlock Holmes wouldn't be a complete, Sherlock Holmes without Dr. John Watson, the doctor who plays the role of the duo in world-famous investigations. They are each other's yin-yang.

If we look back in history. We will find the existence of “Dual power & joint leadership” in various cultures, including politics, military, economics, and society.

Mainland China also has a " Dual power & joint leadership ". The important person is "Zhou Enlai", a Chinese statesman who is a genius in military, diplomacy, economics, and administration. The great man “Mao Zedong,” the revolutionary leader of the Communist Party of China Founding of the People's Republic of China greatly.

Vietnam has Vo Nguyen Giap, a general with great military ability and compassion. One of the ten military officers the world admires. This general of the Vietnamese people's army is complete with both action and combat. Partner to enhance the prestige and is the person behind the success of President "Ho Chi Minh".

In business, many people know Bill Gates as the founder of Microsoft, but they may not be familiar with the name of Paul Allen, his trusted military leader who fought through hardships together before Microsoft came into this world. If Bill Gates is a genius, then Paul Allen is, is an intelligent partner.

Apple is no exception. While people around the world miss Steve Jobs, the real success story behind Steve Jobs is Steve Wozniak. Because Steve Jobs was a marketer, Steve Wozniak was an IT man, and Apple was an IT company, so Steve Jobs had to have Steve Wozniak by his side.

Facebook also had its early days. Mark Zuckerberg would not have been successful without Eduardo Saverin, his partner who oversaw finance during the early days of Facebook's

founding and became the number one organization in the world. Although Eduardo Saverin is currently not helping Mark Zuckerberg, he is a shareholder of up to 50 million shares of Facebook.

From the example given briefly above. It should be enough to show the picture. "Dual Power & Joint leadership" from the past to the present firmly believe that in the future administrative science will tend to turn to theories about "Dual power & joint leadership" again.

Maia Heyck-Merlin, whose book "The Together Leader" was published in 2016, said that joint leadership is when "leaders" and "followers" learn to lead and manage the organization simultaneously in every mission of the organization.

### **Together Leader, another Prototype of the Secondary Leadership Theory.**

A leader is when the leader and the followers lead the organization together. Although the concept is like the theory of participatory management, the difference between the two theories is that participatory management still has leaders and followers in a chain-of-command format based on a formal administrative structure. The leader will let the followers lead each issue, but joint leadership is when the leader and followers play a role in leading together in every matter.

Maia Heyck-Merlin explains that "leaders" and "leaders" are completely different, and "positional leaders" and "natural leaders" are even more different. One day, "structural leaders" will exist. There are many tasks to be done. Therefore, modern organizations need to create "Dual power & joint leadership" or "Number Two" will not only help share the mission of "Number One" but will also be a balance of power.

Maia Heyck-Merlin said that today's organizations with specialized leaders are unable to respond to crises in a world of complexities. Therefore, the "single leader" model of traditional management theory is no longer relevant in the digital age. "Dual power - joint leadership" is therefore a concept that is receiving more and more attention in various circles.

Moreover, if looking back at "Single leaders" we will find that in many situations, many "single leaders" may feel uncomfortable when working with the cooperation of many sectors. Many times, the personality of a "Single leader" makes some people lack flexibility. And it went on until I thought about it myself, that there is only one set of principles in this world.

In the end, a "single leader" tends to become "A dictator" or if he has the personality of an artist "Single leaders" may withdraw and work as individuals.

Maia Heyck-Merlin concludes by saying that "Dual power & joint leadership" is considered a structural, cultural, and administrative change. Because decision-making, direction determination, and resource allocation must be based on a different kind of participation.

### **Expanding on Leadership Theory with Full-range Leadership**

Bass and Avolio (1999) is the one who introduced the concept of transformational leadership, and transactional leadership applied together, called the Model of Full Range of Leadership, which represents different levels of effective leadership.

Riggio and Bass (2006) is another person who presented the theory of transformational leadership in the article "Does the Transactional-Transformational Leadership Paradigm Transcend Organizational and National Boundaries?", building on the ideas of James M. Burns, who appears as a model, perfect range Using a tool to measure multi-component leadership and using the results of the analysis of leadership components according to the model of the full range of Leadership, transformational leadership that he had proposed in 1985.

Phongsriwat (2013) has compiled a full range of leadership according to the concepts of Bernard M. Bass and Bruce J. Avolio as follows:

Transactional Leadership consists of the following behaviors.

LF: Haphazard Leadership (Laissez-Faire: LF)

MBE: Passive Management (Management-By-Exception)

CR: Situational Rewards (Contingent Rewards: CR)

Transformational Leadership consists of the following behaviors.

IC: Individual Consideration (IC)

IS: Intellectual Stimulation (Intellectual Stimulation: IS)

IM: Inspirational Motivation (Inspirational Motivation: IM)

II: Idealized Influence (II)

## Superior Leadership

Changed leader is a theory of new leadership studies or is it a new paradigm of leadership? Discussing transformational leadership by demonstrating that it is a new theory of leadership studies.

Transformational leadership is a paradigm shift (paradigm shift) to leadership that has a vision (visionary) and distributes power or strengthens motivation (empowering), has moral agents (moral agents), and motivates followers. To have leadership.

If you go back and look at both types of transformational leadership, transactional leadership, and transformational leadership, it will be found that both types of transformational leadership are a continuum and cannot be separated in practice both types of transformational leadership came to help decorate and add to it, and help each other (Complementary) rather than standing opposite each other (Polar constructs).

Phongsriwat (2013) said that superior leader transcendental leaders are different from transactional leaders and transformational leaders, where superior leadership is based on moral motivations in interacting with followers, such as love for fellow humans (Altruistic love), a sense of wholeness (Sense of wholeness), a sense of harmony (Harmony), and harmonious life.

This is done by demonstrating care, concern, and respect both for oneself and others. This expression of the leader helps make followers feel that they are important. Could make decisions, able to complete the job, and being able to lead oneself. In addition, superior leadership or transcendental leadership is also considered a visioning process and an ethical leadership process in which both leaders and followers share consistent values.

## Conclusion

From the above, today's leaders have a progressively greater role, especially in leadership theory from a leadership style that has passive-defensive management (Passive Management by Exception) to a leadership style that has passive-proactive management (Active Management by Exception) and when the leader is proactive.

Especially in responding to the basic needs of followers, which relies on the exchange of benefits between leaders and followers If the work complies with the said agreement Leaders will reward followers.



The systematic study of leadership has continued for almost 50 years since the emergence of various perspectives and beliefs, that have developed into many leadership theories, whether it is the theory of leadership characteristics, behavioral theory, situational theory, or even the theory of transformational leadership, in which the concepts and principles of the transformational leadership theory were accepted at one time, but over time there have been new ideas about leadership.

Happens continuously therefore, executives must choose a good leadership style that is appropriate to the organizational context that exists at that time and then adapt and apply it appropriately in a blended, harmonious manner, which will enable executives to manage the organization for which they are responsible. Efficiently and effectively to the organization as well.

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