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TASK 1

1. Executive summary

This report summarises the operational and strategic direction of TTC AgriS, a market leader in sugar industry of Vietnam. First part of the report is an introduction to TTC AgriS, its history background, sustainability strategy and innovation when establishing Thanh Thanh Cong Sugarcane Research and Application Institute (TTC ARI) in 2013. TTC AgriS strong ethical and governance practices to ensure productivity and efficiency is also mentioned. It shows the transition from an old factory to a strategic agriculture development including plant-based foods, and company's commitment to sustainability.

However, strong competition in the market as well as the growing of customer demand requires changes, innovative the TTC AgriS operations. Old and stubborn mindset from workforce at the factories is another challenges the management team is facing. In which, the role of leadership and management is more crucial.

Theories reviews are listed in the report to reinforce the link between the strategic management and leadership style, in addition to how leadership style can influence the decision-making process and how to adapt to the changes in business context.

To deal with the challenges, TTC AgriS consider aligning strategic management and leadership with the organization objectives, long-term vision is the key to success. The company requires different leadership styles to suit operational situations. It leverages the flexibility and adaptability of leadership to respond to changes.

In summary, to maintain TTC AgriS's market leading position, a holistic approach in leadership, management and workforce development. Furthermore, in order to cope with market competition, the strategy is focused on innovation, sustainability and ethical practices.

2. Introduction

2.1. Company background:

TTC AgriS, formerly known as Thanh Thanh Cong - Bien Hoa Joint Stock Company, is a leading agricultural enterprise in Vietnam, standing out with a core role in the sugar industry. The company's extensive involvement in sugarcane growing and processing

makes it the largest sugarcane enterprise in the country, contributing significantly to the national economy and improving the welfare of millions of people in Vietnam.

The company is also a pioneer in promoting plant-based food options in the region, demonstrating its adaptation to the global trend towards healthy and sustainable food sources. This strategy is to enter to the new market which is potential and to achieve revenue.

Historical Background and Expansion

With a strong grasp of the field, TTC AgriS has a long history of agricultural innovation. Although sugarcane remains the company's main business, since its founding, the company has expanded into other agricultural products. Thanks to diversification strategy, TTC AgriS has been strengthening its pioneer position in agriculture.

Corporate Governance and Ethical Practices

TTC AgriS is focus on following strict governance instructions and emphasis on ethical principles. This framework ensures high standards of corporate responsibility and operational efficiency while supporting the company's expansion efforts and strategic goals. It also conforms to international standards.

Research and Development

In 2013, TTC AgriS established the Thanh Thanh Cong Sugarcane Research and Application Institute (TTC ARI). This is the foundation for applying sciences and technology in growing sugarcane. Sustainable agricultural practices is the main goal of the Institute, it ensures that climate changes and other environmental issue are under consideration.

Economic Impact

TTC AgriS based on its scale and revenue stream, has a profound impact on the economy. The company create thousands of jobs across Vietnam. It plays an important role in the production chain, from cultivation to production and distribution of sugar and other sugarcane products. The company contributes to stabilizing the Vietnamese sugar market and ensuring a stable supply of necessities.

Sustainability and community engagement

The core value in TTC AgriS's operations is sustainability. To protect the environment and improve living standards in surrounding areas, the company strives to use ethical farming methods. In addition to supporting its own business operations, the company also actively supports stable and efficient sugarcane production, benefiting the entire Vietnamese agricultural industry.

Future Prospects

TTC AgriS state clearly that they focus on sustainability, research and development, strengthen their position as top company in agricultural excellence. It significantly boosts the agricultural sector and boosts the economic growth of the country.

TTC AgriS targets to maintain its leading position in the industry by continue follow the sustainability, ethical practices and other competitive advantage of market leaders. To ensure long-term and sustainable growth, the company intends to continue to fund R&D activities, increase production capacity and seek new market opportunities.

2.2. Current scenario of the company

TTC AgriS is facing a number of strategic and operational challenges when operating in a dynamic and competitive market like sugar industry:

- **High market competition:** TTC AgriS market shares leading position is always under threat by other competitors in sugar industry. These competitors both domestic and international with their own competitive advantages, such as new technology, advanced business model. These are the possible threats to TTC AgriS's dominance position.
- **Product - Market gap:** Customer demands are growing quickly because of the trends in "eat clean", "stay healthy", while currently TTC AgriS focus more on existing products. This approach creates a gap with market demand and become the followers in the diversification and sustainable food market.
- **Outdated infrastructure and mindset:** The strategy which company is using is acquiring old sugar factories. However, the biggest issue is mindset of the workforce who have been working at the factories for years. This mindset can be an obstacle for the company innovative.

