

Competitive Leadership: Role of Leadership Performance

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Abstract

Development of competencies needed to be effective leaders requires research and theory that can drive future scholarship and application. Competencies are defined and an overview is provided on research on competencies, their link to performance in various occupations, and their development. Emotional, social and cognitive intelligence competencies predict effectiveness in professional management and leadership roles in many sectors of society. In addition, these competencies can be developed in adults. The purpose is to investigate leadership competencies of leaders working within the competencies are unique. Additionally, the aim is to identify how new competencies leaders have developed while in the current position and how this enhances the ability to better manage staff. Leadership competencies are skills and behaviors that contribute to enhanced performance. While some leadership competencies are essential to all firms, some distinctive leadership attributes may be particularly relevant to organizations possessing a large community [1].

Personal interviews and stratified sampling were used to examine the qualities and skills relating to leaders to success in leading organizations. The research design did not differentiate between the origins and ethnicities of the leaders. The leaders, whether American, European, Indo-Pakistan or Asian, were treated as one entity. Factors such as communication ability, team building qualities and ability to handle local nationals were found to have a significant effect on adjustment and success in managing organizations. By investigating specific competencies and skills that leaders need to lead organizations in the region, and to study on how they can better identify and develop leadership skills that lead to enhanced performance in organizations. The study focuses on leadership competencies within the expatriate community.

Keywords: Leadership Competencies; Exemplary Competencies; Exemplary Performance.

“Being a leader does not mean dominating the situation. It means empowering people to do what they would not have imagined possible.”
– Chamukya

Introduction

“Chankya’s Arthashastra, is probably the first book on Competency. It is perhaps the oldest management

book which is still proving to be an excellent leader for management professionals and practitioners. The book contains competency models, the thesis and theories of human aptitude, intelligence quotient and emotional quotient. In general, it has everything related to human behavior regarding work, logic and emotions. Competency is “an underlying characteristic of a person in that it may be a motive, trait or skill aspect of one’s self – image or social role or body of knowledge.” (1982). The competence approach encourages employees to develop competencies which can be used in diverse work situations rather than being boxed into the job. Employee Development also focuses on enhancing employee competencies which help them to cope up with organizational change. Competency may take the form of Knowledge, Attitude, Skill and Values. Besides these, it may also

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include characteristics of an individual, motives and self-conception. In a classic article published in Harvard business review in 1994, grouped competencies into 3 categories which were later extended to four including 1. Technical i.e. relating to technology/ know-how. It is associated with function, role or task and hence, termed as functional category. 2. Managerial/ Organizational- It deals with managerial aspects including planning, resource mobilizing, organizing, monitoring etc. 3. Human/ Behavioral- These competencies deals with personal, inter personal and group matters. 4. Conceptual- They include visualization, model building and so on. In view of the significance of the competencies, for the employees and the organization, competency becomes indispensable.

Competency is a process of identification of competencies required to successfully perform a particular job or role or a set of tasks at a given point of time. It consists of breaking the given job into constituent tasks and identifying the competencies needed to perform the job successfully. It is a way of assessing the strengths and weaknesses of the employees or organization. It's about identifying a person's job skills and strengths in areas like teamwork, leadership, and decision-making.

Large organizations may use some form of this technique to understand how to best use each worker or how to combine the strengths of different employees to produce the highest quality work. Individuals may also find that this type of assessment can help them prepare for a career change or advance in a specific job field. For building strong working relationship within the organization, competency of the people has to be continuously monitored and enhanced in congruence with the business plan.

There are various competencies including Initiative taking, Strategic Thinking, Business Acumen, Relationship Building, Teamwork, Cooperation & Collaboration, Communication, Strategic Thinking Problem Solving & Decision Making etc. Competencies vary from Job to Job, Department to Department. For different departments and different jobs, these competencies have separate weightage. Accordingly, Competency rates the employee skills and helps them to improve the competence which is important for their career development. In view of the recent developments of liberalization and globalization, every organization has to achieve excellence to become global. Competence Development will play a pivotal role in this regard.

Considering the significance of Competency in an organization, the present project has been undertaken

with reference to RXY Laboratories which is one of the major pharmaceutical company. It has several plants in India. The present project „A Case Study of Competency Mapping has been undertaken in this company [1].

