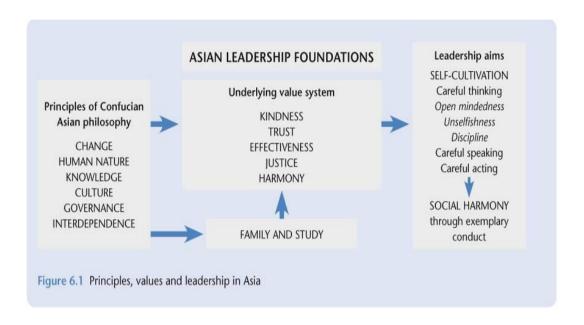# Asian Leadership Competencies

As with African styles of leadership, there are a range of different styles in operation across the region. However, there are a number of attributes they have in common as depicted below.[1]

Figure 6.1 Principles, values and leadership in Asia

One example is the ICLIF *Breakthrough Leadership Model[2]*, which focuses on a set of core *Principles and Values* which lie at the very centre of effective organisations; it provides a clearer definition of what some of them are including integrity, ethics and the drive for excellence.

The model also reflects three broad groupings of interpersonal competencies, *Innovation, Execution and Transformation*, which successful leaders in the region identified as the keys to their personal success. The model depicts the leader as one who exists within a broader institutional environment that has its unique mix of *Organisational Capabilities*, such as risk management, talent management, or customer orientation that define the drive for operational excellence in the institution.

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[1] Source: Hasegawa & Noronha, Asian Business and Management
[2] Source: http://www.iclif.org/

Components of the Breakthrough Leadership Model©

Principles and Values

At the heart of the *Breakthrough Leadership Model lie Principles and Values* which encompass personal accountability, corporate values and sound business ethics. Successful leaders and organisations are governed by a "moral compass" that incorporates sound principles and values.

Organisational Capabilities

At the outermost limit of the *Breakthrough Leadership Model* lie *Organisational Capabilities* which represent the broad institutional issues that leaders need to be aware of and manage. These represent but are not limited to areas such as talent management, risk management, organisational branding and customer focus.

Interpersonal Competencies

The ICLIF *Breakthrough Leadership Model* divides leadership competencies into three distinct categories, namely: *Innovation, Execution and Transformation.* The following description sets out the individual leadership competencies together with behavioural indicators that exemplify levels of performance associated with each competency. These indicators are not intended to be exhaustive but describe key actions or behaviours associated with each competency within this model.

Innovation Competencies

Continuous Learning

- Demonstrates a quest for knowledge
- Displays intellectual curiosity
- Leads and supports the development of subordinates

Entrepreneurship

- Looks for the novel, untried or untested opportunities
- Manages ambiguity comfortably, taking and managing risks
- Leads and champions change

Intellect and Acumen

- Demonstrates ability to identify, define and evaluate issues
- Demonstrates ability to generate alternative approaches in thinking through issues to determine appropriate course of action in decision-making and problem-solving

Strategic Visioning

- Creates (and has clarity of) vision for the future
- Articulates and communicates a compelling vision that inspires commitment from others
- Formulates and implements strategies that positions the organisation to achieve its longer term objectives

Execution Competencies

Drive for Excellence

- Takes personal ownership and accountability for results
- Demonstrates drive, urgency and assertiveness in the relentless pursuit of results
- Creates a climate of excellence by setting the highest standards in every sphere of work that the organisation is engaged in -systems, processes, structure and people, by benchmarking against the best

Pragmatic Decisiveness

- Acts decisively and pragmatically - does not over-think, become paralysed or overwhelmed in face of handling complex and/or conflicting situations and viewpoints
- Demonstrates ability to balance idealism and scepticism in decision-making

Transformation Competencies

Impact and Influence

- Influences others to accept a point of view, adopt a specific agenda or take a course of action through persuasion, rapport building and using organisational channels
- Communicates effectively in adverse or difficult situations (crisis, difficult messages

Participative Management

- Applies emotional intelligence in sensing and understanding others' needs, perspectives and feelings, taking an active interest in their concerns
- Builds, nurtures and values relationships with others, fostering amicable and cooperative environment
- Creates and leverages synergy of team in pursuit of collective goals
- Creates an environment which supports superior performance and provides opportunities for others to maximise their long term potential

Process Orientation

- Recognises linkages in seemingly unrelated events
- Links and sorts through ambiguity and alternatives to crystallise ideas and plans

Breaks down plans to connect processes, events and structures to put into action