

# Leadership Success Profile and Excellent Leader Abilities

doc. PhDr. Radovan Bačík, PhD. MBA\*  
University of Presov  
Department of Marketing and International Trade  
Prešovská ul. 5, 080 01 Prešov, Slovakia  
radovan.bacik@unipo.sk

Alexandra Turáková\*  
University of Presov  
Department of Marketing and International Trade  
Prešovská ul. 5, 080 01 Prešov, Slovakia  
alexandra.turakova@centrum.sk

\* Corresponding author

**Abstract:** *The increasingly complex, connected world, where quality attention to internal and external customers, strategic direction and future vision is leadership an essential for business success. Concretely focuses on success profiles of leaders, which represents basic, but helpful view on leader's individual personality traits – their knowledge, competencies, experience and specific personal attributes. Excellent leaders have power to transform the relationships, team and company. Leadership influence can improve productivity and has impact on organizational growth through engagement and motivation. Companies wanted to be successful in constantly changing environment focus on getting and/or developing great leaders. Question that is crucial in this regards is: "What are the qualities, characteristics, abilities and capabilities of a successful leader?"*

**Key words:** *success profile; excellent leadership; abilities of leader*

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## 1. Definition of success profile

For the company as a whole is target to succeed. That is the reason to find out what everything affects its success. It is necessary to define specification of the company success which means to design the success profiles applicable for recruiting, development and performance.

In case we would like to get a clearer picture what is the content of the success profile, it might be helpful to use the visualization attached below (fig.1). Over time all four characteristics should be in dynamic equilibrium. The success profiles stand for the package of four traits which could help organization in two different perspectives:

- to promote the best candidate for the new or open positions
- to lead employees according to those criteria, the readiness for next development step



**Fig.1.** Success Profile (source DDI, 2018)

According DDI research the success profiles present the exclusive package of four characteristic. Every success profile category is described as follows (DDI, 2018):

- **Experience** - affected by “**what I have done**”. We can add to this category previous work experience as international experience, functional experience (different department, job variety, etc.), and leadership experiences (project leader, team leader, etc.)
- **Knowledge** - including skills describe the level of “**what I know**”. This category contains obtained education and trainings necessary or desired for job success (Study, Language skills, Business, Systems & Processes, etc.)
- **Personal Attributes** – describe basically traits that make up the personality, which *define* “**who I am**” as a person. The characteristics of an individual’s personality and the factors that contribute to the individual’s motivation to perform at a high level and remain on the job (Passion, Learning, Endurance, Patience, etc.)
- **Competencies** - specify an individual’s capabilities that allow high performance “**what I can do**”. (Strategic Orientation, Communication, Networking, Delegation, Entrepreneurship, etc.)

## 2. Set up of excellent leadership

The excellent leaders show many different abilities. It is important to know the difference between management and leadership. „To manage“ means to be in charge of, be responsible for. Leadership represents the influence, guidance and actions. The essential for excellent leader is power to influence. Leaders influence organizational productivity and growth through engagement, motivation and emotional intelligence. The defined leadership traits of success profile can be learned and sharpened with time and practice. Leaders are the power and intellect behind the company. Excellent leaders are authentic, coach the team and lead by example.

The personal attributes of leaders are crucial because leaders have to be connected to the business strategy, value system of organization. The excellent leaders with convenient attributes catalyze their readiness for growth into more complex responsibility. This readiness for step forward affects the degree of the success profile characteristics.

It’s important to fully understand exactly what is required in the leader role and which capabilities are important to performing the job and impact success. Assess the skills, knowledge and attributes required for effective performance in the role of excellent leader. We can summarize following expectation of excellent leader in long-term vision connected to success profiles:

- **“Ensure followership”** –is a framework to ensure that employees in critical-to-success roles display on-the-job abilities and behaviors that drive business results in success. By assuming of critical roles (which ones, when and how many) is important to prepare an internal or external recruiting processes to identify candidates with „strategic talents“ fitting those roles . In this case we are talking about leader and expert position too.
- **“Ensure development process”** - ongoing learning reinforce effective training & learning opportunities in sufficient number (particularly for Leadership roles on all levels). The integral part of development is to check the alignment of the candidates to the success profiles and to define their potential to grow, to offer the opportunity for gaining deeper knowledge, skills and experience necessary to grow into more responsibility roles.
- **“Mapping of performance”** – the degree of an individual’s success in executing the objectives and competencies required in the current position. The measurement and adjustment of activities are based on the employee’s performance during daily business. HR responsible use the sustainable practice for identification of the assessing performance (results and behaviors) and growth potential for the position with more responsibility in the future.

