
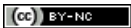


“Theoretical insights into expression of leadership competencies in the process of management”

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Theoretical insights into expression of leadership competencies in the process of management

Abstract

The relevance of the topic is defined through the idea that appropriate leadership competencies and their application in certain activities enabling the followers can ensure the prospects of organizational development and individual career opportunities. To review and summarize the aspects of research findings of leadership science in expression of competencies in managerial processes, highlighting the leadership competencies in the context of general competencies. **Methods.** In order to formulate analytical findings describing the concept of leadership, generalizing the stages of development of theories, expression of leadership competencies and impact, there were used the methods of scientific literature analysis and synthesis as well as simulation. **Results.** According to the scientists insights, the article deals with leadership concept analysis, leadership research overview according to development stages. Scientific **novelty.** The analyzed theme has a scientific novelty, because recently there has been more and more discussion about the importance of leadership, but it is important to analyze the core leadership competencies that would predetermine both the findings of decisions of organizations' managerial processes and positive changes of individual career in the integration in the activities of organizations. **Practical significance.** The need in leadership competencies is related to the issues of good leadership in organizations. Aiming to implement ideas of modern leadership in organisations, the leader has to have certain characteristics of leadership expressions, such as ability to communicate effectively, respond to the needs of others, and influence the behavior of the followers directing them towards the achieving of the set goals and implementation of the leader's vision.

Keywords: leadership, competence, management, expression, individual career.

JEL Classification: M12, M14.

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Introduction

Most definitions of leadership have a common theme of mobilising and directing others towards goal setting, and goal achievement is defined as setting a direction and developing the strategies necessary to move in that direction that is, creating and achieving a vision. Leadership is seen as a process, in which the leader affects others in a way that they could move towards a suitable direction and achieve the overall objectives of the organization, but becoming a leader requires continuous self-development, learning and experience, in other words, there is a need to acquire the appropriate competencies. It must be highlighted that the

leadership competencies affecting managerial decisions that are relevant in the context of modern developments. The authors' insights can be crucial when discussing the educational fields of leadership competencies. On the basis of studies, the aspects of scientific insights of expression of leadership competencies in managerial activities must be summarized, the importance of leadership competencies in general structure of competencies should be highlighted. The raised problem is to find out what competencies the leader is characterized by and how they are expressed at the levels of organisational leadership and individual career.

1. Literature review

The problem of philosophical and anthropological approach in management and organizational development is defined not only systematically, but historically as well: by the first works from philosophical anthropology of Max Scheler (1874-1928) "The Place of Man in the Universe" (1928), Arnold Gehlen (1904-1976) "Man. His Nature and Place in the World" (1940). Fundamentals of philosophical anthropology were laid by L. Feyerbahom, F. Nietzsche, W. Dilthey, E. Husserl, H. Driesch. In its formation, it has incorporated problems of the works of Uexkull, A. Portman, but was finally defined in the works of M. Scheler, H. H. Plessner, A. Gehlen, M. Buber. The authors of the article base on researches and developments of such authors as R. Adamoniene

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(Expression of managers leadership), H. M. E. Belcher, J. D. Stone, J.A. McFadden, T. A. Hemmingson, C. Cary Kreutzer, L. Garris, B. Y. Wheeler, J. V. Osdel, M. Avila, B. Yorker, B. R. Hoffman, J. O. Turner-Musa (Leadership Competencies of Emerging MCH Leaders), D. Iordanoglou, K. Ioannidis (Leadership Behaviors), J.L. Hall and T. W. Broyles (Leadership Competencies).

2. The purpose of the paper is to form the theoretical bases of leadership competencies in the process of management which is important for the reflection of the human dimension of humanistic management and economics.

3. Methodological and general scientific significance

Methodological and general scientific significance of leadership competencies in the process of management creates conditions for forming a new format of European model of management, which can be defined as a system of worldviews, based on the true foundations of human rights and freedom. Receptions of leadership competencies in the process of management necessitate overcoming entropic processes that interpret the conditions of creating human society, in which imperatives of human society must be implemented, and the conditions for forming a strategy of social progress in conditions of world economy must be created. In order to formulate analytical findings describing the concept of leadership, generalizing the stages of development of theories, expression of leadership

competencies and impact, the methods of scientific literature analysis and synthesis as well as simulation.

