

INTERACTION BETWEEN MANAGERIAL COMPETENCIES AND LEADERSHIP IN BUSINESS ORGANISATIONS

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ABSTRACT

In recent years, relationship-based theories and research have gained momentum resulting in emergence of numerous studies dealing with various aspects of leadership. Rapid changes in the business environment are associated with development of managerial competencies and improvements of leadership within organisations.

The topic of the article owes its relevance to the fact that leadership development is seen as an increasingly important strategic imperative of an organisation; moreover, in order to survive and succeed in the present day's turbulent and highly competitive environment organisations need to develop leadership at all levels of the organisational structure. The research findings indicate that long-term success of New Leadership development initiatives depends on managerial competencies, two-way interaction between leaders and other members of the organisation, reciprocity and feedback.

KEYWORDS: managerial competencies, leadership practices, New Leadership, 360-degree assessment.

JEL CODES: M12, M19

Introduction

Rapid changes in business, technology, political and social factors have called for the development of effective leadership skills and competencies. Consequently, leadership development programs have become an increasing priority for business and government, and even social organizations. Highly successful organizations focus on creating a comprehensive set of assessment and leadership development practices that support a wide range of talents across the organization (Groves, 2007; Casimir, 2001). "Leadership is the art of getting someone else to do something you want done because he wants to do it" – these words were spoken, since then many theories on leadership and leadership styles have arisen. This is especially true in a complex and challenging economic climate when companies are expanding activities across international borders and competition is on the rise, whereas leaders frequently find themselves in positions of responsibility without direct authority.

Critical to the success of any leadership development process is the ability to encourage followers to reflect on learning experiences in order to promote the transfer of knowledge and skills to work contexts (Burns, 2003; Day *et al.*, 2008). As a result, leadership skills' improvement tends to increase the effectiveness of interpersonal processes between leaders and followers, and consequently increases the followers' motivation, and conclusively, determines leadership practices in an organization.

Problem. The problem of the systemic assessment of factors affecting leadership and management combines a large number of relevant research and practical managerial elements which as yet have no

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straightforward solutions. Different authors emphasise certain general dimensions of leadership, however, they emphasize different traits, skills and competencies of a leader and a manager and use different concepts. The authors emphasize the importance of leadership and its relevance in the context of organisations' various activities, although it is difficult to compare or generalise theories, because they are based on a different approach both to leadership effectiveness, differences between a leader and a manager, and the interaction of managerial competencies and leadership in organisations. In the article, based on the systematic scientific principles, managerial competencies influencing leadership are analysed as components of a certain whole.

From a *theoretical perspective*, the assessment of factors affecting leadership and management, and the interaction of competencies of different level managers and leadership within an organisation is significant from the following points of view:

- From a research perspective, there is a lack of clearly identified influence of managerial competencies on effective leadership and the link between managerial competencies or their combinations and leadership in organisations.
- Lack of clear identification of managerial competencies which allow effective leadership in organisations and the feedback of the leader's and his followers' interaction (i.e., immediate subordinates, other managers and employees of an organisation).

From a *practical perspective*, the topic of the article owes its relevance to the fact that leadership development is seen as an increasingly important strategic imperative of an organisation; moreover, in order to survive and succeed in the present day's turbulent and highly competitive environment organisations need to develop leadership at all levels of the organisational structure. Success, survival and longevity of organisations depend on the selection of future leaders and their development; hence it is obvious that development of leaders capable to overcome major difficulties is a considerable challenge for organisations of all sizes.

Purpose. The purpose of this article is twofold. First, to overview scientists' approach towards contradictory roles of leaders and managers as well as managerial competencies and leadership practices in organizations. Second, to propose research-based applications for New Leadership development in business organizations.

Object. The research object is interaction of managerial competencies and leadership practices in Lithuanian financial sector organisations.

Reciprocity-based relationships are associated with enhanced satisfaction of the organisation members, greater commitment to their organisation, higher productivity and lower staff turnover. Consequently, this leads to the question of who can be considered a competent manager of an organisation and what managerial competencies determine effective leadership, and again, what competencies managers of different levels must have seeking to achieve strategic goals, sustainable performance and longevity of organisations (Burns, 2003; Groves, 2007; Day *et al.*, 2008). As it is presumable, managerial competencies should be considered in interaction with leadership practices within organisations. The research findings indicate that the long-term success of the New Leadership development initiatives depends on managerial competencies, two-way interaction between leaders and members of an organisation, reciprocity and feedback.

