

Leadership Capability: “What We Do as a Leader”

Tran Kim Sang

Abstract—As Roberto Goizueta in "From Transactional to Transformational Leadership" [1], most of the leaders always desire to bring success to his organization. The problem is that how much extent of success reaching to, when it will come at, and whether it creates a turning point, a breakthrough for individual leaders, organizations, and community or not. If an organization's success primarily depends on the effective work of each employee, the role of a leader is like a catalyst that contributes to the efficiency to bring the organization to success. It is so meaningful to understand who we are and what we want to be. Understanding the “Develop Our Leadership Capability” is the first step helping us to recognize whether we have any traits or factors of a leader or not, and what is the leadership model we own? In this paper, we are trying to self-reflect those major keys learning on the author’s real aspects and ambition to identify her own potential leadership model and developed it. Based on reflecting of individuals to consider the participants’ expectations and applying the theories of leadership such as Carl Jung’s theory, Multifactor Leadership Questionnaires Form 5X-Short (MLQ), Leader-Member Exchange Theory (LMX) to analyze data collected. The paper also suggests that P.E.S.T.L analysis stands for Political, Economic, Social, Technological, Legal and Environmental should be employed to analyze those models we belong to and which may come at various periods with various situations. During the course of our life, we absolutely wish to find out who we are. Hence, this paper is to help one of us definite which our leadership model is.

Index Terms—Effective work, leadership capability, leadership model, organization.

I. INTRODUCTION

Entering the 4th industry, the world has brought about enormous global changes. In the last two decades of the twentieth century, humankind has witnessed the rapid development of information technology, the revolution in biotechnology and especially the changes in the concept of relationships. Human - Human in social relations, the role of human becomes more important than ever. Nowadays, there will be no land for the existence of a director who just at his seat, waiting for customers to buy products made by their own businesses and ignore the needs and aspirations of customers. And no other leaders just screamed, shouted and waited for subordinates to follow. Thus, in the new context of global development, in which Vietnam needs to integrate, it has laid down a fundamental requirement for new technical, technological, training and thinking changes in leadership and management. A good future leader must have a realistic view of his value to the organization he manages [2]. A leader must exploit the most human resources such as energy, intellect, enthusiasm, etc., around him. In order to

achieve this, the leader must have an important weapon in his or her hands which is “style” of leadership.

Organizations need both manager and leader to succeed [3]. The right style of leadership is a style in which leader and manager meet both the needs of customers, employees and stakeholders; developing individuals and collecting within the organization [4], [5]. The direction is a totally concrete phenomenon, not repeated in other persons fully with detail. It is unique, unique in the way of conducting leadership. Leadership style also affects the reputation of a leader and his organizational reputation [6], [7], given that leadership style is the disclosure of qualities; capacity is crystallized in the behaviors of a brave leader. Leadership style is decided by virtue of the overall quality of the leader largely. The development of qualities and leadership capacities will be the decisive premise to perfect the leadership style [8]-[10]. Clearly, the leadership style is not spontaneous. It is a process that constantly evolving under the influence of objective and subjective conditions. There is a misconception that innate behavior does not need to be trained but also to be a good leader. The style is formed and developed by education, personal activity and training [11]. Each leader must cultivate the ability to apply a flexible and rational system of proven leadership methods and techniques through hands-on practice. Like other psychosocial factors, the managerial style of the manager is the product of social life, which reflects the functioning of the society, including the management mechanism.

In our country, in feudal society, patriarchal leadership, assertiveness, and imperialism are predominantly because feudalism is a centralized regime. In a centralized subsidy mechanism, collective style prevails and this mechanism attaches importance to collectivism. The new management mechanism requires the leader to be determined, energetic and mentally dare to take personal responsibility highly [12]. Thus, the decisive style of leadership has been replacing the collective management style. This transformation is an indispensable necessity suitable for the market economy. The market economy requires the leader to have a decisive style expressed through the qualities of confidence, dare to think, dare to do, dare to serve, and dare to take responsibility. It has been suggested that the leaders must have this qualification to be successful [13], [14]. An assertive style does not coincide with authoritarian style and patriarchal. Needless to say, from assertiveness and confidence to patriarchy domination is only a very short distance. If the leaders do not have clear views about it, it is straightforward to become authoritarian autocrats [15], [16]. In the globalization, leaders need to develop their own style, but shouldn’t try to pick or imitate any one style [17]. The more a leader motivates and empowers people, the more he takes the most positive aspects of each style and

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Tran Kim Sang is with the University of Northeastern, Boston, USA (e-mail: kimsang.msl@gmail.com).

incorporates the followers into his own [18], [19]. So studying leadership factors to find common rules, to find out the factors influencing and branding the leader is very necessary. Employees can find a leader who fits their style to assist and vice versa in order to have the most effective interaction with for the common goal of the organization.

