

## Leadership Wisdom & Potential Leaders: A Succinct Analysis

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### Abstract

Culture is the harmonious development of all the faculties of a man. Intellect, Human resource potentiality, financial discipline & Absolute integrity are the essence of leadership wisdom. Leadership versus Leaders are complementary to each other. A leader shall be endowed with qualities like administrative brilliance, Articulating vision, Ethics in business, Taking timely & judicious decision, Setting an example for the employees, Ensuring effective decentralization of power, Converting challenges into opportunities, Polite dealings, & above all addressing the grievances of the employees in right earnest.

A **charismatic** leader emphasizes on competencies & characteristics like knowledge, skill, abilities and empowers individuals to harness their intrinsic potentiality for its optimum utilization. Leader focuses on an individual whereas building leadership thrust area is on the organization that generates leaders. Leadership wisdom is the identity of the leaders throughout the organization that bridges customer expectations, employees and organizational behaviour. (Ulrich et al, 2007). Companies to garner competitive edge, should be clear on the vitality of Leadership Development. The focus of this study is to critically evaluate leadership competencies based on extensive review of literature and primary data taken from selected firms in pharmaceutical sectors that deal with customers. Besides, the study outlines the core competencies and sub-competencies for leadership management. It is also imperative to analyse various aspects, like description and strategies to enhance competency of employees particularly in marketing departments to focus on customer-based leadership.

The present study has made a succinct & in depth analysis in this direction providing the theoretical perspective as well as empirical verification of competency mapping by analyzing data.

**Keywords---** Leadership wisdom, Competencies, Competency Mapping, Leadership Development.

### 1. Introduction :

Great leaders are the product of the time to represent the spirit of the age. They make the best use of available resources to fulfil their aspiration. Super achievers don't waste time on unproductive thoughts, esoteric ideas or

All leading organizations have either explicitly crafted and deployed or implicitly perceived and randomly perpetuated leadership development programs. But the organizations that have explicitly crafted the competencies and consciously linked them to the leadership development initiatives have been more successful than those who did otherwise.

But in the realm of leadership competencies and leadership development, two questions stifle any HR professional throughout the world.

catastrophic initiatives. They think constructively and replicate their ideas into product that determines their success. Success is the result of consistently applying some principles & is the progressive realization of the long cherished goal.

- A. Despite harnessing so much energy and time in developing the leadership competencies, how come the survivors pass all the competency tests either during entry level recruitment or post entry level assessment centre, but some however they do not inspire much confidence in their ability to respond to future challenges.
- B. In spite of having a pool of enterprising leaders, it is imperative to ascertain the reason for the failure of the organization to develop a cradle of leadership pipeline. **Source: Dave Ulrich et.al, 2007**

In this context Dave Ulrich in his recent release “The Leadership Brand” argues that “Leadership field has become so enamoured with competencies and personal characteristics of leaders that the leader’s job to deliver results is almost forgotten.”

So before any HR professional delve into defining leadership competencies, they are supposed to understand some fundamental premises on leadership that will bring a panorama of introspection to strengthen the foundation of analytical research.

Most of the recent approaches focus on building individuals as impeccable leaders. It is expedient to shift from studying the ingenuity of a leader to the vitality of distinguished leadership. People get enamoured with a charismatic leader who is endowed with virtues of absolute integrity, remarkable sense of realism, emotional intelligence and commitment to deliver the goods to the society at large. Celebrity leaders have become on the veil of business magazines and identified and admired by some people but they do not represent leadership.

A leader focuses on the intrinsic potentiality of a person; but building leadership concentrates more on the vitality of the organization that creates & personifies leaders.

Leadership requires the X factors or the system and processes that represent & reorient the next generation of leaders; especially who will be responsive & accessible to future customers and fulfil the expectations of the investors.

Hence the prime focus of anybody’s study on leadership should explore the effective attributes of a leader as well as to calibrate more effective leadership.

Recent research puts it at fifty-fifty, that is half of leader’s abilities grow from legacy and half are the outcome of experience. An analogy to this end reveals some people to wait for the organization to create an enabling environment to serve a customer while some people do not have much concern to serve customers. In an organization context, it is required to define the percent of leadership code could be explored from experience and that from heritage as well. This will amplify the reasons to focus on the nature of leadership

In order to comprehend more the relationship between leader and leadership, let us quote two powerful analogies.

**Analogy 1: Mother Vs Motherhood**

An individual mother is a prominent personality as a the bonafide member of a family. However, the concept of motherhood is focused on fostering the next generation of children to enable them to grow up to be contributing members of society and glorify the family pride.