Employee training, leadership and communication can be a comprehensive action plan to solve this problem. Leaders should emphasis on motivating, fostering closer relationships

with employees. In addition, conduct regular training to improve skills, productivity and innovation to protect the company leading position.

3. Relationship between strategic management and leadership

3.1. Explain the link between strategic management and leadership

Leadership and strategic management go together and are a crucial part to the success of an organization. Strategic management focuses on the long-term objectives and directions. This includes fulfilling important objectives based on internal resources and other opportunities. Leadership, on the other hand, focus on motivating and directing people towards the tactical objectives. Leadership defines the organizational culture and ethical that underpin management strategies¹.

Leaders are the key person in charge of communication and demonstration of the strategic vision, they ensure that the entire organization adheres to these goals. They set directions, and effectively motivate and inspire the workforce to engage with strategic goals². This dual role includes both shaping strategy through a deep understanding of the organizational and competitive environment and implementing these strategies through people management and participation of relevant stakeholders.

According to different situations, leaders must adapt their style and make decisions that are aligned to the main strategy and objectives of the organization³.

¹ Strategic Management, RICHARD LYNCH, April 2024

² Management, STEPHEN P. ROBBINS, MARY COULTER, 2021

³ Leadership and Strategic Management: keys to institutional priorities and planning, JAMES S. TAYLOR, MARIA DE LOURDES MACHADO, MARVIN W. PETERSON, August 2008



Figure 1. Relationship between Strategic management and Leadership

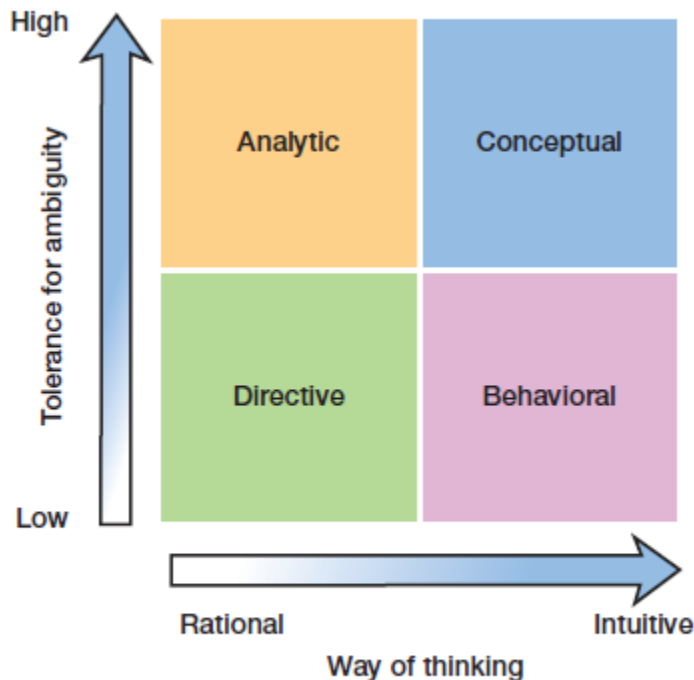
Source: Leadership and Strategic Management: keys to institutional priorities and planning, JAMES S. TAYLOR

As a result, strategic management and leadership have a mutually beneficial relationship. Leadership makes sure that these plans are carried out in a way that optimizes the potential of the organization, while strategic management supplies the framework and guidelines. Combine these two, they provide a more coherent strategy, strategic management with motivations and clear direction.

3.2. Analyse the impact of management and leadership styles on strategic decisions

Organizational management and leadership styles significantly influence on strategic decision-making. The formulation, implementation, and adjustment of strategies in response to the ever-changing business environment are determined by these styles. Rowe and Boulgarides identified four approaches of decision-making including the tolerance and the way of thinking⁴.

⁴ Management and Organizational behavior, LAURIE J. MULLINS, 2005



Source: A. J. Rowe and J. D. Boulgarides, *Managerial Decision Making* (Upper Saddle River, NJ: Prentice Hall, 1992), p. 29.

Figure 2. Four approaches to making decisions

- **Directive and Analytic Decision Styles:** Directive leaders prioritize efficiency and short-term objectives, making decisions quickly and with limited information. This style is suitable in case quick decisions is required, however, its weakness is ignoring the original ideas and skipping risk assessment step. On contrast, when long-term strategic planning and more in-depth analysis required, analytical leaders are more suitable. They often tolerate ambiguity and take into account multiple options.
- **Behavioral Leadership:** This style emphasizes interpersonal relationships, these leaders encourage cooperation and group decision-making. The meaning behind this approach is to get contribution from the whole team and give leadership more thorough and broadly accepted strategic decisions.
- **Situational Leadership:** Leaders modify their approach based on the demands of the situation, the organization's objectives, and the needs of the individual. In business there is always ups and down, to improve strategic decision-making, leadership style must be adaptable to the context. For example, crisis situation needs directive

approach to give quick decision, however strategic realignment needs more of behavioral leadership⁵.