Leadership Competency

Leadership is Action, and not a Position. "Leaders aren't born, they are made. And they are made just like anything else, through hard work. And the price will have to pay to achieve that goal, or any goal." As a leader, we will be successful to the extent that we can free ourselves from the "technical" work of our unit by giving the lead our skills, resources, and "space" to take this work on. Our activities in a given day or week, along with the time spent on each. True leadership isn't a matter of having a certain job or title. In fact, being chosen for a position is only the first of the five levels every effective leader achieves. To become more than the boss, people follow only they are required to have master the ability to invest in people and inspire them [2]. To grow further in leader role, we must achieve results and build a team that produces. We need to help people to develop their skills to become leaders in their own right. And if the leader have the skill and dedication, one can reach the pinnacle of leadership where experience will allow to extend and influence beyond the immediate reach and time for the benefit of others.

For each activity, identify whether it is a "leadership" or "technical" activity. A "leadership" activity is one that organizes or enables the work of the people you manage, such as planning, budgeting, or coaching. A "technical" activity is one that involves performing the tasks that produce outputs for our unit. Consider the technical activity that takes up the largest part of our time. The people we lead doing this work is hard or what.

Develop both our leadership and our management skills. Sometimes both are essential to our involvement in running the organization. We have to keep our activities so that we can focus better on those that advance the departmental mission. We have to establish a culture of accomplishment. Demonstrate leadership with obtaining approval for changes and not just from those above us, but also from those around and below us. We have to prepare for opposition.

That is Anticipate objections, benefitize, categorize and then develop the plan with sincere, deserve and unique. The leaders should be with authoritarian, team leader, country club and impoverished. The

leader must analyse the issues to evaluate our analytical skill and break down problems into manageable part to focus on most critical information to identify and test assumptions. From different points of view, we have to analyze the issues and apply the reasoning to accurate logic and integrate information from various sources to arrive at optimal solution.

The innovation must be in leverage by using brainstorming to generate new ideas, methods and technologies. Leverage fresh perspectives, breakthrough ideas and new paradigms to create value in the market. We have to find ways to extend and apply innovative ideas to enhance business results. The leader must understand the organization's financial environment [3]. The financial goals must set aggressive and yet achievable. Identify the key financial indicators and metrics to measure the business performance. Demonstrate understanding of how our work unit's performance contributes to the overall organization's financial results. The leader must build give and take relationships. We have to know whom to involve when and build coalitions or alliances. Show interest in the needs & concerns of others and identify agendas, concerns and motivation of others. Relate to others in an accepting and respectful manner regardless of their organizational level, personality or background. We have create an environment conducive for work. The leader must facilitate and inspire the people of thinking, motivation and in excelling to promote collaboration and teamwork.

Now a days a lot of emphasis is given on choosing the competencies that will create wealth for organizations. Competencies link organizational strategy with people, and people who are aligned with strategic goals are better able to meet challenges. Most of the people in the leadership field are familiar with competencies like problem solving, financial analysis and marketing savvy, these skills do not, of themselves make a leader. It is the nine competencies in addition to the traditionally valued competencies which make a well-rounded leader. The daily plan to help us to grow as a leader in our personal, professional, and spiritual life. Why do some people achieve great personal success, yet never succeed in building a business or making an impact in their organization? Is that those closest to the leader will determine the success level of that leader." It's not enough for a leader to have vision, energy, drive, and conviction. If we want to see our dream come to fruition, we must learn how to develop the leaders around us. Whether we are the leader of a non-profit organization, small business, or Fortune 500 company, developing the Leaders around us can help you to take others to the

limits of their potential and our organization to a whole new level. Are some people born to achieve anything they want while others struggle?

Call them lucky, blessed, or possessors of the touch. What is the real reason for their success? Is it family background, wealth, greater opportunities, high morals, an easy childhood? Position, Permission, Production, People Development, and Pinnacle are the levels of every leader should follow.