**Analogy 2: Shepherd Vs the leading sheep in a group**

A Leader is like a shepherd, He stays behind the flock, letting the nimblest go out ahead, whereupon the others follow, not realizing that all along they are being directed from behind. Hence leaders matter but leadership is significantly distinct. Leadership matters because it is bound by the process of building leadership. Good leaders do not just build personal credibility, they build the organizational leadership capability, or the capacity of the organization to sustain future leaders. Illustrious individual leaders are the product of the time to represent the spirit of the age but the philosophy of leadership leaves an indelible legacy. behaviours necessary for recruitment and the leadership behaviours to focus in leadership development.

In one company producing mobile sets identified 12 competencies but nine of them fell into personal proficiency and in another company producing consumer goods they had set 10 competencies but 8 of them fell into the execution quadrant. If this is not right then what would be leading competency which will comprise the bulk of the leadership portfolio. The following table will give the clues.

**Table 1: Leadership Identity : Source: Dave Ulrich et.al, 2007**

Organization	Organization identity	Leadership identity
Wal –Mart	Everyday low prices	Managing costs efficiently; getting things done on time
Lexus	Relentless pursuit of perfection	Managing quality processes ( Lean manufacturing and design, Six Sigma) to improve constantly
Apple	Innovation and Design	Creating new products and services outside the industry norms

**2. Formulating Research Problems & Literature Review :**

In the background of the study and on the basis of empirical and theoretical literature, an attempt is made in this section to derive the research questions for the present study. Takey and Carvalho (2015) on basis of the data obtained from a Brazilian engineering business, proposed a seven-step strategy for mapping managers' competencies. They enlisted 83 specialists for observations & applied a variety of analytical techniques. In addition to knowing the current competency levels of workers, it has been noticed that analyzing competence levels that separate professional groups as well as the link between experience & competency level were crucial. Lee, Park, and Lee (2015) conducted a survey collecting information both from business and technology specialists within 126 project groups. They found that knowledge & communication appear to play a significant role in the formation of team, social capital among business & technology professionals in collaborative initiatives as well..

Shet et al. (2017) have conducted a thorough literature analysis on many aspects of leadership abilities & have proposed research opportunities for the future. They have highlighted a significant gap in examining the validity & reliability of competence metrics proposed by various models. There is a sparse use of dependant variables. They have highlighted the importance of organization and human resource strategies for the development of competence. A certain multinational corporation uses its competence

model in all countries in which it operates. Each enterprise has its own competence model. They had proposed making comparative analysis in certain industries or at various levels of management whose leadership competence management is altered. In addition, it is essential for future research to determine the precise competencies with tremendous impact on the roles of stakeholders, people, and organisations. Qiao and Wang (2009) have analysed the competencies for mid-level managers in China and observed that communication is crucial among others like lifelong learning and coordination and team building. Lara et. al, (2020) have observed the need of distinguishing personal, external and interpersonal competencies which vary according to cultural differences.

Tyrańska (2016) has made an extensive review of literature and provided an overview of observations on important competencies that manger requires at different levels of Management such higher, middle and lower. He conducted study on 100 experts which include 50 employees among others. He observed that while the top level of management needs business competencies, middle level depends on leadership competencies and lower-level managers mostly bank upon specialised competencies.

In this context, the present study tries to work on these competency gaps, and assessing the variation between perspectives on competency of MNC as well as Indian companies. The study has analysed behavioural descriptors and identified important descriptors for competency mapping,

particularly in pharmaceutical companies. Besides, (iii) we have employed competency score as dependent variable to understand its associated predicting factors.

(iv) Competency analysis of customer focused leadership and competency mapping have drawn attention of top management, managers, HR managers and researchers. It is well established that several factors are related to the organization being successful but in the present study the researcher has made efforts to compare competency mapping of customer focused leadership of MNCs like Vestergaard Frandsen and Sumitomo Chemicals who have already implemented with Indian National Company like Ajay Biotech who is yet to implement the same and suggests selected competencies with their behavioural descriptors to them. In this context it is imperative to analyze the customer focused leadership competencies of both Indian and MNCs, to understand their behavioural descriptors, factors and strategies need to be articulated for promoting leadership competencies.

The main research questions investigated in the study are:

- (i) What are the main customers focused leadership competencies in pharmaceutical companies?
- (ii) What are the main behavioural descriptors of the identified competencies of customers focused leadership?
- (iii) Is there any significant impact of selected competencies on leadership in pharmaceutical companies?
- (iv) Is there any significant difference in the competency score across different level of management?
- (v) Whether there is any significant difference in the competency level between Indian company and MNC pharmaceutical companies?

### 3. Specific objectives of the study:

The specific objectives of the study include:

- (i) to find out the behavioural descriptors of the selected competencies of customer focused leadership in pharmaceutical companies.
- (ii) to analyse the impact of selected competencies on leadership in pharmaceutical companies.

to evaluate and compare the selected competencies across different levels of management and

to compare the competency level between Indian company and MNC pharmaceutical companies.