1. Contradictory roles of leaders and managers in organisations

In order to reveal the phenomenon of successful management, some authors focus mainly on the pursuit of leader's activities and his/her ability to assume responsibility underlining the need of unconventional, i.e., different from others, thinking. . Others claim that the following features are of importance for a person in charge of a group of people: insight, discipline, enthusiasm, precision, the ability to identify links between phenomena, creativity, adjustment of personal modesty, obedience and professional goals (Waldman *et al.*, 2004; Hernez-Broome, Hughes, 2004). Researchers proposing a different view argue that such a traditional approach to management of a group of people is possible only when organisations are understood as balance-seeking systems in which the individuals planning scenarios and controlling behaviours are aware of and envisage the future perspective of an organisation (Kurmet, Maaja, 2010; Jaussi, Dionne, 2004). Ne-

vertheless, researchers agree that managers are an example for employees in promoting values, adhering to standards of conduct, or in seeking for strategic goals, sustainable performance or longevity of organisations.

Management and leadership in organisations reflect mutually complementary, though at times contradictory, roles; therefore, it is very important to separate a manager and a leader. Leadership is designed to address to confusion, because the order and procedures are to a certain extent a response to the emergence of large multinational organisations – one of the most important events of the 20th century. Without substantiated management, organisations plunge into chaos causing a threat to their existence. Substantiated management promotes order and sustainability in such key areas as quality and profitability. However, employees who are well managed may lose inspiration to achieve more. Only good leaders are able to continuously encourage this aspiration and to achieve extraordinary results with ordinary people. Good managers achieve the results of well-planned and well-performed tasks, but rarely experience great success resulting from enthusiastic devotion that is inspired by true leaders (Tichy, 1997; O'Toole, 2001; Kaufman, 2011). Leadership is associated with change. To some extent, it has recently become so important due to the fact that the business world has become highly competitive, trend-oriented, dynamic, and constantly changing.

Despite different approaches to leadership, its importance in today's world is not limited to an attempt to interpret it by integrating into organisational management; scientific discussions lead to an even broader expression of New Leadership. Researchers describe New Leadership as a dynamic, socially active and socially limited set of functions. A leader is seen as a person (an individual), however, it is more important that leadership as a social phenomenon manifests itself only as interaction of members of an organisation and does not make sense without them (Perrin *et al.*, 2012; Nixon *et al.*, 2012). This understanding is different from a widespread approach describing the leader as a person who performs assigned duties involving supervision of activities and achievement of the goals. Therefore, the focus is increasingly shifting to the development of leaders on all levels in an organisation; this is due to a major emphasis on successful involvement of human resources, which are the key source of competitive advantage for organisations. Under the conditions of continuously changing competitive environment, managers may not always be initiators of positive changes, and employees themselves often know best what could facilitate their work and make it more successful (Mahsud *et al.*, 2010). Therefore, leadership has started to be seen as the organisation's ability, rather than an exceptional feature of a few top managers. On the other hand, organisations can be strong from a technical point of view, but weak in setting a vision and direction, which is a vital precondition for ensuring continuity and longevity of organisations. The long-term success of New Leadership development initiatives depends on organisational culture, managerial competencies, two-way interaction between leaders and other members of an organisation, reciprocity and feedback.

2. Manifestation of managerial competencies both in single division and organisation as a whole

In recent years, leadership-oriented theories and research have gained momentum resulting in the emergence of numerous studies dealing with various aspects of leadership. Rapid changes in the business environment are associated with improvements in management of organisations and development of managerial competencies. An unconventionally thinking and innovation-oriented manager mobilises employees towards a common goal searching for ways to implement the vision. Such changes in the environment highlight transformation of the manager's role in the context of various activities of an organisation. Employees who positively view their manager not only perform the assigned tasks better, but are also more satisfied with work assessment and motivation, and are supportive in communicating with the manager and with each other (Boal, Hooijberg, 2001; Hunt, Dodge, 2001; Osborn, Hunt, 2007; Waldman *et al.*, 2004). Therefore, managerial competencies are necessary not only in organising activities of employees, but also in selecting employee motivation tools, as well as dealing with conflict situations, rallying employees for teamwork and organising the communication process. Management of immediate subordinates has an impact on activities of the entire

organisation, because optimal distribution of work and its performance determine the success of operations of not only a single division, but also the organisation as a whole (Dalakoura, 2010).

