Introduction

The essence of good leadership in every organization is the ability of the leader to influence its members to collectively achieve a common goal. A leader's behavior must portray positive observable, distinct, and measurable actions (Yukl, 2012). There are many actionable attributes that a good leader needs to possess to be successful. Foremost of them are accountability, compassion, fortitude, and good character (Durant, 2016). A leader must realize that he is accountable not only for his actions but includes the actions of the group he manages. A leader must be compassionate to the needs and requirements of the members of his team and sometimes must even put their needs ahead of his. A leader must be decisive and focused on the vision and goal that needs to be achieved. And finally, a leader must be able to display a semblance of respectable character in good or bad times (Băeşu & Bejinaru, 2015). As a former military leader and special forces officer, I had opportunities of having seen leadership principles and traits applied to near perfection by one of the distinguished leaders that have walked the Republic of the Philippines. That person is the then General Fidel V. Ramos, the Armed Forces of the Philippines Chief of Staff. Having served as his security officer during the infamous Edsa Revolution of 1986 gave the front seat view of how a resonant leadership style can be used to effectively lead a group towards accomplishing a common goal.

Leadership Profile: General Fidel V. Ramos

Fidel Valdez Ramos was born March 18, 1928, in Lingayen, Philippines. He graduated from the United States Military Academy in 1950 and immediately served in the Korean war than the Vietnam war (The Editors, n.d.). After the Philippines fraudulent presidential election of 1986, Gen. Ramos who was the Constabulary chief then and

defense minister Juan Ponce Enrile supported Marcos' opponent, Corazon Aquino, and declared her as the victor. The defection sparked the Edsa "People Power" revolution that resulted in President Marcos getting exiled. As his security officer during the Edsa Revolution, he displayed firsthand how strong military leadership core values can be effectively used to succeed in overcoming overwhelming odds.

Dominant Leadership Style

Having served in the military and the defense institutions in many capacities, Fidel V. Ramos uses the Authoritarian Leadership (Autocratic) style predominantly. As an autocratic leader, he functions well in unilateral task-assignments and problem-solving situations where he expected his followers to pragmatically follow instructions and directions with minimal or no question at all. This type of leadership is applicable in settings with limited decision-making time or resources with the need for large-scale coordination with other groups and organizations (Flynn, 2019). Although this type of leadership can be considered dictatorial, it has benefits and weaknesses depending on the tasks the group is in. One of the advantages is that decision making can be done swiftly especially in stressful situations. Having a good chain of command can help perform oversight of the activities. But the required element is to have a strong and commanding leader (Gonos & Gallo, 2013). This was true especially in many time-sensitive situations that Fidel Ramos was in. In the People Power revolution, deciding where troops need to be deployed in emergencies required quick thinking and decision making that required minimal or no hesitations from the troops being deployed. Trust by the troops of the leader's decision-making process made Ramos' autocratic leadership very efficient.

Despite that autocratic leadership is best in times of emergency situations, some disadvantages come with it. Since inputs are suppressed or put to a minimum, creativity is inhibited which can hurt the group performance overall. Doing so will also lead to the elimination of the innovation process as autocratic leaders tend to look down on new ideas. Finally, it may lead to everyone just relying on the experience of the leader which may make the leader appear indispensable to the future of the organization which could encourage a tunnel vision toward the wrong consequences (Cherry, 2015).

Emotional Intelligence

Emotional Intelligence (EI) has been known to contribute to success but also the failure of leadership (Mathew & Gupta, 2015). EI is the capacity of recognizing the leader's feelings and the people surrounding the leader. It also refers to the ability to manage emotions as the leader interacts with others. It has many dimensions or domains: self-awareness; self-management; social awareness; and relationship management (Doe, Ndinguri & Phipps, 2015). General Ramos was a prototypical example of this. He never wavered with projecting hope to everyone he met during the People Power revolution. His interactions with all the people around him demonstrated his sincere desire to hold on to the truth as it will eventually prevail. He used simple actions to project his reasons and the needed actions. In a similar supporting note, Boyatzis, Smith, Van Oosten, & Woolford (n.d.) confirmed that social awareness and emotional intelligence are known predictors of effectiveness in many management and professional leadership jobs around the world. General Ramos never showed panic or being anxious in public. He maintained the stoic and peaceful demeanor that projected the same sentiments to the people supporting him. Emotional Intelligence has been validated by research as one of the key components for

