

The author examines two methods to manage subordinates; exemplification and self-management. Both methods work synergistically.

## **Exemplification**

Exemplification involves behaviors that imply dedication and loyalty to the organization's mission. A manager who uses exemplification tactics will *walk the talk*, make self-sacrifices and otherwise provide an exemplary example to subordinates (Yukl, 2006). Examples of exemplification gone wrong are found in science fiction movies. *The Fly* involved a scientist who sacrificed himself to test his transportation machine. The villain in *Spider Man* injected the enhancement formula to become the Green Goblin. These are examples of making self-sacrifices to achieve an organizational vision.

As Mahatma Gandhi said, "Become the change you wish to see in the world." Gandhi *walked the talk*, making self-sacrifices to cause change. Closer to home, exemplification means top level management follows its own rules (Heathfield). If management asks employees to cut down on expenses and supplies, management should refrain from taking lavish business trips to top golfing cites, for example. It is hard for employees to care about using both sides of the printer paper when management spends extravagantly.

## **Self-management**

Self-management uses positive attitude tactics to influence and improve behavior. A manager who uses self-management tactics will set goals, mentally rehearse and visualize achieving his goals and use positive self-talk to improve his performance. He will do the same with his subordinates. Self-management may not be possible if the subordinates are immature, or do not have a desire for self-improvement. Self-management has proven effective with high performance athletes, who visualize crossing the finish line before the race begins (Sims & Lorenzi, 1992).

In modern management, a leader who *walks the talk*, and uses positive encouragement for the employees, will teach the employees exactly how each task is to be performed, and how to reward themselves and others for a job well done. If the cycle is repeated enough, employees will handle most tasks without direction or supervision. Practiced repeatedly, supervision time will decrease. Future leaders will emerge.

## References

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