However, managers of organisations fail to develop a strategic thinking competency necessary for effective leadership for reasons such as a long limited functional practice in the organisations where they work: organisations are usually based on collective decision-making practice and/or the practice of one-sided obligations of shareholders and parent companies, whereas little attention is paid to strategic skills, etc. In order to successfully implement their strategy, organisations need to develop the competencies of managers of various levels, because the performance of various levels' managers contribute to the overall strategic goals of an organisation (Day *et al.*, 2008; O'Toole 2001; Tichy, Cardwell, 2002). Leaders are necessary on all levels of the organisational structure, especially selecting a competitive business strategy, as it helps an organisation to be sufficiently flexible, prompt in decision-making and to meet high requirements in development and implementation of a selected strategy.

Latest researches include a multi-layer phenomenon of leadership, which covers higher collective levels (team, group or organisation) and identifies the factors determining the interaction of a leader and his followers, mainly: influence, confidence, decision-making process, reciprocity-based relationships, and leadership behaviour. Reciprocity-based relationships are associated with enhanced satisfaction of organisation members, greater commitment to the organisation, higher productivity and lower staff turnover; thus again, the question of who consider as a competent manager and what managerial competencies determine effective leadership remains. What competencies must have managers of different levels seeking to achieve strategic goals, sustainable performance and longevity of organisations? The conception of New Leadership emphasises two-way interactions of leaders and followers, as reciprocity between a leader and his/her followers as well as the quality of these relations are of utmost importance for New Leadership and long-term leadership practices within organisations.

3. Consideration of managerial competencies and leadership practices within organisations

Leadership is considered in a number of contexts, with qualitative and quantitative research methods and their combinations being employed. The data pooled from various research allow formulating the concept of a process which is far more subtle and complex than a simplified approach often presented in popular literature on leadership. Based on scientific literature, leadership is considered to be a complex process that has multiple dimensions (Kouzes, Posner, 2004; Kouzes, Posner, 2007). While numerous leadership theories emphasise the ways in which theory can help practical leadership, there exists many possible endings for the sentence "Leadership is...". In attempting to describe what leadership is, one encounters a variety of different meanings. Contemporary researchers believe that the main tasks of a good leader are as follows: to identify values and goals, to shape a vision and strategy, to programme continuity and to initiate targeted organisational changes (Day *et al.*, 2008; Dion, 2012). Therefore, competencies necessary for successful leadership include envisaging the future, setting goals, communication, fostering values, an ability to achieve approval towards the emerging vision, planning and implementation of a vision. It is emphasised that New Leadership development is based on cognitive, social and emotional competencies as well as behavioural skills. These skills, along with such traits of a manager as self-awareness, openness, self-confidence and creativity, as well as cognitive, social and emotional intelligence competencies, serve as a basis for New Leadership. Therefore, in order to maintain long-term practices of effective leadership and high performance it is important for organisations to devote special attention to the development of *cognitive, social and emotional intelligence competencies* of managers at all levels of organizational structure. Leaders cannot clearly define each situation, adequately understand emerging problems and make reasonable decisions, as the *future* is a continuous creative process, while assessment of the *past* is constantly adjusted in light of the *present* perceptions (Boyatzis, 1982; McClelland, 1994; Spencer, Spencer, 1993).

Competencies presume better performance, however, there are no specific characteristics of a successful leader, as success depends on combinations of competencies. Individuals who have different competencies are able to successfully work in the same position, hence it is important to distinguish the key clusters of competencies. The term ‘clusters of competencies’ is used to describe a certain group of competencies which, if properly used, can yield appropriate results. Considering the competencies, which have been distinguished based on empirical studies conducted in many countries around the world, and are essential for the 21st century leaders and successful managers, three clusters may be identified (Boyatzis, 2007; Goleman, Boyatzis, McKee, 2007; Goleman, 1995):

- Emotional intelligence competencies – the ability to recognise, understand and use emotional information *about oneself*.
- Social intelligence competencies – the ability to recognise, understand and use emotional information *about others*.
- Cognitive intelligence competencies – the ability to think and analyse information and situations.