There is a need to have an alignment of leadership and company vision. Target of each company is to become the employer and business partner of choice. Leaders have a big impact on both aspects. On one hand is their role to attract, retain and motivate people. On the other hand by driving quality, building trust, effective communication leaders assist company to become business partner of choice on the market. Both aspect affect growth and success of the company in the continually changing business environment.

### 3. Excellent leader abilities

Leadership know-how comes from personal experience and from reflecting on what has made leader successful. Exceptional leaders are adept at handling stress and balancing their personal and professional lives. List of Excellent leader abilities is displayed below (fig.2).



**Fig.2. Excellent leader abilities** (own source, 2018)

Every leaders need to be a visionar and be able to see company’s future. They have to set up clear, concrete goals. They have to be confident, enthusiastic, optimistic and inspire others. A thinking out of the box, open-minded approach is necessary for moving forward. Leaders have to be curious and interested in company and business environment. Only if they know the business, they are able to set up the strategy and are able to adjust their strategies to capture emerging opportunities or tackle unexpected challenges. The role of the successful leaders is not based on ability to react on the changing environment but they have to lead the change.

Powerful leaders keep balance between „when to talk“ and „when to listen“. They communicate effectively. By effective communication can leaders manage collaboration. People follow defined strategy & vision of leaders only in case they do understand it (what is target? What does the change mean? How can I influence it? a.o.) Effective leaders take responsibility for what they are doing, in case of the mistake as well and the same they expect from others. Collaboration with the team, promotion of teamwork build essential for successful leadership. Collaboration within/outside of the team is not possible without networking. Networking is vital force and a requirement for the run of the business. For strong leaders is feedback important. They have to be able to give a constructive feedback and ask for feedback on regular basis. Feedback is easier to accept if you keep a positive attitude. The feedback should be seen as an opportunity for personal development, learning. Active listening is very important during feedback. Feedback is helpful only if it is taken complete and exact statement.

Another ability of an excellent leader is emotional intelligence. It gives leader a competitive edge in the ability to influence and lead team. Leaders should be able to put themselves in the position of stakeholders, team members to understand what is important to them. Excellence of leadership is linked to authenticity. Leader has to be authentic and seen as role model. It is happening if leaders are building the trust, sharing their knowledge and experience. Leader has to be confident, knows own strengths and weaknesses, be honest, humble and tread all with respect.

The high level description of the different capability area of the leadership success profile provides an overview below (SSC, 2018):

### Navigating for the future

- **Leading strategically** - Think, plan, and act strategically; to engage others in the vision, and position teams, organizations, and sectors to meet customer and future needs.
- **Leading with influence** - Lead and communicate in a clear, persuasive, impactful, and inspiring way; to convince others to embrace change and take action.

### Stewardship

- **Enhancing organizational performance** - Drive innovation and continuous improvement; to sustainably strengthen long-term organizational performance and improve outcomes for customers
- **Enhancing system performance** - Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.
- **Leading at the political interface** - Bridge the interface between government and the public sector; to engage political representatives and shape and implement the government's policy priorities.

### Identifying and developing our talent

- **Enhancing people performance** - Manage people performance and bring out the best in managers and staff; to deliver high quality results for customers
- **Developing talent** - Coach and develop diverse talent; to build the people capability required to deliver outcomes.
- **Enhancing team performance** - Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.

### Making it happen

- **Managing work priorities** - Plan, prioritize, and organize work; to deliver on short and long-term objectives across the breadth of their role.
- **Achieving through others** - Effectively delegate and maintain oversight of work responsibilities; to leverage the capability of direct reports and staff to deliver outcomes for customers.

## Conclusion

In order to succeed in a constantly changing and developing environment it is crucial for the companies to ensure having and developing the leaders, as the right leaders have power to transform relationships, team and company. We found a set of profiles like experience, competency, knowledge, personal attributes and a portfolio of leadership abilities such as agility, authenticity, stakeholder focus, which are common to creative, inspiring and successful leaders. Creating of success profiles for all of the organization processes is a difficult, time-consuming process which follows the stages like: definition of target group, job position for succession planning, information collection, creation of model, mapping of approach, confirmation for defined profiles, "go live" action. Constantly changing business environment makes this process even more difficult. It is necessary to create success profile able to update quickly. Each leader who identifies his/her own purpose, vision or passion, in their life and their organization's demands and culture, can make a difference. It is important for the individual to discover their capabilities and talents and how he/she best connects to others to get the 'right' thing to happen in the right way. This is a significant aspect of leadership development. Leadership is about taking actions that inspire others to want to follow. Great leaders share certain qualities and attitudes. They need vision, energy, authority and strategic direction to enhance company success.

## References

Success Profile, 2018. Last modified Jun 20. <https://www.ddiworld.com/products/success-profiles>

