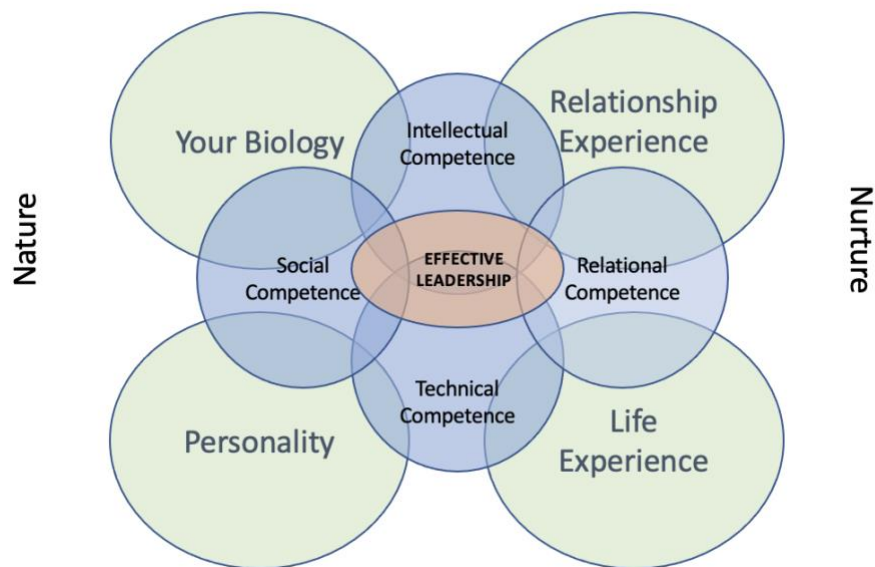




WHERE AN OCEAN OF LEADERSHIP
RESEARCH MEETS THE REAL-WORLD
OF ORGANIZATIONAL APPLICATION

Four Competencies of Effective Leadership

All people experience the Four Competencies of Effective Leadership, but not all people develop their skills in the Competencies to become successful leaders. The large, green circles represent the whole population of people who could become leaders. The medium, blue circles represent the individuals who have developed themselves in areas that research has shown increases leader effectiveness. This is a smaller group of potential leaders. The orange circle in the center represents the smallest group of people who have all Four Competencies of Effective Leadership and know how to use them in the workplace. Individuals who have all four Competencies create healthy organizations with high employee engagement, morale, and productivity.





As you can see in the figure, everyone in the workplace has a brain, neurological system, and body chemistry that enables them to function at work. All people have life experience, a personality, and relationship experience. There are aspects of each of the general life spheres that improve a leaders' effectiveness. Intellectual, Technical, Social, and Relational Competence have been shown in scientific research to improve leader success. When an individual has developed all four of the Competencies of Effective Leadership, they are the candidates organizations should be developing and promoting.

Intellectual Competence

Some individuals have biological systems that process information faster, recall data better, or manage stress more effectively. Their biology gives them a physical, psychological, and/or emotional advantage. They have high functioning brains that improve their cognitive ability or IQ. Intelligence has repeatedly been shown to be a good predictor of leader success.

However, IQ alone does not guarantee an individual will be an effective leader. Leaders must have fluid intelligence, critical thinking and decision-making skills, and know how to manage knowledge, their own and their team's, to increase intellectual capital. This is achieved by having knowledge in a particular context and using it effectively. Intellectual material (e.g., knowledge, information, intellectual property, and experience) is used to create value and increase productivity. The market value of an organization is based on its financial capital (i.e., hard assets) and its intellectual capital. Intellectual capital consists of human capital and structural capital (i.e., anything related to work outside of an organization's employees – customer and organizational capital which includes innovational and process capital). It is vital for organizations to have leaders who are able to lead a team of individuals to organize, manage, and apply knowledge to turn it into intellectual capital.

Technical Competence

Technical Competence is important in today's work environment because roles are becoming increasingly specialized. Leaders who may be a jack-of-all-trades do not have the depth of knowledge and experience necessary to be effective leaders. With technology infiltrating all aspects of work, the complexity of many roles requires specific, unique, and niche specialties that increase leader effectiveness. Leaders do not need to know every detail of everything their teams do, but they must have enough technical competence, through education and experience, to be effective.