The growing number of studies encourages further research on a link between the individual’s competencies and leadership and also on the impact of this link on other individuals’ activities. New Leadership opportunities exist on both the individual and collective levels. Leadership on both levels creates appropriate conditions for organisational leadership. Social influence theories argue that relationship between a leader and his followers determine successful leadership, however, not the features and behaviour of a manager. Such theories as New Leadership, have become a challenge to traditional theories of leadership, as they bring social and communication issues to the fore.

The main gap in scientific theory and empirical research is the insufficiently well-analysed link between managerial competencies and New Leadership practices that occur in organisations (Amagoh, 2009; Groves, 2007). In the New Leadership studies, assessment of the interaction of managerial competencies and leadership practices in organisations must be accomplished on the basis of a systemic approach by grouping emotional, social and cognitive intelligence competencies into an integrated system in accordance with their characteristics and highlighting their inter-linkages.

4. Aim of the research and methodology

The research pursues the aim of assessing the interaction of managerial competencies and leadership practices in the Lithuanian financial sector organisations.

The tasks of the empirical research are:

1. To verify a conceptual model of the interaction of managerial competencies and leadership practices on the empirical level.
2. To identify competencies specific to managers working in financial sector organisations and leadership practices that occur in these organisations.
3. To determine the link between individual competencies or their combinations with leadership practices of the selected organisations.
4. To compare the influence of managerial competencies on leadership practices analysing the overall sample of respondents.
5. To compare the influence of managerial competencies on leadership practices analysing all groups of respondents (i.e., Managers and Observers).
6. To generalise assessments of managerial competencies in different groups of respondents.

Evaluation of the interaction of managerial competencies and leadership practices was carried out in five Lithuanian organizations of the financial sector using the 360-degree feedback method; the size of the sample – 493 respondents selected according to pre-defined criteria. Each questionnaire was filled in by the following respondents:

- A Manager (*Self*) filled in the questionnaire about himself/herself; they were top or mid-level managers.
- An observer answered the questions about the manager. Observers were as follows: Director of the Manager (to whom the Manager reports); Direct Report (i.e., direct subordinate); Peer (i.e., a manager of another department, branch, or etc.); Co-worker (i.e., an employee, who is not a direct report of the Manager and is not a peer).

The research was performed in 5 organizations of financial sector in Lithuania: 3 banks and 2 insurance companies. The number of collected questionnaires (filled by Observers) about one Manager varies from 13 to 17.

The research examines the following issue: intensifying competition and business globalisation, along with changes in both external and internal environment, hamper adequate identification of a link between managerial competencies and leadership in organisations, i.e., usually there are employed ‘top-down’ (or just ‘bottom-up’) assessments, which are based on a hierarchical structure and rely on a single source. Development of New Leadership on all levels of the organisational structure requires a multi-faceted approach covering the feedback received from managers (i.e., top managers and middle-level managers), their subordinates and other employees of an organisation. A 360-degree ‘top-down’ (i.e., leadership perceived by the leader himself) and ‘bottom-up’ (i.e., leadership perceived by the followers) assessment may help to identify the reciprocity of relationships between the leader and his followers, to receive related feedback, highlight general organisational and individual approaches and contribute to New Leadership in the organisation.

A scheme of the research structure was implemented through five research steps:

Step 1. Conception of the research model.

On this stage, clusters and constructs of leadership practices and managerial competencies have been identified, describing content of the constructs. Then relationships of these clusters and constructs have been substantiated, and the final version of the research model has been developed.

Step 2. Development of an assessment tool for the interaction of managerial competencies and leadership practices.

First, using a competency assessment tool, namely, MCP™ (Managerial Competency Portfolio 360° Assessment), managerial competency assessment scales were identified followed by reliability calculations and an exploratory factor analysis. Next, for assessing leadership practices a Leadership Practices Inventory (LPI: *Leadership Practices Inventory Self*; LPI: *Leadership Practices Inventory Observer*; LPI: *Leadership Practices Inventory Workbook* (Kouzes, Posner 2013)) was employed.