### 4. Research Methodology :

- The Study is based on primary data collected through scheduled questionnaire
- Pilot survey is conducted to validate and finalize the survey tools/questionnaire
- 1<sup>st</sup> stage we have selected three companies consciously considering the brand and willing to provide data. As the data are related to their management and HR competencies , many companies did not prefer to provide data and respond to our mail. Three leading Pharmaceutical companies such as Ajay Biotech, Vestergaard Frandsen (MNC) , and Sumitomo Chemicals (MNC) have been surveyed for the study.
- **Complete enumeration or Census method for surveying respondents**– As the total employees ( Executive level) in these companies are limited(156), we employed census method is explored, examined and served the questionnaire served to all employees (executives) of these companies operating in India. However, only 110 employees responded to our questionnaire; Respondents covering all levels of management including Top Level, Middle Level and Lower Level. So our sample for the study consists of 110 executives covering different departments and including all levels.
- Sample Size – 110 taken : (20, 21, 69)
- Population – Pharmaceutical industry
- Departments Covered : Marketing, Sales, Production, R&D, HR/ Admin, Accounts.
- Study will employ mixed methods both Descriptive and Quantitative analysis
- Statistical techniques like **Descriptive statistics, Independent sample ‘t’ test, ANOVA have been employed for analysis.**
- **Reliability Test** – Values of Cronbach Alpha found out
- Competency score is calculated by taking descriptive competency indicators. Mainly we have tried to find out score for energetic leader on the basis of employees perception of various

descriptions of this component in five point rating scale. As some of the components do not have much variations across observations, simple average score is used instead the score by Principal component analysis.

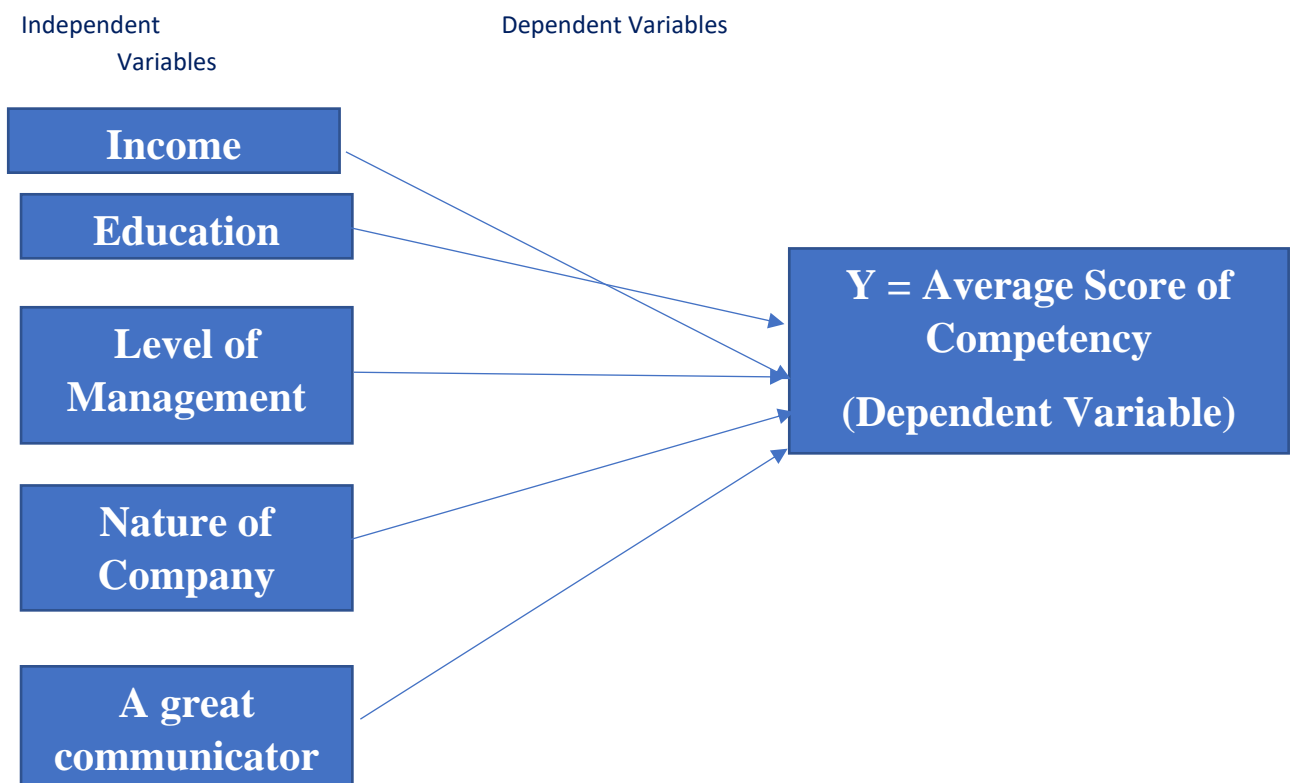
- Multiple linear regression model will be employed to identify the important determinants of competency mapping score on a cross-sectional frame work.
- The following model will be used to examine the predictors of competency mapping score
- Energetic leader Competency Score  $Y = a + b_1 \text{Income} + b_2 \text{Edn} + b_3 \text{D\_Nature of}$