II. RESEARCH METHODOLOGY

In order to get the most comprehensive information for this article, qualitative method is employed to collect data. Silverman (2016) reveals that qualitative method is an approach that seeks to describe and analyze the cultural and behavioral characteristics of people and groups of people from a researcher's perspective. Qualitative research provides comprehensive information on the characteristics of social environment where the study is conducted. Qualitative research is based on a flexible and dialectical research strategy. In qualitative research, some research questions and information collection methods are prepared in advance, but they can be adjusted accordingly as new information appears during the collection process [20]. Therefore, this method shall be in line with this study which aims at collecting viewpoints of participants (leader and her colleagues) about working style as well as personal qualities and exploring their expectations of traits of future colleagues preferred in order to fit to personal working style.

To gain insights, the author used unstructured interviews to collect non-quantitative information. Moreover, to self-evaluate personal leadership style of a leader, self-reflection approach was utilized. By applying individual short interviews with co-workers and peers, this paper could gain how the followers think about their leaders. All interviewees were encouraged to speak out their feelings and views comfortably and constructively. By doing so, regarding strategy in developing internal human resource, this could help the leader find out who could be the best suitable person with leader's working style, place staff at the right position, and properly firm the collaboration among team members. The general information needed was approached and fully collected. Besides, the research information collected was mostly from academic books, Google Scholar, management news, and various websites of various universities.

Based on 45 short items in the Multifactor Leadership Questionnaires Form 5X-Short, which was structured with 360-degree feedback methodology and using 5-point-Likert Scale from ordinal scales, 0 (not at all) to 4 (frequently if not always) [11], participants were requested to self-evaluate leadership styles including transformational, transactional, and passive-avoidant leadership styles. This measurement allows participants capture how they understand their (future) individual leadership styles. This requires participants to spend approximately 15-20 minutes to complete all questions. For analyzing, we started the analysis by considering the expectations of leaders and their followers. Applying the theories of leadership such as Carl Jung's theory [21], Multifactor Leadership Questionnaires Form 5X-Short (MLQ) [11], Leader-Member Exchange Theory (LMX) [22], [23].

This paper aims at seeking out the answers to the below questions:

1. What is the definition of leadership in your opinion?
2. What do you do as a leader?

III. RESULT AND DISCUSSION

A. Reflection on Leadership Models

When we were a child, we may never think of anything else about leadership. As for the author, when she was 18 years old, she only wanted to become a doctor but she was not confident to enroll in the University of Medicine and Pharmacy. Hence, she chose Veterinarian Medicine Surgeon Doctor and passed the entrance examination with a total score that she could pass it at the University of Medicine and Pharmacy. After 5 years of working, she wanted to pursue her studying but it was questioned why it was Leadership but not any other? She decided to enroll Master of Science in Leadership Course to find out her potential leadership. She started to dream of leadership. In her thought, leader is the highest and powerful person and respected by people but still remains "something" unclear. She cannot distinguish the difference between "leadership and management until she reaches its definition in [11]. From [11], we could find 5 traits of leadership- intelligence, self-confidence, determination, integrity and sociability. Hence, what leadership or management is and how relevant it could be recognized the best leader or best manager, especially "leadership can be observed in leaders' behaviors and can be learned", which shown in chapter 1, page 8 in [11]. This point absolutely encouraged the author to continue her dream of completing Master degree.

In order to evaluate how best a leader is, some propose a measurement of technical, human, and conceptual emphasizing the incompetencies of leaders and managers. There are three major competencies such as problem-solving skills, social judgment skills and knowledge from pages 48 to 52 in [11]. The problem-solving skill is the ability to solutions to organizational problems at short-term and long-term goals. The social judgment is a capacity to understand people and social systems, page 46 in [24]. Knowledge has a positive effect on how leaders deal with solving matters or troubles to increase successful opportunities. Generally, the theory gave us clearly the requirements for the type of leader that we want to become; how fantastic is to be learned that "a leader stops to think in the right ways/ decisions/ strategies/ before they are acted and a manager acts the right things." Then, she always reminds herself of doing something that "thinking first and doing then". Thirdly, "power" which has a close relation to leadership and management mentioned by the author; it is quite true, even a leader does concern his chair because it shows his power in. However, power should be used and applied in the right ways to create a positive influence in front of others.