The research model (Figure 1) distinguishes the four managerial competency clusters, each of which consists of several constructs. Providing a detailed overview of social intelligence competencies, the social intelligence scale distinguishes five competencies: *orientation to results*; *imitativeness*; *problem solving*; *influencing others*; *fostering teamwork*. Moreover, emotional intelligence and cognitive intelligence scales maintain the same number of constructs, i.e., the cognitive intelligence scale distinguishes three competencies (*developing others*, *holding people accountable*, *team leadership*), and the emotional intelligence scale also distinguishes three competencies (*empathy*, *self-control*, *self-confidence*). In total, eleven managerial competencies were evaluated. Competencies within a cluster and a construct are related to and complement each other. Seeking to assess leadership practices, the following five constructs were employed: *modelling the way*; *inspiring a shared vision*; *challenging the process*; *enabling others to act*; *encouraging the heart*.

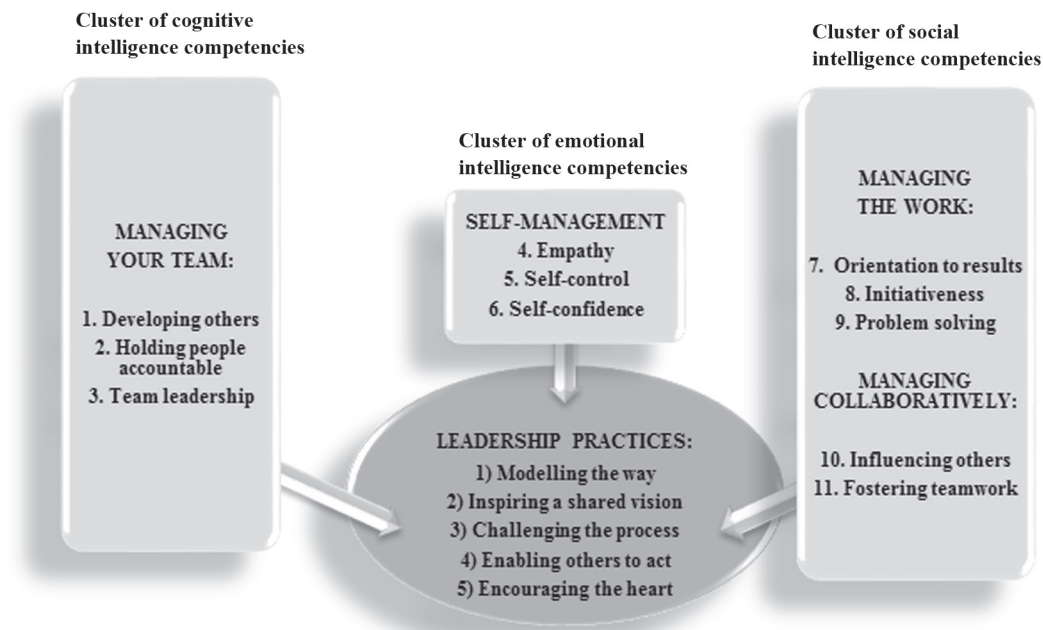


Figure 1. Research model of the interaction of managerial competencies and leadership practices

Source: compiled by the author based on Hay Group (2013), Kouzes, Posner (2013)

Step 3. Pilot study. The third step was a pilot study, which tested the structure of the questionnaire about managerial competencies and leadership practices. In applying the questionnaires, there was made a translation from English to Lithuanian and from Lithuanian to English. In this way, it was checked whether an adequate equivalent for the English statement had been found.

Step 4. Survey method. In the research, a quantitative analysis was chosen where scientific value is determined by quantitative indicators. As the research tool was chosen in advance, therefore, the quantitative analysis is structured and well-planned.

Step 5. Analysis of the research data, drawing up the conclusions. The research data was analysed using the *statistical package for the social sciences (IBM SPSS)*.

5. Findings

The analysis of the quantitative study findings is based on the quantitative analysis data, however, in attempting to explain or understand some phenomena and exceptions more attention sometimes was paid to the context and discovering of links than to statistical analysis.