4. Results

According to Kin et al. (2014), leadership is thus a process to do with change, they considered leadership as a dynamic process in which the leader(s) and followers interact in such a way as to generate change. In the scientific literature different definitions of leadership can be found. Leadership as personality factors, behavior, aspect of situation and relations, result of effect of different factors, leadership can be defined as knowing one self, having a vision which is clearly perceived by others and effective actions in order to implement one's leadership potential. Leadership to the category of interdisciplinary subjects, pointing out that leadership is the influence-based relationship between the leader and his/her followers aimed at implementing changes while achieving common goals. According to Valuckienė et al. (2015), scientific systematic leadership research started in the middle of 20th century. According to the results of the research, it appears that leadership means different things for different people in different contexts, however, leadership in general is always defined as the process of influence which changes behavior of individuals or groups of individuals. Valuckienė et al. (2015) point out that scientific leadership research is developed in three stages (see Figure 1) (Valuckienė).

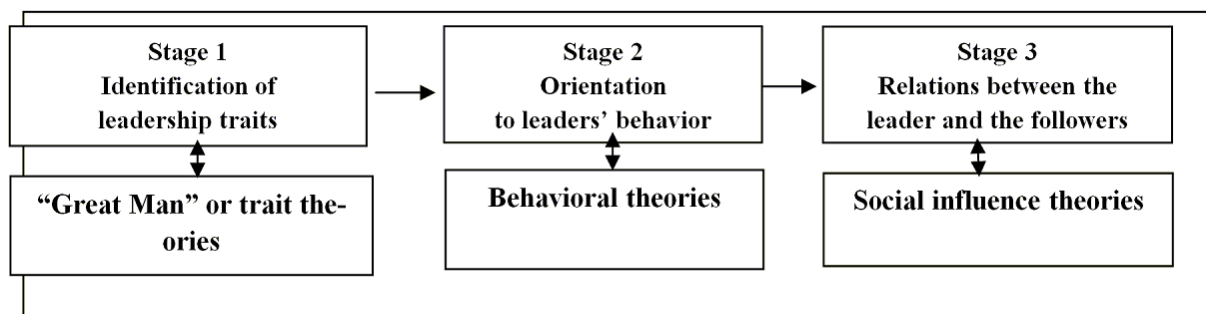


Fig. 1. Stages of scientific development of leadership (Valuckienė, et. al., 2015)

Stage 1 of the leadership research is intended for studies of the leader as an individual distinguishing from the crowd. It contains the "great man" or trait theories which aim to identify the personality traits distinguishing the leader from his/her followers. The representatives of the "great man" theories state that leadership is innate: people are born to be leaders, they do not become ones. The authors of the trait theory usually characterize leaders as heroes, mythical personalities, who were destined to be at the lead according to the circumstances or the need for it [2]. It is pointed out what personal or behavior

traits are typical in leaders, but the question why people who possess the traits necessary for leaders do not become ones stays unanswered. Trait theories only identify leadership traits, they ignore peculiarities of person's thinking, functioning motives, social abilities, values, experience, or problem solving skills. With regard to behavioural patterns or integration of several traits, representatives of trait theory do not find the leadership traits which are flexible and change in accordance with the situations, they do not point out which of them stay unchanged while the person behaves differently.

Stage 2 of leadership studies presents the results of analysis of the leader's behavior. The scientists research the leader's behavior, but not into what he/she is by inheritance. Under the provisions of the behavioral theories, the great leaders are formed rather than born. Behaviorism is the basis of these theories, thus, the researchers' attention is paid to the leaders' actions and decisions rather than peculiarities of thinking or intrinsic states. According to Cibulskas and Žydžiūnaite (2012), with regard to these theories, it has to be admitted that the perfect model of leadership does not exist: leaders are effective if their leadership is appropriate for the situation. In behavioral theories, the focus is on leaders' behavior, defining their various functions, and leadership is more related to what leaders do rather than their individual traits.