leadership to be efficient (Dabke, 2016). Leaders with high EI have known to display abilities to identify and assess emotions as well as predict and control their emotions as well as the people under them. These explain more the actions that General Ramos showed then. Boyatzis et al., (n.d.) list the three competencies related to this. The first is Cognitive Intelligence which refers to the ability to recognize a good pattern and system perception. Second is Emotional Intelligence whose competencies indicate adaptability, emotional control, and awareness, possession of a positive outlook on the job, and focused on achieving the goals most efficiently and affordably. The third is Social Intelligence which lists the ability to influence others, serves as a good coach and teacher, can empathize, has an acute organizational awareness, and can provide a good teamwork environment. There appeared to be no known weakness Fidel Ramos had with this.

Modeling the Way

The Model the Way practice is one of the primary behaviors that help ensure that exemplary leadership is achieved (Posner, 2017). Modeling better behavior to others promotes commitment from them plus helps achieve higher standards. It is best to have a script to follow at the start and as time passes by, that script become internalized and as others in the team follow, the team will start to swim the same way, paving the way to a more efficient flow of attaining goals (Houghton, et al., 2015). A few circumstances that made Fidel Ramos a good example for the troops were the tasks and missions that he tasks others to do, he in the past have successfully achieved them also. During his time as the Chief of the Philippine National Police, he curbed corruption that was conducted by a few scalawag officers and men in the headquarters before he was in office. The first thing he did when he took office was to make sure that there was no semblance of corruption

conducted in his office and not tolerate any semblance of corruption existed. He created

commissions that helped identify and investigate any corruption within his office and

general staff officers. This served as a motivation to other offices to do the same that this

movement proliferated down to the rest of the commands and encouraged many other

officers to go after scalawags as the Chief PNP was backing them. By modeling the way,

the leaders are executing the behavior for the benefit of the larger organization. It is

important for the leader to be ready to roll his sleeves to get down and dirty with the rest

of the team (Posner, 2017). There appeared to be no known weakness Fidel Ramos had

with this.

Inspiring a Shared Vision

Cultivating a shared vision is a very challenging task for any leader now and old

alike. Visions are meant to be the future-oriented realizations of an organization (Berson

et al., 2015). They need to be carefully crafted and established as they will serve as

directions that an organization will head into in the future. Often times, a simple vision is

but what is needed. It is easy to understand, easy to be shared, and easy to be integrated

into the member's work that organizational unity can be efficiently attained. Once the

appropriate visions are created and integrated by the members, leaders can then make

assignments exciting to them. Members will become inspired that they become

comfortable as they face new challenges.

One of Fidel Ramos' primary vision for the Philippine National Police was to

enforce the law, to prevent and control crimes, to maintain peace and order, and to ensure

public safety and internal security with the active support of the community. To

effectively disseminate this to the ranks and file, he directed the directorial staff for

operations to create communication programs that would help the spreading of this vision. He created symposiums led by high ranking officers tasked to make sure that the men and women of the PNP had a chance to be able to fully comprehend the vision. He led many of them himself in a high visibility fashion for he understood the effect of delivering the message personally himself. It is important to realize that the distance that leaders have on their members can be malleable. The farther the leaders are from their members, the harder for the members to fully understand what they want to be done. However, Berson et al. (2015) purported that these distances can be altered. Leaders can simply transition their distance by altering the way they communicate. A more concrete or simple communication can make them closer to the members compared to abstract or vague communication. In this regard, Fidel Ramos had many of his regional commanders attend his command conferences making sure that he took advantage of the event to disseminate his vision when they leave conferences. Not only did he disseminated his vision but he also conducted follow-up conferences with all available units to ensure that the men and women of the PNP understood them. There appeared to be no known weakness Fidel Ramos had with this.