Usefully, theories, many more surveys, and leadership cases study in [11] bring us to a more detail reflection on each leadership model. This progress helps us recognize our leadership model truly and what the connection between leader and staff is, how we are in our employee's eyes, what we should improve and change to become an effective

leader. From our real experience, we agree that a leader cannot lead by using a single style, he must willing to change their style to meet the requirements of the situation, understand his employees act differently when doing different tasks; and the style belongs to various situations because there is a link between styles and situations, how the company's organization is going on. In fact, situations are always easily changed to match the leader's style. Carl Jung's theory at chapter 13 in [11], which helps a leader reflect his personality types by many detail factors from the awareness, thought, behavior, expression of action such as Functions and References, Extraversion and Introversion, Sensing and Intuition, thinking and feeling, Judging and Perceiving and she is interested in "External and Internal" traits. Like previous research, an internal leader often uses his ideas and thoughts, listens, thinks and acts later [25].

The case 9.1 on page 206, Mr. Harold's situation- A vision Failed is extremely interesting [11]. That is really a practical case for those will be a leader. It seems we are inside Harold's matters. The case helps us to recognize the importance of key learning which helps us to definite problems and find a solution. We think Harold is so hurried in his changing. To a new leader in a new organization, matters evaluation and its relevant factors are essential. There is a famous statement from Uncle Ho that who knows people who win people, hundred battles hundred wins and what Dale Carnegie wrote in his book named "How to win friend and influence people" are evidence for Harold's case [26]. We think that who wants to become a true -good leader, they should keep this book and read it carefully to gain for themselves lessons about work and life experiences.

Extremely, reading [11] & [27], which would guide us in finding out a career's sweet spot of the COP model (Competence – Opportunity – Passion). To create and perform this sweet spot to the employees in an organization, a leader must firstly have a vision and a competency to lead to what strategies or a business operation will take place and develop a relationship which most of the leaders want to approach a dyadic relationship from a stranger to an acquaintance and mature relation. Besides, the theory of a servant leader and an authentic leader is spread over chapters 10 and 11 [11] which put us in a query whatever a tomorrow leader not only has a characteristic of authentic leader but also of a servant leader. With many more followers who "co-create value for the community" like Dr. Paul (Kidder, 2013), page 239 of the case 10.2 "Doctor to the Poor" [11] & [28]. A successful leader or a successful organization is one must know "sharing" by joining in social activities and charity where the poor people are in need deeply so that life is more meaningful [29], [30]. These activities will also bring to a leader the worth of life experience, a leader can apply this to run the system where he or she works for too. The highest moral value of a leader that reminds the author is human culture/ humanism. She thinks that tomorrow leaders will be kept in the followers' hearts forever when he or she gets a heart of "listening" and sharing." Surely, "trust" must have if those leaders are at top of leaders and want to hire a senior leader. And it is a luckiness to which organization possesses this type of leadership/ type of person who can make us believe one hundred percent.

Especially, according to the report in the United Nations

in Vietnam, Cambridge, Viet Nam Women's Leadership Program that approximately 6.8% of directors are women and 12.4% of vice-directors are women [31]. This demonstrates the international phenomenon where women can reach vice-director positions but there is a significant gap between the percentage of women in vice-director positions and director positions. It shows that female leaders are more prevalent in lower levels of the government. Therefore, female leaders face many challenges when they do as a leader. Women are trying to balance professional work and personal life. They may be un-encouraged by their husbands because most of them want their wives to do housework, take care of the baby, etc., and do not get more social relations than. Women often face unbalancing in sharing responsibilities so as to perform their professional work and personal life.

Despite the country's improvements in gender equality, Vietnamese women or women are lagging behind their male counterparts as it comes to political and economic leadership in Viet Nam. Only one-fourth of the members of the National Assembly are women, and women are underrepresented in the leading bodies of the Party. Although women are very active in the economy and businesses they head, usually make less revenue than those headed by men. Nowadays, it is said that women might rarely promote because of their weaknesses. Having read "Lean In" of Sheryl Sandberg which may help the reader to find out the answer themselves, taking action in order to seat on a leading table as Sheryl [32]. The case study of Pregnancy as a Barrier to Job Status, chapter 14 in [11] reflects a real matter in Vietnam. It has happened to several women that holding a position as a team leader or management, and they are so worried when they are pregnant. What will happen after taking a 6 -month maternity leave? Subsequently, women are less to return to work with a number of individual reasons, for example, nobody takes care of the infant, most of Vietnamese husbands prefer their partners to stay at home in terms of psychology. Perhaps, a mismatch in expectations between employers and employees causes ineffective works. At this point, we believe that "motivation" will create value for an organization in general, for the leader privately.