Valuckiene et al. (2015) point out that stage 3 of leadership studies contains the research defining relations between the leader and his/her followers, in the context of social interaction between the leader and his/her subordinates. Representatives of the social influence theories [24]. Claim that relations between the leader and his/her followers rather than the leader's traits and behavior lead to successful leadership. The theory of circumstances (situational leadership) claims that leadership depends on circumstances, and it focuses on the leader's actions in particular situations. The theories of social influence, so called new leadership, emphasizing social leader skills, present the challenge to the former concepts of leadership. The most significant representatives of the new leadership are the theories of transactional and transformational leadership.

The concept of leadership is used in two ways: as management defining the function appointed by the formal status, or as leadership when talking about activity of the recognised person, the leader, in the group. Each manager, especially if recognised by the majority, can be called a leader. That means that mutual trust and support in decision making as well as expression of leadership traits, manager-leader's competence and ability to apply modern methods of management improving the organizational activity are necessary. According to Adamoniene and Ruibyte (2012), leadership is defined as knowing one's self, having a vision which is clearly perceived by others and effective actions contributing to implementing one leadership potential.

In summary of scientific work it can be said, that many scientists have sought to explain what factors lead to the fact that some people often become leaders and what leader's efficiency depends on, can the same person be a successful leader in different situations of the leadership process, so examining peculiarities there has been formed a fairly large spectrum of views. This is reflected in the main leadership

theories (traits, situational, interaction, and goals of the way), and the stages of development of those theories. Leadership is a certain process because it manifests itself through the interaction between the leader and other members of the group. It can be said that in general, leadership is the way and result of the individual leader's influence on his/her followers inspiring visions and changes occurring as the process of interaction between the leader and his/her followers reaching common goals. The leader's role is significant both at the level of tactic and strategic leadership. The amount and quality of information is constantly gaining more significance in the international competitive environment, strategic information becomes an integral part of development of competitive advantage of modern industrial branches, informational or knowledge society is one of the priorities. The concept of leadership is analyzed as a vision, ideas or outline and is related to people's inspiration or setting outlines and goals rather than everyday activity and implementation of plans, as the leader has to be able to do more than just use or expand his/her abilities, inspire other people to complete tasks rather than control them in accordance with the list of the tasks to do. The main task of leadership is to organize group activities in such a way that the objectives could be achieved. In order to achieve the goals the leader must establish proper conditions for the group activities, coordinate the actions of its members, ensure an adequate atmosphere of interpersonal relations and so on.

5. Leadership competencies expression of management context

There have been numerous studies on the topic of leadership competencies, and managers' leadership as a subject of scientific research has received significant attention from scientists. In recent years, there is a growing recognition that the conditions will become more complex in the future, companies and organizations will increasingly need leaders with the appropriate competencies. The traditional responsibility of the leader to stabilize the company's situation and to maintain a permanent balance is being changed by the necessity for the leaders to initiate change themselves, promote innovation. Personal intuition or business presentiment is not sufficient for successful development of activities, and in practice such leadership is not only the successful running of the management functions, but also the ability to find measures that will allow the employees to reveal their potential promoting responsibility. In these dynamic times new leaders are needed who are motivated by higher incentives, guided by the vision and values, are able to help other people improve, reveal their best qualities and help find the meaning of their working life. The leader should encourage and support employees, improve their understanding of the value, notice the

achievements, constructively behave if the employee makes a mistake, listen to their problems and help solve them, be receptive to innovation, be able to make unpopular decisions, act in uncertain and constantly changing circumstances, remain strong and self-confident.