Challenging the Process

Challenges will always be present as long as someone takes the role of a leader. The word challenge itself relates to being confrontational. When undertaking a challenge expect that stepping on someone's shoes can happen and be mindful of it. It is good to trust the instincts developed over time. Often the first guesses are the best-educated ones at that moment (Codreanu, 2016). Of course, every leadership challenge can be successfully met and resolved. Leaders in any organizational arena attempt to find the

perfect balance of the administrative and the operational world (DeKrey & Portugal, 2014). There were three major leadership challenges that Fidel Ramos faced when he was the PNP Chief.

      Focused roles and responsibilities. The first challenge was how to identify and apply the roles and responsibilities of the members of the leadership team. Most organizations have leaders with their own chosen people that compose their leadership team. For the leader to fully integrate effectively into the organization, these members must be knowledgeable of the business language that the employees use and ample working knowledge of the business processes that exist in the organization. There must be a few members of the team who should be fluent in speaking the language while others are to learn and start their understanding of the business process. It is important that in the means of learning the business that these team members be objective and unbiased of their observations to gain the trust of the people in the organization especially those who are more technically competent and have a good working knowledge of the governance process (O'Neill & Nalbandian, 2018). Most military career officers put their trust in a small circle of people they work with. Fidel Ramos was similar. He brought his own trusted people as his staff to assist him to jump-start his role. He also made sure to assign officers and men in strategic positions to assist him in the operations, administration, and logistics requirements to accomplish his goals. The members of his leadership team have sufficient knowledge on how to efficiently bridge the gaps with the different units within the new organization and in doing so got a good picture of their morale and state of arms thus able to immediately leverage them to assist in having initial success on their mission.

Bridging beyond boundaries. The second challenge was how to face problems that bridge beyond the boundaries of responsibilities. This often required a delicate collaboration between leaders of different organizations, or sometimes of department heads of a huge organization. The tensions between leaders are often caused by an unclear basis of authority resulting from conflicts caused by different goals and objectives, and varying approaches that each party presents to the table (Courtright, Colbert, & Choi, 2014). The challenge here is to bring the messy situation of disorganized solution making to a more orderly process where each party is allowed to use initiatives to enable bridges of collaboration between the parties (O'Neill & Nalbandian, 2018). Tensions within different military units could be high especially when they operate in the same dissident area. Different branches of service have their responsibilities during actual field operations against insurgents for example. The Air Force was to provide air support. Navy, if there were waters near, could provide amphibious transport. The Army was to provide the primary assault elements to subdue the insurgents. The Philippine National Police was to provide the police support to enforce the peace and order once the enemy was neutralized. Usually, at the top echelon level, Fidel Ramos being the senior Service Commander would issue orders and instructions that would minimize conflicts between these boundaries that assist in facilitating collaboration that other Service Commanders follow. Generally, when the operation gets ongoing, the roles and responsibilities between commanders tend to align themselves as the different military and police leaders became more comfortable with each other which results in better collaboration.

Members' engagement. The third challenge was on members' engagement. The role of the members must be fully disseminated and understood by each individual. This is

best accomplished by the leadership making use of the many modes of information sharing to include social media. Likewise, the leader-member exchange must encourage the member's creativity to flourish. The leader must encourage an environment of trust and respect. The leadership should make sure that the members' needs are heard and addressed. In so doing, this will lead to a high-quality leader-member relationship that results in dedicated work by the members (Rujie, Li & Kan, 2012). Military leaders are trained to react quickly, to decide fast, and they would assume the responsibilities of their actions (Codreanu, 2016). Fidel Ramos was the same. The training he received and vast experience enabled him to function similarly. His expectations of members' engagement were the same. Soldiers were trained to react fast and follow orders quickly for they know that a slight delay can cause a mission to be compromised and even fail. But there were exceptions on this that touched the administrative functions of the unit especially when the units are back to barracks. A different member engagement transpired. Admin activities could have the same high-quality leader-member relationship that encouraged the members of the unit to be the best they can be through encouraged and solicited comments and feedbacks by the leadership. There appeared to be no known weakness Fidel Ramos had with this.