Researching Uncle Ho's Leadership style, help us to study the truthful leader portraits. Uncle Ho was known as a great leader of Vietnam Government from dependence to independence, freedom, happiness and peace country. We have learned that Ho Chi Minh is a "decisive" leader that had been shown during his history of leadership journey. He is not only a great vision strategist, but also a transformational-invariant-wise- servant leader. Therefore, it has pulled out that effective leaders possess many different outstanding traits. [33]-[36].

B. Understanding Ourselves through the Prism of Strategic Leadership

The words "**stop and think**" on page 108 in [37] are very useful for tomorrow's leader. Although it is short, its meaning is wide. As aforementioned discussion, we might suggest other "red flags" to be on the lookout for. And when we have an idea, find ourselves thoughts or criticize others' sayings, we consider whether our biases have been shown or

not? In this such a case, the facts support our decision such as “nothing bad will happen; we are ethical, and will not do anything bad; we have already invested so much; we cannot afford to quit now.”

As for the cognitive biases, We reflect on daily life, relationships, and do not often judge people from the first time. We often observe our partners several times via communication, information and the ways they express, behave and act, given that we believe our senses. This helps us identify team members while working with them and become an advisor for promotion with such key factors like questions: Do they keep an eye on individualism? Are they good communicators? Or, are they a straight person? It means that the author applied the prior hypothesis bias and a little of reasoning by analogy.

C. As for the Strategic Making Approach

Looking at Figures 1.2 and 1.3 on pages 13 to 14, we completely agree with Henry Mintzberg and A McGough that emergent strategies are often successful and maybe appropriate than intended strategies [38]. In fact, the strategies of most of the organizations are a combination of planned (intended) and emergent. In chapter 1, Hill & Jones helped her make better strategic decisions to achieve a competitive advantage in the future competitive environment.

D. My Personal Leadership Model

By reflecting ourselves and comparing with real experience, we recognized and anticipated that task motivated leadership and relationship influence will be the most important and impactful in our future career, given that we are looking for the answer to our own questions: how a task motivated leader can influence our followers best, in what way and what we should make a change, etc. The theory concerned that a task motivated leader intends to focus on tasks and far away relationships. The problem is where a sweet point for a leader’s career that the COPs model mentioned. For sure, most of the leaders often confront "stress" and it often occurs to a “task” leader. Regarding this issue, the “sweet point” in career is taken into account. Accordingly, chapters 6, 8, 9 and 13 are quite important in the proceeding of evaluation ourselves [11].

To be an effective leader with strong knowledge and leadership skills, we should concern about vision, long-term goals, standard, morality, ethics, caring and emotion. We recognize that “each individual will approach the effectiveness of tasks if we put “virtue mind” into what we are doing”. Obviously, a great leader must have a virtue mind and outstanding traits. Accordingly, if he or she is an excellent talent but he or she is poor at ethics, everything will be meaningless. We think the transformational leadership style is the one we want to catch up with and follow. The transformational leaders perform through four factors such as Idealized influence, Inspirational Motivation, Intellectual Stimulation and Individual Consideration [39]. The Multifactor Leadership Questionnaires Form 5X-Short for transformational leadership on page 213 in [11] to reflect leading capacity ourselves.

As herself-reflection:

- Idealized influence (4): she considers the moral and

ethical consequences of decisions and she goes beyond self-interest for good of the group. She thinks she is a potential leader in the future. However, most of the co-workers told her that she is so good at social relations but rather strictly with the internal relationship because she herself does not allow her to take so honesty or close relationship with staff, keep it at normal conversation is better to work together. She is good at negotiation and marketing mind, willing to share with others her experience; especially, she gets the trust from others as well. She is a decisive person, determine to finish tasks given though they seem to be hard. Besides, she often joins in social activities, volunteer programs.

- Inspirational motivation (4): Everyone has a reason for choosing work to do and most of the employees think that they go to work for life, to earn money, to get a higher position. Be a positive thinker, she often talks and motivates employees that they will receive equal what they contribute. It encourages them to contribute more to work.
- Intellectual Stimulation (2): she tends to work independently and prefer to follow the existing procedure to do tasks. In this way, a person who creates procedure will feel valued and respected in the ordered organization. However, she breaks a procedure, cut or jump over some steps in urgent cases. Sometimes, her employees do the same, and she feels alright with the results they achieve.
- Individualized consideration (4): she helps and guides others to develop their strengths, their careers. She is a good listener. To her, sharing is caring, so she often shares with her co-workers and friends how to solve the problems, what needs to learn to strengthen their competency.