1. The managerial competency *self-management and empathy* has a positive impact on all New Leadership practices encountered in the analysed organisations. A significant link between assessment of the managerial competency *self-management and empathy* and assessment of all aspects of leadership practices in both respondent groups, namely, the Managers' (Self ratings) and Observers' ratings, has been established.
2. It has been found that the Managers' (Self ratings) and Observers' ratings are discriminated most clearly by the managerial competency *problem solving*, which indicates that Managers themselves and Observers perceive the managerial competency *problem solving* in different ways, and it is this aspect that determines whether a respondent participating in the research is a Manager or an Observer.
3. In the analysed organisations all managerial competencies were assessed more favourably by Observers, while Managers perceive their competencies much more reserved.
4. Examining traces of New Leadership in organisations, assessment of the interaction of managerial competencies and leadership practices reveals that enhanced assessment of managerial competencies

leads to the enhanced assessment of leadership practices in the both respondent groups, namely, Managers and Observers.

5. Assessing the impact of managerial competencies on different dimensions of leadership practices, regression analysis has revealed that, according to the opinion of Managers (selves) and Observers:
 - the leadership practice of *setting direction, setting example for others* is affected most by the managerial competencies *problem solving* and *self-management and empathy*;
 - the leadership practices *demonstrating attention and respect and empowerment* and *promoting a vision, accepting challenges* are affected most by the managerial competencies *self-management and empathy* and *emotional self-control*;
 - the leadership practice of *fostering teamwork, involving team members* is affected most by the managerial competency *self-management and empathy*;
 - *belief in leadership philosophy* is affected most by the managerial competencies *self-management and empathy* and *fostering talents*.
6. Within a framework of the empirical study, it was carried out a comparison of the impact of managerial competencies on leadership practices in two groups (Managers and Observers); there were established the respondent groups where managerial competencies were treated unequally, moreover, the mean differences of the managerial competencies assessments were also evaluated. Comparing the assessment of managerial competencies in social groups and the assessment of leadership practices in different managerial level groups, it appeared that the means differ significantly: lower managerial competency assessment predetermines lower leadership practices assessment, whereas higher managerial competency assessment predetermines higher leadership practices assessment.
7. A discriminant analysis has established the factors which have the greatest impact in discriminating between Managers (Selves) and Observers, since Managers (themselves) and Observers view certain competencies differently. The study has found that Managers and Observers are best discriminated by the managerial competency *problem solving*. This indicates that Managers (Selves) and Observers view the managerial competence *problem solving* in different ways, and mainly this aspect determines whether a respondent is a Manager or an Observer, as *problem solving* assessments by the Managers (themselves) and Observers differ most significantly.

The developed model of assessment of the interaction between managerial competencies and leadership practices in organisations proves itself appropriate for the set goals, inasmuch as the 360-degree feedback method provides an exceptional opportunity for a Manager's self-assessment as well as understanding of congruence of the Manager's self-assessment and the Manager's assessment by others (i.e., Observers); thus, it is one of the essential aspects in developing New Leadership.

Conclusions

Seeking to achieve the aim and objectives of the research, a research model and methodology have been developed, with a comprehensive study carried out on the basis of the methodology. The interaction of a complete analysis of scientific literature and empirical research has allowed drawing up generalised conclusions that contribute to the existing scientific theories and empirical studies on the interaction of managerial competencies and leadership practices in the conception of relationship-based leadership theories and New Leadership.

In light of growing awareness that the New Leadership development includes not only the development of individual leaders and their activities, researchers encourage to focus on examination of the context of leadership formation. The need for leadership development is an imperative in contemporary organisations, where changes create uncertainty and unpredictability, while complicated situations are complex and so numerous that it is difficult for one or several persons to identify and solve them. The increasing number of researchers argue that 'top-down' leadership in contemporary organisations is dangerous, as it may pose a threat to the organisation in a long-term perspective.

The conception of New Leadership emphasises a two-way approach to the interaction of leaders and their followers, as reciprocity in relationships between a leader and his subordinates, as well as its quality, are very important for the expression of New Leadership in organisations and emerging leadership practices, and for leadership effectiveness. Unlike previous research studies, the causal direction in this case has been changed, in other words, leadership becomes a dependent variable, and the study itself becomes ‘top-down’ (i.e., how leadership is perceived by the leader himself) and ‘bottom-up’ (i.e., how leadership is perceived by the followers). The results of this study encourage further research with a focus on the New Leadership development and taking into account the significance and impact of all three domains, namely, the leader, the follower and their relationships, on leadership practices in organisations.