$\text{company} + b_4 \text{Mid level management dummy} + b_5 \text{Top level management dummy} + b_6 \text{Communication level} + e$

- $Y$  : Dependent Variable, Avg. score of Competency, Multiple Linear Regression Model
- Independent Variable : Education, Income, Communication, level of management....
- **Ordinary Least square (OLS)** technique will be employed to find regression co-efficients of determinants
- Diagnostic tests will be applied to check regression problems.

**Variables Defined**

**Figure 1:**



**4. Results :**

**Table 2: Base Line Characteristics of Respondents (Total Sample size:110) (Objective 1)**

As computed by SPSS

Baseline characteristics of Respondents		VESTERGAARD FRANDSEN		Sumitomo Chemical		Ajay Biotech	
		Frequency	Percent	Frequency	Percent	Frequency	Percent
Age	Less than 25 years	0	0	0	0	4	6.7
	25-35 years	1	5	4	19	22	36.7
	35- 45 years	8	40	11	52.4	17	28.3
	Above 45 years	11	55	6	28.6	17	28.3

Education	Primary school level	0	0	0	0	0	0
	Secondary school level	0	0	0	0	0	0
	Higher secondary school level	0	0	0	0	0	0
	Degree	20	100	21	100	60	100
monthly income	Below Rs.15,000	0	0	0	0	0	0
	Rs.15,001 - 30,000	0	0	0	0	10	16.7
	Rs. 30,001-50 ,000	0	0	4	19	18	30
	Above Rs. 50,000	20	100	17	81	32	53.3
marital status	Single	0	0	0	0	25	35
	Married	20	100	21	100	44	63.3
Experience	Up to 5 years	6	30	4	19	38	63.3
	6-10 years	4	20	11	52.4	6	10
	Above 10 years	10	50	6	28.6	16	26.7
no of children	Nil	0	0	2	9.5	14	23.3
	One	14	70	11	52.4	21	35
	Two	6	30	7	33.3	13	21.7
	More than two	0	0	1	4.8		
birth order	First	9	45	6	28.6	29	48.3
	Second	11	55	11	52.4	28	46.7
	Third	0	0	2	9.5	1	1.7
	Others	0	0	2	9.5	0	0
Competency mapping	Yes	20	100	21	100	0	0
	No	0	0	0	0	60	100
year of competency mapping		Early 2020	100	Early 2019	100	not responded	0

**Source:** Computed by Authors using SPSS

Respondents have been classified across companies on the basis of demographic factors, experience, income and competency mapping of the company where they are employed. The Results are shown in table-2. It is observed from the table that in Vestergaard Frandsen as high as 55 percent respondents are above 45 years. Similarly, when maximum employees ( 52 percent) in Sumitomo Chemical are in 35-45 years, in Ajay Biotech maximum employees ( 36.7 percent) are in the age group of 25-35 years.

With regard to education, all respondents have completed their graduations. It suggested that employees in the companies are mostly graduates. For indicator of experience, it is observed from the table that in Vestergaard Frandsen as high as 50 percent respondents are above 10 years of experience. Similarly, when maximum respondents 52.4 percent in Sumitomo Chemical have experience of 6 to 10 years, in Ajay Biotech

maximum respondents 63.3 percent have experience of up to 5 years.

In respect of monthly income in Table 10 it is observed that for Vestergaard Frandsen all the respondents have salary package of more than Rs 50,000/-. Likewise maximum respondents 81 percent for Sumitomo Chemicals have salary package of more than Rs 50,000/-, in Ajay Biotech maximum respondents 53.3 % have salary package of more than Rs 50,000/-.

While looking at Competency Mapping in table 10 it is observed that both MNC's Vestergaard Frandsen and Sumitomo Chemicals have implemented competency mapping while Indian National Ajay Biotech is yet to implement competency mapping in their organization.

Reliability test is conducted for the data used for above analysis.

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	110	100.0
	Excluded <sup>a</sup>	0	.0
	Total	110	100.0

Source: basic data, compiled by author from SPSS output

The case processing summary shows that 110 cases were assigned to the training sample, out of which 110 cases were excluded from the analysis.

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.709	9

For total 9 samples cronbach value is 0.709 which is greater than 0.5 Shows that data is acceptable and good.