In the scientific studies, the aspects defining leadership and leadership competencies are revealed. In the scientific studies leadership expression of managers or managerial staff in different fields of activity or development of these skills is analyzed. The complexity of leadership expression of competence on the level of the individual studied which components of the leadership competence were significant for successful individual long-term career. Effective leadership of the managerial staff can lead to successful activity of the employees and decrease the employees' resistance to changes in unstable organizational environment. Expression of manager-leader's traits, manager-leader's competence and ability to apply modern methods of management for improvement of the organizational activity is important. In the study, they presented the major principles of management and leadership, identified the most significant present and insufficient leadership traits in managers, carried out a comparative analysis of managers and employees' opinions in terms of leadership expression.

Galvin et al. (2014) researched into competencies of the managers with different management styles and found out that in majority cases certain competencies are related to certain management styles, and leaders often possess competencies typical for different management styles. During his research, Goksoy (2016) established the role of manager's technical and interpersonal traits and conceptual or cognitive abilities. Hall and Broyles (2012) researched into the significance of leadership skills and established that those in the target group think that skills have to be of medium and higher level, honesty, appropriate and respectful behaviour are necessary. N. (2014). Goksoy (2016) distinguished technical skills (information management, innovation, providing others with technical equipment, performing tasks on time, awareness of legal acts, punctuality, industriousness, good organization, technical knowledge, control, planning, compliance with working hours) as elements of leadership competencies. Coordination activities, modesty, making decisions in a team, patience, good communication skills, instant problem solution, and information management were categorized as interpersonal skills. Besides, strong personal relations, ability to communicate actively, to be a good listener, to be consistent, to interact equally with personnel at different levels, to contribute to professional training, and to maintain a link between the public and the organization are of great importance. Conceptual / cognitive abilities, according to the author, cover ability of instant problem solution, being open to innovative ideas, life-long learning and

completing work with initiative. Leaders set organizational culture, which drives employee engagement, subsequently impacting client relationships and staff turnover as well as relationships with colleagues and staff morale.

In Skaržauskienė's (2015) opinion, the components of leadership and authority are identical, that is the relationship between one person and the other person or a group of persons is based on influence, during which due to certain traits, behavior, physical characteristics, emotions, character, provisions, abilities, competencies, etc., the person is identified as the leader or authority, however, it all starts with the influence. In the leadership research works, the concept of leadership is still often equated to management.

Appearance of the authority is the result of a situation, a person is recognized as an authority and their relationship. Talking about the authority and leadership, comparison of the concepts and their processes shows the identity. Here, the question arises if making influence might be the manipulation of people, applying the power of manipulation over them. In psychological literature some explanations can be found that influence and manipulation are not identical concepts. The new postmodern evaluation of the concept of leadership is associated with the changes of values in postmodernist philosophy. According to Šilingienė (2011) leadership is the art of effect in humans when it is being acted through the personal example initiating visions and changes, attracting other persons to follow the same direction. Leadership is recognized as significant not only in the process of organizational management, but also at all the levels where there is a necessity to identify common values with personal ones. Not only leader's personal traits, but also skills, abilities and functions necessary for leadership available through training are analyzed on the theoretical level. Possession of certain skills allows managers to become leaders in the organization. Skills are gained with experience, influence from the environment and results of the organisation. Possession of certain theories and knowledge, ability to interact and understand people, taking the responsibility for the problems arising, ability to analyse, develop new strategies and visions, – all these are the skills, abilities and functions used by leaders in organisations. Contemporary researchers analyze leadership not only as the process of interaction of the leader and the followers, but also as a competence necessary for successful functioning. The leadership competence is analysed in the context of the general competence structure consisting of five levels of competencies. Two qualitatively different competence groups are attributed to the leadership competence, namely personal leadership attributes and leadership skills. Šilingienė V. (2011) claims that two approaches can be distinguished. In the narrow sense, leadership is in-

corporated into the structure of manager's competencies. Manager's activity does not cover just people management, it is an integral part of other management functions. Thus, leadership in the context of organisational management is not the main process, but it is the competence necessary for successful performance. In the second case, the leadership competence is not attributed to a particular organisation, and the priority is given to the individual career goals in the broad sense. In Table 1, its place in the general competence structure is described distinguishing five main levels of competencies.