Enabling Other to Act

Behaviors of members of the organizations have been influenced greatly by corresponding leadership behaviors. The group-level conducts are accentuated by the positive effects based on customer-facing learning that encourages members to provide excellent service (Auh, Menguc, & Jung, 2014). By empowering leadership at both the individual and group levels, service-oriented organization member behaviors are

guaranteed positive effects that help grow the organization's productivity level that holds in the long run. Some of the behaviors that Ramos leadership employ was to make sure that people under them have enhanced work environments. With everything they need to perform best will lead to increased employees' engagements that result in improved performance (Breevaart, et al., 2014). For example, he made sure that special units engaged in anti-terrorist operations were properly trained and have the latest equipment and most modern firearms. He got the proper budget approved by the government to make sure that the units' operational maintenance was sustained.

But beyond the enabling process that makes members bear fruitful engagements, there can exist a burdening process that invokes members' tension (Cheong, et al., 2016). When this happens, the need to build up the team is necessitated. Team building is a very important tool to help improve a group's collective skill, encourage member dialogues, and can open informal conversations about professional development. All these results to the group eventual bonding (Lacerenza, et al., 2018). Team-building activities can be used to provide realistic environments that can challenge the members to provide solutions to satisfy a common goal. During Fidel Ramos' term, he introduced the PNP retraining focused on equipping the members of the units the skills to be more effective not only during peacekeeping but most of all for combat. The anti-insurgency operations during his time were all high because of neglect from previous leadership so he made sure to make the units under his command preparedness one of his priorities. Unit training to him parallels the team-building activities conducted by organizations. Many of the continued successes of corporations are strengthened by these exercises that build their members into solid and efficient teams and to Ramos, this was a similar goal (D'ewes, 2016). Promoting

teamwork is inspired by emotionally intelligent leaders as they offer hope and optimism. Leaders like Ramos radiate with enthusiasm and confidence that is contagious with their subordinates. They encourage them to set higher goals through a shared vision while providing for their needs so that they would be able to optimize their performance (Decker & Cangemi, 2018). There appeared to be no known weakness Fidel Ramos had with this.

Encouraging the Heart

One of the more difficult leadership skills to master is caring. Caring is elusive but plays an important role that leaders must possess to ensure organizational success (Kouzes & Posner, 1999). Encouraging the heart within an organization by the leadership can be done in so many ways. It requires leaders to communicate the needed standards, set best expectations, pay attention to details of what is happening in their organization, recognize members that excels, tell their story to encourage others, celebrate their success within the organization, and finally the leaders themselves setting a good example for others to emulate (Al-Baradie, 2014). In a similar note, encouraging the heart by Kouzes & Posner (1999) reflects the soft side of leaders. It focused on the individual member's needs, how to recognize appreciate them, tell stories of the successes to influence others to do the same. In line with it, many followers certainly expect their leaders to be competent as their assigned roles were such, but these members also anticipate them to be morally true to them and their work (Gabriel, 2015). The sincerity of the leaders also affects the members' effectiveness. Members are sensitive to their leader's emotional state. If it is positive, the member's emotional valence will also become positive leading towards more encouraging hearts, which will lead towards member's full organizational support (Eberly & Fong, 2013). This will then lead towards heightened members' commitment and

service, work satisfaction, and less organizational turn over (Hyatt, 2013). Kouzes & Posner (1999) listed the following practices by a leader to be essential elements for encouraging hearts.