**Reliability Test**

It is important to assess the validity and reliability of each descriptor. In order to understand the

reliability of data, Cronbach reliability test is used. Values of Cronbach Alpha found out to test reliability of each competency descriptor.

**Table 3: Reliability Test :**

Variable	Dimension	Items	Cronbach Alpha Value
Baseline characteristics of Respondents	Age, Education, monthly income, marital status, Experience, No. of Children, birth order, Competency mapping used, Year	9	0.709
An Energetic Leader who Initiate, Execute, Influence and Inspire: Model the Way	Having a clear sense of mission knowing where we are headed and seeing the end Doing all that builds trust and practice integrity Being able to take a judicious decision in the absence of clear picture, precedents and guidelines. Going the extra mile to seize the opportunity for challenging and bigger initiatives. Being able to uncover the gifted abilities of other individual. Strategists: Leaders need to have a point of view about the future and be able ton position the firm for future customers. Displaying good peripheral vision for how to scope, scan and interpret signals hidden in plain sight. Engaging everyone shopping for ideas, search for the best practices as well as the "next practice" Being able to consistently invest the majority of his time in fewer areas that produce greatest results Knowing what causes momentum in the organization and how to keep it going	11	0.729
A Master Thinker	Challenge the status=quo and ask incisive questions that open minds and incite the imagination. With zero gravity thinking, create an open source approach to searching for opportunities Engage everyone shopping for ideas. Picking up early warning signals of issues that are just emergent or gaining traction. Envision the future by imagining ennobling possibilities. Have the personal imagination to construct patterns from emerging disparate trends. Always search for the missing links and missing ingredients. Develops methodologies for anticipating and detecting breaks in the continuity of the external landscape to pinpoint "WHAT IS NEXT" HR Professional Should be the Master Thinkers in the Organization with Respect to Manpower and Organizational Issues	9	0.709

<p>A Lifelong Learner for High Technical Expertise</p>	<p>Convincingly present features and benefits to customers. Making sure that customer orders are filled correctly and delivered on time. Checking that customers have received proper instructions, training, and technical assistance in the use of the product. Seize every opportunity to stay in touch with customers after the sale to ensure that they are satisfied. Mapping customer perceptions, preferences, and requirements. Communicating customer wants and expectations to product designers. Gathering customer ideal for product and service improvements and conveying them to the appropriate departments. Innovate and establish new channels for effective delivery of products and services. Give accurate leads on what to innovate and where to position a product. Architect the introduction of a new product or services with benchmark speed to market. Map and Target Prospects with high accuracy. Constantly builds cross functional expertise in managing People, Finance and IT applications to assume higher responsibilities. HR should see itself as a fundamental source of competitive advantage and advantage and create practices that support it.</p>	<p>42</p>	<p>0.766</p>
<p>A great Communicator and a Skilled Builder of Relationships and Networks</p>	<p>Create places and opportunities for informal interaction. Remember others names. Encourage other to vent their emotions. Recognize the body language of resistance and the implication of what is not said. Avoid – stepping on other’s sentence, overloading information to the point of distortion, ending every statement with a question, overlooking good advice because of packaging, giving premature feedback or advice. Criticize the view point or behavior not the person. Quickly relate well to people of diverse backgrounds and integrity. Know when small talk is appropriate. Knows how to probe with open ended questions and how to ask closed questions to gain agreement. Organize ideals for greatest impact. Has a rich archive of best-selling words. Lead the person to do a self-critique. Move people from emotional level to analytical level.</p>	<p>39</p>	<p>0.894</p>

<p>INSPIRE a shared vision</p>	<p>Discovering a compelling common ground in every vision Engaging the team members in a dialogue about their hopes, dreams, and aspirations Convincingly articulating the vision of the future to the members of his team Executers: Leaders need to be able to make things happen in order to deliver results by sharing the vision to all. Generating buy-in of solo experts to practice the power of collective “group think” Communicating the common vision in an attractive, appealing way with best selling words, imagery and metaphors</p>	<p>18</p>	<p>0.814</p>
<p>CHALLENGE the process</p>	<p>Asking incisive questions that open minds and incite the imagination. Having the courage to say no on logical grounds, even to influential and powerful people and even if it will make them unhappy or upset. Challenging the status-quo in the absence of a blessing or “buy-in” from key individuals in the organization. Personal Proficiency: Make bold and courageous decisions and build trust. Having great Emotional Quotient to stay on course even if fatigued or discouraged.</p>	<p>15</p>	<p>0.841</p>
<p>ENABLE others to Act</p>	<p>Communicating an activity with a clear line of sight to business outcomes. Enlarging people’s sphere of influence and strengthening others by sharing power and discretion. Creating a climate for learning and always encouraging reverse mentoring. Human Capital Developer: Leaders need to work on their future employees to delegate and build future talent. Making it safe for others to experiment. Providing challenging and value added stretched assignments for all of his direct reports. Is able to go for small and big wins together on a consistent basis. Having the courage to give honest feedback so that his direct reports could learn and grow.</p>	<p>21</p>	<p>0.724</p>
<p>ENCOURAGE the Heart</p>	<p>Relating to people more head-to-head and heart-to-heart. Adding fun to everyone’s work. Infusing energy, hope and joy into the lives of the people that you relate to. Talent Managers: Leaders need to work with their current employees to motivate, communicate and encourage them. Personalizing recognitions and making every celebration memorable. Making every relationship to last for a lifetime.</p>	<p>18</p>	<p>0.725</p>