Case Study

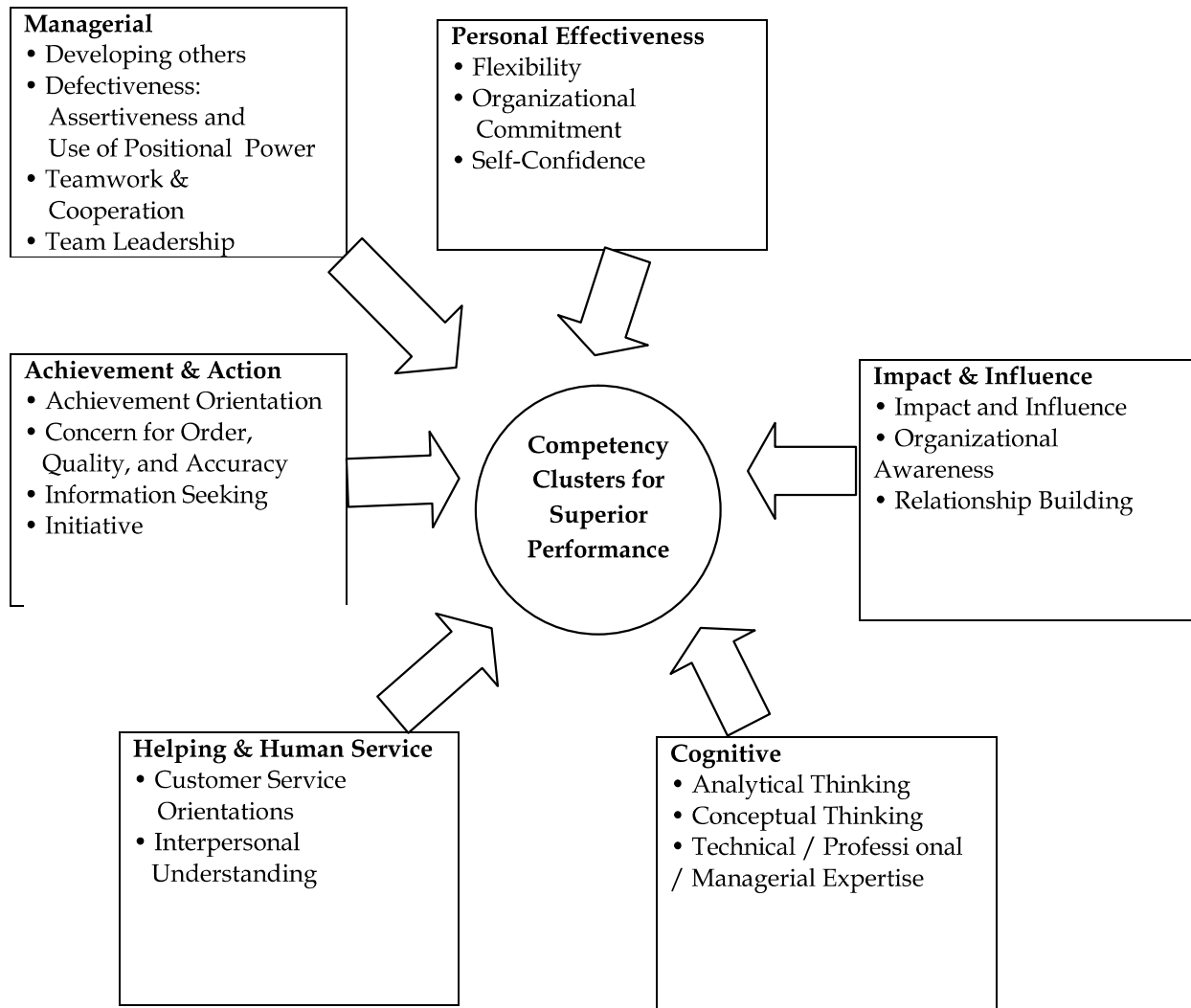
Leadership's competencies and exemplary performance is a trend for identifying exemplary performance Spencer & Spencer, 1993 in business environments in recent years has been to focus on training or developing (and hiring) best-in-class performers.

The goal is to identify competencies that are above and beyond threshold competencies, perhaps necessary for a particular position, but may be linked to superior performance Encouraged by success in identifying "generic" competencies, expanded the original study in 1989 to consider competencies for more than 200 jobs for which models of competency were available. Reports of models of competency based on distinguishing characteristics of superior performers, organized distinguishing competencies into clusters or groups. Each cluster contained a number of competencies and designated each competency with behavioral indicators or specific behavior that demonstrated competency on the job. To develop the compendium, a list of all behavioral indicators appearing in 286 competency models resulted in identifying approximately 760 separate types of behavior.

Of these, 360 indicators defining 21 competencies accounted for 80 to 98 percent of behaviors reported in each model. The remaining 400 behavioral indicators described rarely observed competencies, called "uniques." Models for competency in the database include technical/professional, human service, entrepreneur, sales/marketing/trading, and managerial jobs in industry, government, military, health care, education, and religious organizations. When several studies of a common job exist, the database was used to produce generic competency models (e.g., jobs for health care managers, high tech salespersons, or internal trainer/consultants. For example, database probes can test for similarities among different levels of a job family, different types of jobs, or job studies from different environments).