Technical Competence develops from crystallized intelligence, which is the accumulation of knowledge, skills, and facts from prior learning and experience. Without Technical Competence, leaders are facilitators of work. They are not able to contribute to their followers' growth in a meaningful way, they may be threatened by followers or others who know more, and they tend to micromanage to try to learn on the job. A leader with Technical Competence contributes to the intellectual capital of the team or organization. Research has found that Technically Competent leaders grow with their followers in knowledge, skills, and abilities.

Social Competence

Several researchers argue that emotional intelligence is more important than IQ in leaders, but the scientific data does not indicate this is a fact. While the data may not support that EI is **more** important than IQ, it is definitely a close second to intellectual ability. Emotional intelligence is vital to leader success, because those with EI are more self-aware, they manage relationships more effectively, they are aware of how they influence the emotions of other people, and they manage themselves in a way that increases their effectiveness and success.

Leaders with Social Competence know how to build trust. They treat everyone with dignity and respect. They value fairness, know how to give and receive feedback, actively listen, and respond to the individual needs of others while at the same time managing the needs of the organization. Social Competence comes from an other-focused leadership style rather than a self-focused leadership style.

Relational Competence

Finally, all people have relationship experiences which create an Attachment style. Attachment styles have been defined as stable or systematic patterns of relational expectations, emotions, thoughts, and behaviors based on an individual's specific attachment history. Our Attachment style develops through nurturing from birth and continues until death. Attachment figures, which include parents, siblings, grandparents, caregivers, intimate partners, best friends, and organizational leaders, affect how we see others and ourselves in relationships.

A little more than half of the population (55%) has a Relational Leadership style (Secure Attachment). Individuals with a Relational style see themselves and others positively. They tend to have a positive relationship with their work, are comfortable with intimacy and autonomy, and have low levels of



avoidance or overreliance on others. My research (andrea@leadershipbeach.com or leadershipbeach.com/about/ in Andrea's publication list) indicated a strong relationship exists between Relational Leadership style and Trait Emotional Intelligence.

Individuals with an Apprehensive Leadership style, about 45% of the population, include Reserved Leadership style (Avoidant Attachment) (25% of the population) and Regulating Leadership style (Anxious Attachment) (20% of the population). Leaders with an Apprehensive Leadership style tend to have self-focused motives to lead that negatively impacts followers' psychological and emotional well-being. It is important to remember that followers have an Attachment style, too. The relational dynamic between leader and follower will be greatly impacted by their individual Attachment styles. The figure below highlights the traits and features of each leadership style.

Reserved	Relational	Regulating
<ul style="list-style-type: none"> • Positive model of self/negative model of others • Avoid close interpersonal relationships • Reluctance to stop working, finish projects, or take vacation • Compulsively work through vacations • Value their independence • Undervalue their work performance • Experience anxious feelings when not working • Highly self-reliant and reject attachment needs • Repress physiological stimulation • Allow work to negatively impact health and relationships • Deny feelings of vulnerability • Appear to distance themselves from others when stressed • May have a leadership style more focused on self • May be effective leading groups that do not require close relationships 	<ul style="list-style-type: none"> • Positive model of self and others • Comfortable with intimacy and autonomy • Healthy self-esteem and an adequate level of self-efficacy • Willing to participate in interpersonal relationships • High ratings of work success • Lower performance fears and worries • Less concern about co-worker evaluation • Low levels of avoidance or overreliance on others • See themselves as likable • See others as available and receptive • Have work habits that do not negatively impact health or relationships • Tend to have a leadership style focused on others • Tend to have prosocial motives to meet followers' needs 	<ul style="list-style-type: none"> • Negative model of self/positive model of others • Overly dependent on others • Over-obligate themselves due to pleasing people • Low self-efficacy in perceiving their own leadership • Tend to remember negative career development histories • Have low levels of trust and relationship satisfaction • Present poor constructive, collaborative communication skills • Tend to have unstable emotional states • Prone to stress • Easily overwhelmed by negative emotions • Rely on others to manage their emotional arousal • Tend to have self-focused motives for followers to meet their needs



The Four Competencies of Effective Leadership highlight the intelligence, knowledge, skills, and abilities leaders need to be effective. The Competencies are interconnected and support one another to increase leader effectiveness. Labeling leaders as good or bad says nothing about their effectiveness as leaders. A holistic approach to assessing leadership is needed to select the leader that best fits the needs of the team and organization. Focusing on the Four Competencies to improve leadership development will increase the odds a leader will be perceived as more effective. Please visit leadershipbeach.com for more information about how to increase your effectiveness as an organizational leader.