**Table-4: An Energetic Leader who Initiate, Execute, Influence and Inspire: Model the Way (Total Sample size:110)**

Descriptive Statistics

Behavioural Descriptors	N	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Having a clear sense of mission knowing where we are headed and seeing the end	110	5.00	5.00	5.0000	.00000	.00000	.000
Doing all that builds trust and practice integrity	110	5.00	5.00	5.0000	.00000	.00000	.000
Being able to take a judicious decision in the absence of clear picture, precedents and guidelines.	110	5.00	5.00	5.0000	.00000	.00000	.000
Going the extra mile to seize the opportunity for challenging and bigger initiatives.	110	4.00	5.00	4.4059	.04911	.49352	.244
Being able to unravel the talented abilities of other individual.	110	4.00	4.00	4.0000	.00000	.00000	.000
Strategists: Leaders need to have a point of view about the future and be able to position the firm for future customers.	110	4.00	5.00	4.4059	.04911	.49352	.244
Displaying good peripheral vision for how to scope, scan and interpret signals hidden in plain sight.	110	3.00	5.00	3.8119	.09821	.98704	.974
Engaging everyone shopping for ideas, search/ for the best practices as well as the "next practice"	110	4.00	4.00	4.0000	.00000	.00000	.000
Being able to consistently invest the majority of his time in fewer areas that produce greatest results.	110	4.00	4.00	4.0000	.00000	.00000	.000
Knowing what causes momentum in the organization and how to keep it going	110	3.00	4.00	3.4059	.04911	.49352	.244
Valid N (listwise)	110						

Source: Computed by author using SPSS

Reliability test:

Case Processing Summary

		N	%
Cases	Valid	110	100.0
	Excluded <sup>a</sup>	0	.0
	Total	110	100.0

Listwise deletion based on all variables in the procedure.

The case processing summary shows that 110 cases were assigned to the training sample, out of which 110 cases were excluded from the analysis.

Reliability Statistics

Cronbach's Alpha	N of Items
.729	11

For total 11 samples Cronbach value is 0.729 which is greater than 0.5 shows that data is acceptable is good

**Objective 4: Competency descriptors Across MNC and Indian Firms**

Variables	MNC			Indian			t-test
	Freq.	%	Avg score	Freq.	%	Avg score	
Master thinker	41	40.6	4.56	60	59.4	4.42	1.23
An Energetic Leader who Initiate Execute Influence and Inspire	41	40.6	4.6	60	59.4	4.1	3.23*
A Great Communicator and a Skilled Builder of Relationships and Networks	41	40.6	4.0	60	59.4	5	2.21**
A Life long Learner for High Technical Expertise Related to concerned	41	40.6	4.64	60	59.4	4.29	0.78
A Wonderful Team player	41	40.6	4.15	60	59.4	4.6	3.96*
A Live Example to Deciding Acting Delivering and Staying Fast	41	40.6	4.17	60	59.4	3.92	0.45

**Table 5 : Source: computed by Author using SPSS**

In order to compare the mean competency score between Multi National Company and Indian company, independent sample 't' test is employed. It is used to compare the means of samples drawn from two-independent groups and is applicable