Competencies for superior performance in similar jobs were found to be essentially the same everywhere in the world Spencer & Spencer, 1993. This identifies 21 most common (generic) competencies that cover behavior in a wide range of jobs and can be adapted

for a variety of applications illustrates Spencer & Spencer's competency clusters that includes two to five generic competencies for each cluster which could facilitate understanding of the analysis of the present the case study.



Qualities of a Leader

Great Leaders have a clear vision of exciting idea of where they are going and what they are trying to accomplish the quality separates leaders from managers. Visions allow leaders to tap into the emotion of their employees. Courage is the most identifiable outward trait and it is considered the foremost of the virtues, for upon it, all others depend. With Integrity the leader should have nothing to fear, since you have nothing to hide. With integrity, a leader will do the right thing, so you will have no guilt. The more a leader can contain ego, the more about his realistic problem. Therefore, a leader must know first how to listen, and admit that he don't know

all the answers. Leaders are outstanding at strategic planning. They have the ability to look ahead, to anticipate with some accuracy where the industry and the markets are going. The leader must focus on the ability to make sure that everyone is concentrated on the most valuable use of the time is essential to excellent performance. Successful people maintain a positive focus in life no matter what is going on around them. They stay focused on their past successes rather than their past failures, and on the next action steps they need to take to get them closer to the fulfillment of their goals rather than all the other distractions that life presents to them. Leadership is the ability to get people to work for you because he wants to gain the cooperation of others by making commitment to

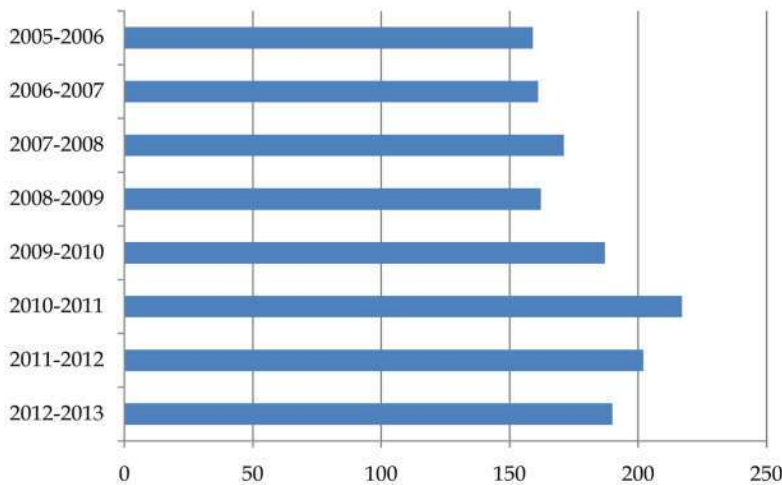
get alone well with each key person every day.

There is no certainty life or business every commitment you make and every action you take entails a risk of some kind. If a leader imagination leads to understand how quickly people grant the request when appeal to self interest, a leader should have practically anything go after [2].

Types of Leadership

Working under a great leader is a privilege that can be far too rare, but even more is what makes a great leader. In 2014, 82% of the time, and that only one in ten people have the skills to be a good leader. Therefore, it's simpler to look the types of leaders out there, and consider how Visionary, Coaching, Democratic, Affiliative, Coercive differ, and what their strengths and weaknesses are [7].

The work was an exploratory attempt to test an



Graph 1:Data retrieved from 2005-2012.