The New Leadership development is based on cognitive, social and emotional competencies as well as behavioural skills. These skills, along with such traits of a manager as self-awareness, openness, self-confidence, creativity, as together with cognitive, social and emotional intelligence competencies serve as a basis for New Leadership.

The empirical research pursued the aim to assess the strength of the link between constructs of managerial competencies and constructs of leadership practices that occur in the analysed Lithuanian financial sector organisations. The study assessed correlation links of the constructs in different groups of respondents, namely, Managers (themselves) and Observers, which has allowed to compare differences in their assessments and to identify differences of their opinions. The analysis emphasised only statistically significant relationships between managerial competencies and leadership practices.

The competency study has found that Managers (according to Self responses) are characterised by the strongest expression of emotional and social intelligence competencies. In addition, the analysis has revealed that all managerial competencies are assessed more favourably by Observers, while Managers view their competencies much more moderately than their assessors.

Discussion

New Leadership development at all levels in an organisation requires a multi-faceted approach including the feedback received from managers (i.e., top managers and middle-level managers) and other members of an organisation. The 360-degree ‘top-down’ (i.e., as leadership is perceived by the leader himself) and ‘bottom-up’ (i.e., as leadership is perceived by his followers) assessment can help to identify the reciprocity of relationships between the leader and his followers and feedback, highlighting general organisational and individual approaches and contributing to opportunities of expression of New Leadership and its development in the organisation.

The research conducted within the framework of the research aim pursued to determine the interaction of competencies of managers of various levels and leadership practices in organisations, as the significance of managerial competencies in the area of New Leadership has not been empirically revealed yet, and there hardly exist any reliable assessment tools.

The interaction of managerial competencies and leadership practices in a given organisation is difficult to measure also due to the lack of a developed common construct of a successful organisation.

No branch of science can define in detail all the processes related to leadership; hence the studies of new leadership as a phenomenon show the aspiration to combine the knowledge of sociology, psychology, philosophy and educational science and to develop new interdisciplinary approaches to leadership.

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VADOVŲ KOMPETENCIJŲ IR LYDERYSTĖS SAŲVEIKA VERSLO ORGANIZACIJOSE

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Vilniaus universitetas (Lietuva)

Santrauka

Pastaraisiais metais santykiškai grindžiamų lyderystės teorijų plėtra ir moksliniai tyrimai įgavo pagreitį, todėl pateikiama vis naujų šių tyrimų rezultatų, apibendrinimų ir išvalgų. Spartūs verslo aplinkos pokyčiai siejami su vadovų kompetencijų ugdymu ir lyderystės praktikų, taikomų organizacijose, tobulinimu. Šiame straipsnyje pabrėžiama, kad lyderystės plėtros poreikis yra imperatyvus šiuolaikinių organizacijų aplinkose, kuriose pokyčiai sukuria neapibrėžtumą ir nenuspėjamumą, o probleminės situacijos yra kompleksinės ir jų kyla tiek daug, kad vienam ar keliems asmenims sudėtinga jas identifikuoti ir spręsti. Lyderystės plėtra grindžiama didėjančiu kolektyviniu organizacijos narių pajėgumu įsitraukti į lyderystės vaidmenis ir procesus, pabrėžiama lyderystės plėtros svarba visais organizacijos lygmenimis, nes lyderystė – ne tik individualus, bet ir kompleksinis reiškinys, apimantis lyderio, socialinės ir organizacinės aplinkos interakcijas.

Empirinio tyrimo rezultatai atskleidė, kad ilgalaikė lyderystės plėtros sėkmė priklauso nuo organizacijoje dirbančių įvairių lygių vadovų kognityviojo, socialinio ir emocinio intelekto kompetencijų ugdymo, lyderių ir kitų organizacijos narių abipusiškumo bei grįžtamojo ryšio. Įvairios kompetencijų ugdymo, mokymų programos, be techninių darbo įgūdžių lavinimo, turėtų ugdyti susivaldymo ir empatijos gebėjimus, tobulinti komandai formavimo ir tarpasmeninės interakcijos procesus.

PAGRINDINIAI ŽODŽIAI: *vadovų kompetencijos, lyderystės praktikos, modernioji lyderystė, 360 laipsnių tyrimas.*

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