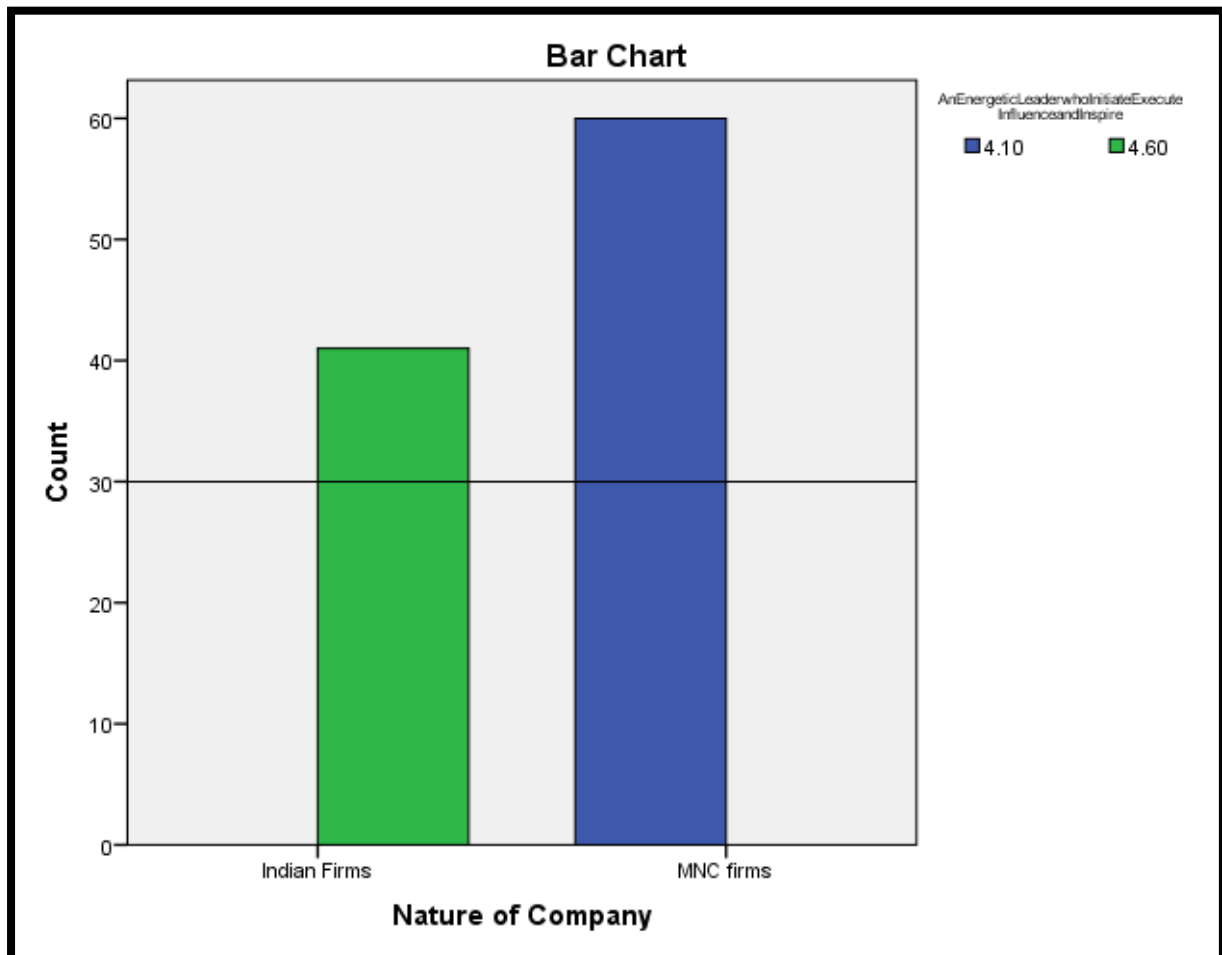
here. It is observed from Table-5 that there are significant differences across MNC and Indian pharmaceutical firms in the competency score for competency descriptors such as an enterprising leader, a great communicator, and a wonderful

team player. These are key indicators describing the competency mapping of companies. In these indicators, there are clear differences between MNC firms and Indian pharmaceutical firms.

However, for the descriptors such as master thinker, lifelong learner, acting delivering and

staying fast did not emerge to be significant. The values of “t” statistic do not suggest to reject the equality of mean score for these indicators between MNC and Indian firms. When T-value is greater than equal to 1.96 it is considered to be significant.

Figure-2: Perception Score for descriptor an Energetic leader in Indian firms vs MNC



Source: Computed by author

The average impression score for an enthusiastic CEO who initiates, executes, and inspires is 4.10 out of 5 in Indian enterprises, while it is 4.60 for multinational corporations. The blue colour line is

for MNC which is higher than the line indicated by green for Indian firms. The scale of Y-axis is multiplied by 10 to the actual value for visibility of bar diagrams.

**Objective 3 : Leadership Competency Score Across levels of management**

Table 6:

ANOVA					
An Energetic Leader who Initiate, Execute, Influence and Inspire					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.039	2	.519	10.075	.000
Within Groups	5.051	98	.052		
Total	6.089	100			

Initiates, Executes & Inspires to be inserted in heading

- An attempt is made to observe the difference in employer's perception score on an energetic leader who can execute, influence and inspire across different level of management.
- It is observed from the results of One- Way Analysis of variance( ANOVA), that there is significant differences in the mean simple average score for Energetic leader across higher, mid level and lower level managements.