Table 1: Reliabilities of Leadership Effectiveness Competencies

| Reliabilities of Leadership Effectiveness Competencies | | | | | | | | | | | | | |
|--|-----------------|-------------------|-------------------|-----------------|-------------------------|------------------------|------------------------|--------------|---------------------|--------------------------|---------------|---------------------|-----------------------|
| Leadership Effectiveness Competency | Decision Making | Self Moti- vation | Use of Technology | Problem Solving | Planning and Organizing | Communi- cation Skills | Know- ledge Management | Persu- ading | Change Manage- ment | Emotional Intelle- gence | Inspi- ration | People Manage- ment | General Persona- lity |
| Decision Making | 1 | - | - | - | - | - | - | - | - | - | - | - | - |
| Self | 0.666 | 1 | - | - | - | - | - | - | - | - | - | - | - |
| Moti- vation | 0.609 | 0.621 | 1 | - | - | - | - | - | - | - | - | - | - |
| Use of Technology | 0.629 | 0.595 | 0.662 | 1 | - | - | - | - | - | - | - | - | - |
| Problem Solving | 0.705 | 0.685 | 0.693 | 0.708 | 1 | - | - | - | - | - | - | - | - |
| Planning and Organizing | 0.723 | 0.735 | 0.672 | 0.734 | 0.719 | 1 | - | - | - | - | - | - | - |
| Communi- cation Skills | 0.605 | 0.6 | 0.619 | 0.66 | 0.654 | 0.732 | 1 | - | - | - | - | - | - |
| Knowledge Management | 0.605 | 0.537 | 0.518 | 0.629 | 0.564 | 0.67 | 0.668 | 1 | - | - | - | - | - |
| Persuading | 0.722 | 0.692 | 0.644 | 0.712 | 0.745 | 0.825 | 0.802 | 0.759 | 1 | - | - | - | - |
| Change Management | 0.658 | 0.652 | 0.56 | 0.615 | 0.616 | 0.729 | 0.626 | 0.601 | 0.763 | 1 | - | - | - |
| Emotional Intellegence | 0.655 | 0.588 | 0.598 | 0.635 | 0.784 | 0.671 | 0.678 | 0.661 | 0.738 | 0.641 | 1 | - | - |
| Inspiration | 0.671 | 0.637 | 0.705 | 0.772 | 0.743 | 0.744 | 0.689 | 0.674 | 0.805 | 0.652 | 0.729 | 1 | - |
| People Management | 0.576 | 0.514 | 0.588 | 0.688 | 0.666 | 0.674 | 0.647 | 0.604 | 0.705 | 0.55 | 0.651 | 0.752 | 1 |
| General Personality | | | | | | | | | | | | | |

integrated model consisting of thirteen Leadership Effectiveness Competencies. Decision Making, Self Motivation, Use of Technology, Problem Solving, Planning and Organizing, Communication Skills, Knowledge Management, Persuading, Change Management, Emotional Intelligence, Inspiration, People Management and General Personality. In particular, the objective of the study was to investigate the relationships between perception of the employees based on their demographic factors and leadership effectiveness competencies. The findings show that there is no difference between the demographic factors of education level, job tenure – experience, seniority – current social status gender, age group in perceiving leadership effectiveness competencies. Further the research indicates that the employees of private sector and public sector undertakings perceive the leadership effectiveness competencies in a similar manner. It is also well established that all leadership effectiveness competencies are positively correlated and are of equal importance in context of Indian manufacturing industries. In summary, this study makes a contribution to our knowledge of leadership effectiveness in that it evaluates the relationships between perception of employees and leadership effectiveness competencies [1].

Conclusion

The four disciplines of a leader execution is about a simple proven formula for reaching the goals we want to reach as a business or individual. The thing that most undermines the ability to execute goals is what we call the Whirlwind. Those urgent tasks that must be done simply to keep an organization alive. The only way to execute new, important goals is to separate those goals from the Whirlwind. The leaders have to create a strategy that requires a change in behavior only by ensuring that everyone on the team understands the goal, knows what to do reach it and knows whether progress is being made, will a leader produce consistent breakthrough results while sustaining the urgent work of the Whirlwind.

The leader should focus on the wildly important, act on the lead measures, keep a compelling scoreboard, create a cadence of accountability and to achieve important goals, a leader must share success stories from a wide range of companies that have implemented the result in greater profits, increased market share and improved customer satisfaction. This way of thinking is very essential to any company that wants to not only weather, but thrive in this

economy. To become a good leader, you must have all the qualities but if you lack some of the qualities, then you might struggle to make the mark in the world of leadership. You will have to set a good example for others to follow. That is where your commitment, passion, empathy, honesty and integrity come into play. Good communication skills and decision-making capabilities also play a vital role in success and failure of a leader. Lastly, innovation and creative thinking, as well as the futuristic vision, are a couple of key traits which make a leader stand out. Leadership has become a growth in recent years, yet the cities seem to have sunk deeper into crisis of our communities are in turmoil. Each leader must be responsible for every lives, and for the life of others community and world. We questioned daily by life, which asks us whether we are willing and able to fulfill our potential and respond to the enormous demands we face as a society.

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