Table 1. The leadership competence in the general competence structure

Competence group level and group	Main elements of competencies
1. Technical skills and knowledge	subject knowledge; experience; execution of work procedures and methods; ability to update knowledge
2. Interpersonal skills	interaction; ability to listen; honesty; reaction to errors and feedback; tolerance towards variety; ability to understand and motivate others; ability to work in a team
3. Management skills	business awareness; entrepreneurship; strategic purposefulness; global thinking; decision making; organisational skills; team formation and management
4. Personal leader's attributes	charisma; self-confidence; responsibility and commitment; inspiring motivation; empathy; positive thinking; initiative; courage; determination
5. Leadership skills	formulation of vision and goals; delivery of vision and goals; emotional competence; the ability to present oneself; image formation; public speaking skills; empowering / delegation

The leadership competence is expressed in the fourth and fifth levels of competences.

The ideas of industrial leadership concept were criticized due to far too strong emphasis of leader's managerial competencies, thus, leadership training and evaluation of efficient performance were transferred from evaluation of traits, managerial competencies and charisma to promotion of value-based management. It is assumed that value-driven leaders make performance both efficient and meaningful. All the skills that are related to personal characteristics, provisions, self-perception and values are called personal leadership attributes. This level of competence is determined by persons' inner attitudes and skills to concentrate on successful activities. At the highest level of competence the leadership skills are expressed that are more related to the ability to act purposefully in person as well as mobilizing others for achieving objectives. The research confirms that successful long-term individual career is mostly determined by three groups of competencies, namely technical skills and knowledge, interpersonal relations and personal leadership attributes. It also confirms the theoretical provision that leadership is of great importance not only for the leaders in organisations with managerial positions, but also for the persons who are not directly related with managerial positions in the organisations. In a fast changing and

turbulent business environment organizations are faced with new challenges. Since competent management has proved to be one of the strongest predictors of organizational success, one way to deal effectively with them is to develop the next generation of leaders.

In summary of the scientific work it can be said, that intensive changes mean that in the future there will be an increasing need for leaders with the right skills. The traditional responsibility of the head to stabilize the situation in the company and to maintain a permanent balance is changed by the necessity for the leaders themselves to initiate change and encourage innovation. It is not enough to have personal intuition or business presentiment for successful development of activities, and leadership makes it possible to successfully perform management functions.

It is appropriate to distinguish the important leadership competencies. According to Savanevičiene et al. (2009) inspiring motivation competence - the leader ability to demand the desired result by convincing others to achieve success, firing and inspiring, presenting the goals attractively as well as the ability to get the approval of others by causing interest, enabling and encouraging. The ability to inspire others includes the character of leader's ability to fulfil the aims, which is based on faith and enthusiasm. Faith in their own strength and the idea that the aim will be achieved is one of the mental strengths that managers must learn to use. A strong belief usually has a significant impact on others, too. Enthusiasm means that leaders when striving to achieve aim are tend to sacrifice, to take risks, to take care not of their own but followers well-being. The biggest impression is made by the leader who risks his substantive position on the status of organization, leadership or membership. An individual who has this competence prevails on the desired result, convinces others on success, encourages, fires and inspires others, creates the vision of potential gaining, provides aims in an attractive way; convinces others, receives the approval, causes interest in the idea and the desire to participate in its realization; enables others by giving freedom of action.

Initiative – the leader's confidence in finding and implementing new activities, raising ambitious goals for himself and others, implementing the goals and disseminating ideas enthusiastically, persistently and energetically. It is not enough just to have a clear vision, goals and work tasks. One of the necessary preconditions for successful operation is the individual's inner energy and dynamism ensuring the implementation of the raised tasks, as well as perseverance in the face of difficulties.

Initiative – an individual's desire to be smart,

creative, generating new ideas concerning direct labor. An individual who has this competence is confident in himself when starting new activities by himself; is not satisfied with the results of average performance; looks for new and useful activities and realizes them; sets high and ambitious goals for himself and others; tries to reach the set goals enthusiastically and in an inspiring way; conveys his views and opinions democratically; disseminates his ideas persistently and vigorously; does not grudge his efforts, sacrifices.