**Objective 3 :**

**Regression Coefficients of Simple average Score of Energetic leader who initiates, influences, executes and inspires.**

Table 7: Regression Coefficients

Variables	Coefficient	t-value
Montly income	0.147*	4.294
Education	0.003	1.252
Dummy ( Mid-level management)	0.158*	2.883
D_MNC	0.023***	1.823
C	3.778*	16.345
Adjusted -Rsquare	0.396	
F stat	18.437*(P value-0.000)	
n	110	

Monthly income, Midlevel management dummy, MNC dummy emerged significant and positive in influencing energetic leader score. Moving from lower to midlevel management, the energetic score increases by 0.158 units.

However, Education did not emerge to be significant in influencing the score though the coefficient is positive. Other variables like Communication, Master thinker, Dummy\_higher level have been dropped from the model because of high multicollinearity..

#### **INTROSPECTION-**

- Principles of leadership presupposes discharging his responsibility with due diligence, to be technically proficient & make others enlightened.
  - A pragmatic leader should take judicious & timely decisions, look into the well-being of the people. He should ensure his vision for improvement of the institution/organization to be clearly understood, supervised & accomplished.
  - Keep harmonious relation with your employees & create a conducive working environment.
  - Harness the intrinsic potentialities of his colleagues & upgrade their skill for better output.
- \*Leadership crisis:
- Low self-esteem, Lack of formalized goals, Lack of focus, Over commitment, Lack of training & empowerment, Lack of priorities, Procrastination, Financial insecurity, Over ambition, Lack of persistence lead to leadership crisis & impede the prospects of accomplishing the objectives.
  - Leadership wisdom envisages character, integrity good values and positive attitudes that energizes and invigorates & inspires oneself & others. A leader with initiative & innovation fosters teamwork & better relationship, solves problem & makes positive decision, creates a congenial atmosphere to improve quality & increases productivity & profit. Thus positive attitude should be beset with Environment, Experience & Education.

#### **5. Conclusion :**

It is imperative to devise plan for competency mapping and take necessary measures in order to address the leadership issues. It is observed that firms need to emphasize on both core competency as well as unique competencies required for customer focussed leadership. Among the specific competencies such as work related achievements, consumer orientation, comprehensibility and better communication skill are important. Companies need to emphasize on these indicators for customer focused leadership. Company should allow discussions in various organizational levels to actualise the leadership qualities commensurate with the vision of the histrionic leaders to fulfil their aspirations.

An ingenious leader initiates, executes, influences and inspires & is found to be very vital descriptor & plays an important role in customer focussed leadership.

In most of the cases, the Competency Management Concept after an initial guidelines was not religiously followed in organizations; rather it became incongruous to get elevated in the rating game like "Great place to work for", Best employer" etc. Competencies need to be clearly defined. Execution problem of competency mapping is observed as one of the biggest problems in the present study. The HR Department should arrange at least one day training programme or workshop for every employee under a skilled facilitator. Another observation is made while analysing the behavioural descriptors that competency is a dynamic target. Any competency management concept is not a onetime solution that will distinctly solve all problems forever.

#### **Deriving lessons from MNC for Indian companies.**

MNC companies outperform Indian companies from the point view of competency mapping. Multinational companies such as Vestergaard Frandsen and Sumitomo Chemicals Pharmaceutical companies have adopted competency mapping and they emphasize on various behavioural descriptors for customer focused leadership.

The MNCs uses behavioural descriptors to assess the talents & leadership style in aspiring candidates before making a hiring choice. Currently, several global firms are diversifying. Besides this it is observed that the MNCs never withdrew from

these core assessments even during the pandemic. Similarly, MNCs under study never withhold wages and incentives from their employees. These are important for Indian companies. Another significant aspect observed is skill development and management development activities which are in continuous practice for employees in MNC, which has to be in practice for Indian national companies.

- Empirical findings suggest that there are significant differences across MNC and Indian pharmaceutical firms in the competency score for competency descriptors such as an energetic leader, a great communicator and a wonderful team player, which key indicators are describing the competency mapping of companies.
  - From the analysis of determinants of competency score for emerging leader, it is observed that the monthly income, Midlevel management dummy, MNC dummy significantly emerged and potentially positive in influencing energetic leader score.
  - Moving from Indian firm to MNC pharmaceuticals, competency score for energetic leader increases by 0.023 units. This may be due to better competency mapping, training to employees and incentives in the MNC firms. There is need for companies to increase the pay regularly and emphasize on various competencies at different levels
- Leaders don't do different things they do things differently. Effective leaders accept responsibility and hold themselves accountable for their actions and decisions.
- Leadership ingenuity & positive thinking empower the leader with indomitable will power to succeed. Power of negative thinking prevents the Leader to recalibrate his vision in accomplishing his objective. Ancient Indian wisdom teaches us that our first responsibility is to society, second to our family and third to ourselves. When this hierarchy is reversed, society starts degenerating. Social responsibility ought to be the moral obligation of every citizen.

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