Many personality surveys helped the author to know who she is. The result was the command (ENTJ), Introversion, Intuition, Thinking and Judging on pages 330 to 335 [11]. However, reading up on the sensor, the author still sees herself inside too, it’s right under assistant role, whereas, intuition reflects her own as operation management. Hence, whether the forming of personality type can be changed depending on the situation at that time or not? She is working both connecting to all Depts. and solving problems independently, directing matters; in operating management position, She has a right to make her own decision, so these chapters look helpful to her in influence followers. At present, the author thinks that the Leader-Member Exchange Theory (LMX) in chapter 8 reflected her relationship that is in the middle of phase 2 and 3 [11]. Again, it is a chance to overview and re-clarifies oneself with LMX questionnaire to find the good changes in their behaviors, gradually changed toward the positive application, in detail:

- Introvert: She is getting the energy from inside, getting information through reading or watching informative television shows. She prefers to listen more than talk.
- Intuition: She tends to have a more conceptual and theoretical analysis which shows that when she sees a matter, she prefers to see the overall picture, the connection to the dots, different ways to do things.
- Thinker: She is type of person to use data to make a

decision. She looks the problem with logic, objective and analytical. Any decision made based on a certain trustful information level.

- Judge: She is decisive and deliberate. In working, she prefers to work through guidelines, procedures, processes, and schedules. She requires clear targets and objectives and commitments from followers.

IV. CONCLUSION

Leadership models may be defined as guides that suggest specific leadership behaviors use in a specific environment or a specific situation. In addition, they often use a graphic representation to visually show the required leadership behavior. According to John C. Maxwell, "Developing the leader within you", there are more four models/ types of leaders such as a super leader, an erudite leader, a potential leader and a limited leader [40]. Moreover, similarities and differences of each type will be affected by other external environment factors because an organization is increasingly becoming influenced by the external environment that leaders create. Hence, we would recommend that each leader should apply P.E.S.T.L analysis stands for Political, Economic, Social, Technological, Legal and Environmental to analyze those models which may come at various periods with various situations [11], [37].

In our viewpoints, the successful key for a leader is the capability to lead others to success. We had ever read the advice from the Hyatt's Hotel Chairman on Newsweek magazine that what he had studied on service over 27 years, it was 99% of staff who wanted to do their tasks well, and they did simply criticize what their boss doing. Imaging and believing that the trainer has the right to change footballers, who have problems if the team couldn't get win; and if the whole team has problem, the footballers will find a new trainer. The things mentioned above show that staff and leader would be a judge each other. We recognize that leadership is a development. It is not a discovery, and we are in the discovery to develop our leadership capacity through course of life.

As personal leadership analysis, we are decisive with passion for work, focus on task, separate clearly between public affair and private affair, self-awareness. And with five traits: pursuing purpose with passion, practicing solid values, leading with all heart and head, establishing connected relationships and demonstrating self-discipline, we guess that our model leadership is authentic leader plus a little bit of servant leader because we do really like joining in community activities when we have free time. As leadership has many voices, we need to be who we are, not try to emulate somebody else. In chapter 11 [37], which focused on an authentic leader (Kevin Sharer), we note that no one can be authentic by trying to imitate someone else. We can learn from others' experiences but there is no way we can be successful when we are trying to be like them. People trust us when we are genuine and authentic, not a replica of someone else. Authentic leaders demonstrate a passion for their purpose, practice their values consistently, and lead with their hearts as well as their heads. The authentic leader establishes long-term, meaningful relationships and has the self-discipline to get results. We

know who we are, and all of us have the spark of leadership inside our human beings. The challenge is to understand ourselves well enough to discover where we can use our leadership capacity to serve others.

After analyzing all elements related to the leadership model and its concept, the author has got that: "Leadership is a capability of a person who has seductive behaviors with vision and marketing skills that able to transmit vision to others and inspire them to get cooperation but competition among members."

CONFLICT OF INTEREST

I obviously inform that there is not any competing interest to this paper.

AUTHOR CONTRIBUTIONS

The completed paper is solely written by the corresponding author.

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Tran Kim Sang believes success is only so meaningful whenever work and life balance. Her great passion is bringing better living conditions to our community, healing to people who have been through stressful experience (working or living). Her background includes BSc in veterinary and BA in English, Vietnam. She obtained her MSc in leadership from the University of Northeastern, Boston. Currently, she is pursuing her Ph.D study.