The leader's emotional competence – the leader's ability to recognize and manage their own and other people's emotions, be emphatic and sensitive of other people's needs and concerns. This competence is defined as the ability to perceive emotions, to understand the information which is encoded by emotions, and the ability to manage them. The leader's emotional competence consists of two key moments: self-perception - accurate self-knowledge and assessment, self-confidence; self-regulation - the ability to control himself, to be credible, adapting, changing. Managing emotions is the leader's ability to show their emotions or not display them at the right time and in the right place. An individual who has this competence communicates with people according to their emotional state, recognizes and understands other people's emotions, expresses emotions in a proper way, uses the emotions of others purposefully, is sensitive to other people's concerns, needs, sees the world with another person's eyes.

Self-presentation - the leader's ability to create their own image, showing the qualities required by the circumstances, and objectively assessing the compliance of their abilities with the requirements as well as the ability to make a strong impression at the first meeting. Self-presentation is the leader's ability to consciously and continuously take care of their personal image trying to achieve success and effectiveness. Such leader, in order to be creative and energetic, gives the appropriate attention to physical, mental and emotional aspects of life, is able to instill their thoughts and ideas to many employees working in different spheres. An attractive image - one of the leader's features that could lead to subordinates desire to follow him. An individual who has this competence creates his image, makes a strong positive impression at the first meeting, objectively evaluates the compliance of their abilities with the requirements, shows the characteristics required by the circumstances, is a good speaker.

In summary of the author's scientific work it can be said, that the need for leadership competencies comes mainly because of environment and organizational changes affecting organizations. This is corresponding with the fact that a changing environment forces companies to constantly evolve and insists

that this will happen through employees willing to adapt, learn new competencies, and adapt their behaviors. Even though, whereas the management is focusing on established past experience and successes, leadership, however, has been such a response to the rapid changing environment. Since the need for more leadership in organizations comes from the necessity to adapt more rapidly to changing environments, leadership competencies focus on helping the organizations to adapt and change. The leadership competencies are linked to the leader roles: change management, networking, emotional intelligence and building competencies. The essential characteristic of a leader is the ability to combine the action with the functional unity, covering many needs, abilities and measures, nurturing the culture of the area of their activities and managing the entire process, and knowing that his business success consists of thousands of little things.

Conclusions and recommendations

1. There are distinguished three stages of development of the leadership theories defining the structure of the leader's competence and its essential features. On Stage 1, the "Great Man" or traits theory prevailed, on Stage 2, behavioral theories were applied, and recently, the leaders and their followers' relations regulated by the patterns of the social influence theory are being taken into consideration. The leadership process peculiarities were formed in a fairly large spectrum of views. This is reflected in the main leadership theories (traits, situational, interaction, and goals of the way), and the stages of development of those theories. Leadership is seen as a process in which the leader affects others in a way that they could move towards a suitable direction and achieve the overall objectives of the organization.
2. The expression of leader's competencies on the organizational level defines the advanced leadership process, company's competitiveness, development opportunities, the quality of interaction inside the organisation, and on the individual level, it defines the development and opportunities of the person's individual career. The manager's activity covers managing to people and is inseparable from other managerial functions, and leadership in the context of organizational management is a necessary competence for successful performance. The leadership competencies are linked to the leader roles: change management, networking, and emotional intelligence. Leadership competencies are the knowledge, skills, abilities, and attributes that leaders need to possess and demonstrate in order to perform their roles and jobs competently.
3. Personal leader's attributes and leadership abili-

ties are the most often distinguished element groups of the leader's competencies. In the structure of general competencies, there is a very important leadership competence covering formulation of vision and goals, delivery of vision and goals, emotional competence, the ability to present oneself, image formation, public speaking skills, and empowering / delegation skills. In the frames of personal leader's attributes, charisma,

self-confidence, responsibility and commitment, inspiring motivation, empathy, positive thinking, courage and determination are of great importance. Lately, the expression of leadership competencies is distinguished by the ethical effect occurring as building the environment of favorable relationship, social responsibility and social capital.

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