



Develop leadership competencies and qualities in socially responsible businesses reality in Vietnam

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Abstract

The paper lays down the general theoretical basis for developing leadership and leadership qualities in practical socially responsible businesses in Vietnam. At the same time, the article also outlines the factors affecting leadership and leadership qualities of a socially responsible business leader. From the facts and theories available, the article draws conclusions as well as recommendations for authorities to enhance the capacity and leadership qualities of Vietnamese enterprises.

Keywords: competency, quality, leadership, social responsibility, Vietnamese enterprises.

1. Introduction

This article investigates the leadership quality and capacity development in socially responsible businesses in Vietnamese. This article applies theories of value-based strategic management and knowledge to establish roles, assess the situation and provide solutions to develop the capacity and strategic leadership quality of managers. Many people fail to manage the team because they are not aware of this, they set too high requirements for new employees or give good employees too little space to be active and creative at work. That makes subordinates lack confidence, or being too submissive and uncomfortable to fulfill their capabilities at work. Therefore, if the desire to exploit the most human resources of the team or the company (i.e. talent, intelligence, enthusiasm of the employees), the leader needs to understand the style, different ways of leadership and the ways to apply them in the practice of staff and team management. In fact, each leader often has his own abilities and qualities when leading people and organization. However, each of the leadership qualities mentioned above has advantages and disadvantages, so it is necessary to know how to coordinate to lead reasonably in each stage and in each case. When choosing qualities, managers need to consider based on many factors at the same time, such as time allowed, type of task, level of work pressure, staff level relationship within the team, who is the source of information.

2. Theoretical Framework

Below, we present the set of skills and qualities identified by the socially responsible business leader. More importantly, we will learn how leaders converge, adjust and apply them in their current business situation. To achieve this goal, we will use Cardona and Garcia's reversal model in terms of leadership qualities. This model includes three levels of quality and competence:

- Personal dimension – based on building trust and mutual trust in relationships with subordinates and other colleagues at all levels to help them identify themselves with the mission and values of the business.

- Interpersonal dimension – based on the development in subordinates the necessary and effective skills to perform the work.
- Business dimension – based on the aiming to create lofty business values.

3. Research Methodology

In this article we applied in parallel many different research methods, such as:

- The historical and logical methods: these are the two methods used to describe and understand the process and content of developing leadership and leadership qualities in socially responsible businesses.
- Methods of analyzing, synthesizing and comparing: on the basis of collecting and synthesizing many different sources of materials, we will clarify the situation of developing capacity and leadership qualities in socially responsible businesses in Vietnam.
- Practical summation method: this method is used to clarify, evaluate and analyze the positive and limited aspects of developing the capacity and leadership qualities in businesses responsible for the community and society.
- Method of classifying and systematizing theory: classification is to arrange scientific documents by each aspect, each unit, each issue that has the same characteristics and nature and the same direction of development. Systematization is about ranking knowledge into a system based on a theoretical model that makes the knowledge of capacity development and leadership qualities in businesses more socially responsible.
- Modeling method: studying and creating model for the leadership capacity and qualities development in socially responsible businesses.
- Hypothesis method: making predictions about the rules of developing leadership capacity and qualities in socially responsible businesses then we are going to prove that the prediction is correct.

- Historical method: we study by searching for the origin, the development process of developing leadership capabilities and qualities in responsible businesses to society, thereby drawing the nature and rules of that development.

4. Research Results and Discussion

On the basis of the research model, socially responsible enterprises and leadership in Vietnam can be analyzed based on the nine identified qualities and capabilities relating to appropriately to social responsibility and ethics.

1. The ability to create, influence and make businesses positively impacted by global ethical standards and corporate social responsibility trends.

- Personal quality – the ability to initiate and expand thinking, not limited to acquiring new things and changing attitudes to knowledge about social and ethical issues, the applicability of they build trust based on values and missions that create organizational identity (corporate identity).
- Interpersonal quality – ensuring effective communication and counseling accompanied by the process of disseminating new knowledge about society and business ethics in the organization, changing adaptation to values and The mission is always adjusted over time, sharing practical skills in solving social and moral issues, interpreting ethical standards on two sides at different levels of the organization.
- The necessary quality at the enterprise level – welcoming and open with negotiations aimed at finding a compromise between the various proposed value sets to create business values effectively based on social values and ethical standards.