Setting clear standards. Before a set of standards is fully integrated by members of an organization, it needs to be communicated clearly. The definition of success should be well explained. Fidel Ramos has set a few very high standard codes of conduct that he wanted to be adhered to. He wanted the police uniform to be respected by all members of the PNP. He sent out directives that all PNP members must show respect to all civilians and failure to do so will be dealt with appropriate disciplinary actions.

Expect the best. Communicating high expectations will result in high performance. As the father of the PNP Special Action Force, Fidel Ramos as a special forces man himself made sure that the idiom, "Aim High so as to Hit High" was established. He always said that each member of his command must do their best so that the whole command would succeed best. Because of the training and many communications sent out by him to everyone in the command, this became a norm.

Paying attention. The leader must know what members felt or how they perceived their roles would be in a mission which would then become vital to the unit's cohesiveness and unity. It was very important to know the men not only on a first name basis but also to include their families, their likes and dislikes, what they were doing and how they prepare for operations. Doing so, a leader would have a better picture not only of any member but of the whole unit itself when taken collectively. In order to do this, a leader must be more focus on the members and less of himself. As Fidel Ramos' security officer, I was often amazed by how great his memory was of the names of the people who

have served under him that came to visit him in his office. One elderly gentleman came one day to greet him. Ramos not only remembered his last name but also his first name as they served together in Vietnam. Likewise, he has an open-door policy. Anyone can see him if his schedule allowed. Thus, he was dearly loved by everyone that when he ran for president in 1992, he was elected.

Personal recognition. It is important for leaders to search for any positives of their members to recognize and reward. Recognizing achievements was especially important to Fidel Ramos. He understood that recognition of brave deeds performed during anti-insurgency operations not only validate the self-worth of the soldiers involved in fighting the terrorists but also show to other members of the unit that their deeds were being rewarded and that would encourage other members to not hesitate in combat to do the same.

Tell the story. Similar to the recognition of individual excellence, any story of success must be circulated. Stories if given a face has more impact than facts or figures. The following storytelling elements must be included: the identity of person(s) involved, state the predicament, give clarity to the story intent, describe the actions that occurred, list the props used, tell how the story ended, give a comprehensive account of the storyline, and include a surprise at the end (Kouzes & Posner, 1999). Fidel Ramos made sure that any commended and awarded individuals in his command were correspondingly announced all throughout the units and that in the Monday morning flag-raising ceremonies, that their excellent service is announced.

Celebrate together. To further the organization's success, a culture of celebration must be nurtured. The PNP as a whole always face adversities that tests human

capabilities in connection with its peacekeeping mission. Fidel Ramos made sure that the full implementation of specific operational protocols to ensure the success of the missions were emplaced. More often than not, when units come back with limited casualties or to no casualties at all in heavy operations, the minimal list of casualties was more than reason enough to celebrate to him. A soldier coming home from a mission alive was more than enough reason to celebrate for him.

Set the example. Good leaders know how to model the actions they require from their members. Correct modeling will result in higher credibility for them. If they walk their talk, members will willingly follow them and if leaders have proven themselves worth emulating, their members would even die for them in a battle with no questions asked. Fidel Ramos was that kind of a leader. Some of the benefits of his leadership credibility: the PNP morale was always high, the members' values became more aligned with the PNP organization, the members became more attached and committed to the organization, and members did find a deeper sense of identification for the organization as a whole (Al-Baradie, 2014). There appeared to be no known weakness Fidel Ramos had with this.

Improvement Plan

Although overall, Fidel Ramos used the transformational leadership style as his works did achieve direct positive results of the many endeavors his group led, looking back and analyzing further his leadership traits, any weaknesses that he might have may just be contained in the autocratic leadership style that he utilized in the conduct of his role. There were instances that other ideas that would have proven better by other high-ranking officers were subdued because of their respect for him. There were occasions that

reliance on his experience and expertise create a tunnel vision that resulted in less anticipated results. In these cases, he could have provided a more balanced leadership style that translates more towards the participative (democratic) leadership style. This participative leadership style could have further encouraged growth among the staff as they would be more motivated and creative leading towards higher-quality contributions (Cherry, 2015).

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