2. The ability to make all members of the organization raise awareness of business ethics and awareness of social responsibility independently and effectively, develop and implement professional standards at work.

- Personal quality – optimistic and completely confident and makes everyone follow that completely confident to build and strengthen personal power based on the role of consciousness and social awareness and Business ethics in changing attitudes, approaches and acceptable values, improving labor efficiency, management and business leadership.
- The quality of interpersonal – willing and enthusiastic in helping subordinates develop and apply to practice the code of professional conduct, cope with its complexity through team work, training and mentoring.
- The necessary quality at the enterprise level –to have a deep vision and aims for noble ethical standards to accompany with the highest business values in all organizational acts towards customer benefits and partners.

3. The ability to strengthen traditional competition and collaboration tools together with specific ethical and social aspects, aspects and aspects.

- Personal quality – highly ethical and socially sensitive, impacted or affected by the mission, the value of the

business determines business decisions, helps to improve self-criticism, self-control as well as honesty and a comprehensive approach to partners and competitors.

- Interpersonal quality – ready to assist people in the organization more socially based on the abilities that they have the charisma to attract (charisma), advice (coaching), advice (consulting) and group meetings to confront ethical conflicts and conflicts.
 - The necessary quality at the enterprise level –to have a profound and convincing vision of how organizations can compete and cooperate (through sharing resources, customer database, views on distribution), even in the most difficult times of the economy, applying norms and norms of social ethics as a common foundation in business
4. The ability to understand, explain to all about the complex and varied nature of business ethics and implement ethical standards in organizational practices.
- Personal quality –to have extensive knowledge and involves many fields, both theoretical and practical, on common ethical issues that underpin the fate and value system of the business; trust in the meaning and legitimacy in addition to their contradictory nature, meaning and normality, especially if viewed by the scattered community in different areas. Based on that, reliable internal social relationships will be nurtured and strengthened.
 - Interdisciplinary quality –to be ready to assist people in the organization to familiarize themselves with the nature of ethical issues that are closely related to the circumstances and business decisions in their daily work. This can be achieved through teamwork to resolve conflicts, relieve concerns and distrust, coaching and mentoring by previous employees with professional experience and ethical experience in the enterprise to improve the effectiveness of the implementation of ethical behaviors in the organization.
 - The quality needed at the enterprise level – although there are many complex, multifaceted and difficult to grasp the issues of ethics, the vision of business prospects and the level of moral maturity, the Marine leaders are clear and consistent in their orientation to customers and other stakeholders through negotiations by all parties.
5. The ability to enlist priorities for social and moral values along with finding a balance between business values and social values in building the value system of the business.
- Personal quality – moral and social consistency at the attitude of approach and behavior is the basis for social relationships and interactions with subordinates or with all members of the team function. Towards creating credibility and trust of society, at the same time growing emotionally and maintaining balance before the double-moral standards or their inconsistency. It is these two-sided moral standard or inconsistency that needs to be thoroughly handled through measures such as exclusion or explanation and reasonably explain them.
 - Interpersonal quality – under the moral and social identity, leaders are considered a powerful communication tool to maintain and reinforce them for subordinates and forces.

- The necessary quality at the business level –to aim to create a high priority of moral values to support the maintenance and enhancement of business values.

6. The ability to empower and establish strong culture based on the belief in the organization for relationships and social ministers, both inside and outside the enterprise, based on key principles popular (set of standards, criteria, standards) is considered as the infrastructure (common foundation) of business ethics and social responsibility in the enterprise.

- Personal quality – towards building a culture based on trust is the basis for reducing the operational costs of businesses, implementing missions and popularizing and applying corporate values. In order to do this, there must be a big ambitious attitude coupled with business recognition skills and the potential role of belief in it from many different perspectives.
- Interpersonal quality – to enhance the social prestige of the organization. Traditional media is the foundation but the charisma of professional and social charisma, empowerment, authorization and advice are necessary to maintain the social beliefs that have been tried to enlist.
- The necessary quality at the enterprise level –to be oriented to create lofty business values based on a culture based on beliefs and a set of attached social values. The created vision needs to be reviewed and reshaped with the participation of the parties

7. The ability to make and authorize other individuals to make complex, multifaceted decisions, morally and morally controversial in a highly responsible manner in a constantly changing business environment and hard to predict like today.

- Personal quality – preparing oneself to be a leader throughout can deeply participate in interpersonal relationships with all members, all partners to understand each other better about strengths and weakness. Based on the experience and intuitive ability, the transparent leader knows who is the right person, has a high sense of responsibility to delegate specific tasks, authorize the most important decisions, especially in survival situations of the organization.
- Interpersonal quality –to be able to control people based on lofty motivations, making them develop their full potential under a leadership perspective so that they can be empowered, with very morally contradictory and socially complex nature.
- The necessary quality at the enterprise level – towards the creation of an operational organization vision based on mutual respect and trust in interpersonal and social relationships, based on The personal positive of the staff to implement noble social missions.

8. The ability of the organization to create, share and maintain the vision of the growing role of ethics with the vision of the development of the business and to understand the interrelationships between them.

- Personal quality – leaders must share with everyone in the organization the vision of business prospects and based on the specific knowledge of the organization, offer and

together towards the vision of maturity morally and most effectively, avoiding and overcoming social doubts and opposition.

- Interpersonal quality – through effective communication, appropriate training and engaging leadership, can convince all individuals in the organization about the essence of moral and social values associated with Business prices have stated. Moreover, leaders must develop and encourage people to develop their skills and qualities around and towards such great and noble values.
- The necessary quality at the enterprise level – to prove the strong relationship, not the existing conflicts between moral values and business values, need to attract and orient people accept and commit to both values for the benefit and reputation of the business and each member within it.

9. The ability is both gradual and breakthrough, alternating and changing organizational culture in parallel with the aspect of business ethics.

- Personal quality – changing organizational culture involves many qualities and necessary faculties of leaders such as proactive leadership, consistency with confidence, ambition, and self-management and pressure managementability, emotional balance (personal leaders, key actors of change issues) managing time of managing information, responding properly and always openly with changes See as a potential opportunity. At the same time, leaders must place the values and breadth of the business at the heart of the changes and a level of reliability must be maintained in order to create the necessary support for the change process to take place. smooth and convenient
- Interpersonal qualities – types of leadership that need to be converged (specific behaviors and levels of thinking) because of the changing context (conditions and constraints) of the changing process in progress out, along with the need to dynamically adapt. Similar to the subordinates and all employees, the set of different skills and thinking levels is the necessity depending on the position of each person in the hierarchical organizational structure in the company, their responsibilities and duties. Leaders must encourage employees to converge at the place where they gather diverse skills and proficiency levels.
- The necessary quality at the enterprise level – the process of cultural change must have a clear vision in the respect of lofty level of business values created for customers, society and businesses. These values are the result of discussions, negotiating a thorough compromise, repetition to strengthen and accelerate the transition.

5. Conclusions and Recommendations

5.1 Conclusions

Developing leadership capabilities (competencies) and leadership qualities in socially responsible businesses is a complex process that requires a combination of theories. To determine the right vision and build performance and achieve the results leaders must be able to think and analyze information globally. To develop the capacity and leadership qualities requires enterprises to have skills to detect, classify and select issues to develop the plan through decisions, organizational

skills and mobilization skills. At the same time it is the process of taking many successive steps. The effect of developing leadership and leadership qualities is based on many subjective factors: intuition, acumen, assertiveness, and many objective factors. Especially, it is necessary to create a synchronous change of factors such as vision, plan and skills.

5.2 Recommendations

Currently, business owners and senior leaders are quite confused in implementing solutions to improve staff capacity. This requires external support, first of all, from training units and human resource management experts in the following fields.

- Complete training and retraining programs
- Complete consulting packages
- Organize wide-range conference activities
- Organize internship and exchange programs in developed countries
- Establishment of the Association of Human Resource Specialists

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