Impact on Organizational Culture and Ethics: Ethics and organizational culture are shaped by leadership styles, and these factors have an indirect bearing on strategic choices. By aligning their strategic decisions with wider societal values and expectations, leaders can improve the long-term sustainability of their decisions by emphasizing ethical practices and cultivating a strong, positive culture.

In conclusion, management and leadership styles always have significant impact on strategic decisions. They influence the speed, depth and quality of these decisions. Leaders must clearly identify their styles and modify to the situation in order to improve the effectiveness of decision-making processes and results.

3.3. Evaluate how leadership styles can be adapted to different situations

Adapting any leadership style to a diverse business environment is critical to thriving in today's dynamic global marketplace. Effective leadership is characterized by flexibility, allowing leaders to modify their approach based on specific needs and situational context. This ability is essential for making strategic decisions that, while often high-risk, are critical to the long-term success of the organization.

Different leadership philosophies, like authoritarian, democratic, and laissez-faire, can be used by leaders in different contexts. For instance, autocratic leadership works well in situations where decisions must be made quickly and under pressure. On the other hand, democratic leadership is better when there is potential for agreement and teamwork to produce better results. Furthermore, adapting to changing circumstances is emphasized by contemporary leadership theories like transformational, situational, and contingency leadership, which emphasize flexibility as a crucial quality of successful leadership⁶.

This flexibility helps ensure that organizational strategies align with external and internal factors. Leaders have to go through various stages in their career, and in each stage they usually have different style of leadership⁷:

⁵ The relationship between strategic management and leadership: A critical literature review, HASSAN ELKHDR, 2019

⁶ Leadership and Strategic Management: keys to institutional priorities and planning, JAMES S. TAYLOR, MARIA DE LOURDES MACHADO, MARVIN W. PETERSON, August 2008

⁷ Management, STEPHEN P. ROBBINS, MARY COULTER, 2021

- **Early Tenure:** when becoming a new CEO, taking risks, making changes and learning quickly are the key features. This period often sees leaders adopting a transformational style, aimed at motivating and propelling the organization towards fresh visions.
- **Mid-term Tenure:** As leaders get more experienced, their approaches tend to become more participative and consultative. This stage is critical for promoting growth through strategic initiatives, and it necessitates managing both external pressures and internal capabilities in a balanced manner.
- **Late Tenure:** Senior leaders tend to become more risk averse or stay away from changes. Avoiding stagnant is very important to keep the organization competitive in the market, adaptive leadership with innovation and ongoing learning is preferred.

In addition, the relationships with customers and employees is crucial to leaders to maintain a strong communication. Being aware of the changes in employees' expectations and market requirements, as well as modify the suitable leadership styles is characterized by a good leader.

In summary, leadership styles should be adaptive to various contexts including responsibilities, cultural, business context, career stages and key stakeholders' relationships.

4. Assess different management and leadership theories

4.1. Review the impact that management and leadership theories have on organizational strategy

The management and leadership have a significant impact on organizational strategy. For example, transformational leadership, which emphasizes inspiring and motivating employees, can drive innovation and change in a company like TTC AgriS. This leadership style supports the organization growth and adapt to the highly competitive sugar industry⁸. This theory emphasizes vision, which is important in setting long-term goals and coordinating them with daily tasks.

Strategic leadership is a related theory that emphasizes decision making toward long-term organizational success. To maintain a competitive advantage, this requires recognizing market trends and allocating organizational resources appropriately⁹. For TTC AgriS,

⁸ UKessays. (November 2018). Theories Of Management And Leadership On Strategy. Retrieved from <https://www.ukessays.com/essays/management/theories-of-management-and-leadership-have-on-strategy-management-essay.php?vref=1>Theories Of Management And Leadership On Strategy,

⁹ The relationship between strategic management and leadership: A critical literature review, HASSAN ELKHDR, 2019

applying strategic leadership can help optimize operations and adapt its strategy to meet the market demands and environmental challenges.

4.2. Create a leadership strategy that supports organisational direction

To support TTC AgriS's orientation towards sustainability and market leadership in the sugar industry, a multifaceted leadership strategy can be developed:

- Visionary Leadership: Establish a clear vision aligned with sustainability and innovation. This vision should be clearly communicated to all stakeholders in the organization, to ensure that the team is motivated and move in the same direction.
- Inclusive Leadership: Encourage leaders to engage with employees at every level to foster an inclusive culture where diverse ideas are welcomed. This approach can lead to more creative solutions to business challenges and increased employee satisfaction and loyalty.
- Adaptive Leadership: Given the dynamic nature of the global market, TTC AgriS leaders need to be equipped to handle change effectively. Cultivating adaptable leaders will help companies weather market fluctuations, technological advances, and changing regulations¹⁰.
- Ethical Leadership: Integrate strong ethical principles into a leadership framework to guide all business activities. This will strengthen corporate governance and strengthen stakeholder confidence, especially in regions where environmental impact and sustainable practices are critical¹¹.
- Transformational Leadership: Following the 17 sustainable development goals of the United Nations, the 8th goal - "Decent Work and Economic Growth" is closely related to the issue of Transformational Leadership in TTC AgriS. This goal emphasizes the need to create a positive, fair working environment for sustainable economic growth. Transformation Leadership, despite its many benefits, can still encounter problems when it does not ensure good working conditions and does not focus on sustainable growth of employees and the organization. In the context of TTC AgriS, leadership development needs to focus on creating opportunities for employees to grow and ensuring that the transition happens in a fair and responsible way. Otherwise, this leadership style can lead to imbalance in the workforce, stress, and decreased performance. To overcome this problem, TTC AgriS should focus on carefully and

¹⁰ The Impact That Selected Theories Of Management And Leadership To Have An Organizational Strategy, Complete Controller, May 21, 2021

¹¹ Leadership Styles & Their Impact on Strategic Decisions, Olga Carroll, Ph.D., 2017

regularly training and supporting employees to have a balanced workforce, while ensuring that leadership strategies always promote a good and sustainable working environment.

5. Assess leadership requirements

The specific requirements for leadership can be different from the role, the organizational culture, the industry, and environment changes throughout the year. In recently research from Mumford et. al (2007) identified leadership skills in terms of¹²:

- **Cognitive skills:** include speaking, active listening, writing, reading comprehension, active learning, critical thinking¹³.
- **Interpersonal skills:** Social perceptiveness; Coordination; Negotiation; Persuasion
- **Business skills:** Operations analysis; Management of personnel resources; Management of financial resources; Management of material resources.
- **Strategic skills:** focus on managing complexity, ambiguity, and change within the organization.

To assess current leadership requirements effectively, it's essential to use a variety of techniques that not only evaluate individual competencies but also consider the future organizational trends. Several structured approaches to systematically review and update leadership requirements are listed below:

5.1. Organizational Surveys

- **360 survey** is a powerful way to receive advice from the people a person works most closely with—including managers, peers, direct reports, and other people they interact with. The important thing is that this is not the standard top-down performance assessment; it is a compilation of viewpoints from many sources that are all focused on development and progress. To lead people and grow better, the leaders need that information with timely, insightful, and relevant insights. Participants in a 360-degree survey are frequently requested to provide feedback through structured questionnaires or assessments. The questions cover a wide range of subjects, including problem-solving, collaboration, leadership, communication, and other relevant skills, depending on the person's role and responsibilities¹⁴.

¹²

https://www.researchgate.net/profile/Valentini-Kalargyrou/publication/313238599_Leadership_skills_in_management_education/links/5bdb2ca8a6fdcc3a8db689fa/Leadership-skills-in-management-education.pdf#page=47

¹³ <https://www.proquest.com/openview/3c25c6c5ddf2657625f3da718d43234a/1?pq-origsite=gscholar&cbl=18750>

¹⁴ <https://www.questionpro.com/blog/360-degree-survey/>

- **Personal interview survey:** focus on target employees. The purpose of conducting personal interviews survey is to understand people's responses and gather more information on the same. Personal interviews tool includes:

- The Personality Test: MTBI, Leadership Trait Questionnaire: trait approach, skills approach, etc.
- Job analysis

5.2. Leadership Development Programs

An effective way for managers to improve their capabilities, motivate their teams and achieve outstanding business results is through proper leadership skills training. According to a survey by Deloitte¹⁵, organizations that offer leadership development programs are 1.5 times more likely to be in the top quartile of financial performance than organizations that don't provide such programs.

To begin, it is necessary to assess the company objectives, what the company wants about their future leaders. Several questions need to be taken into consideration:

- What are the specific skills, competencies, and behaviors the leaders want to develop or enhance?
- How do they align with company strategic vision, mission, and values?
- How to measure the impact and outcomes of the program?

Secondly, identifying employees with high potential to lead based on employee pool. The management should have a one-on-one meeting with the high potential. Ask some obvious questions:

- Are you interested in leading?
- Do you plan on staying with our company for the long term?
- These are questions that should be considered before investing too much.

Thirdly, working with training providers to tailor suitable programs to address these gaps with a focus on the competencies identified in the framework. E-learning module, coaching & mentoring are also potential options with are generally lower-cost, more efficient and convenient for candidates and business.

¹⁵ <https://www.linkedin.com/pulse/importance-leadership-development-programs-todays-business-world>

Lastly, building suitable evaluation methods for leadership program to understand which training activities are effectiveness and which might require replacement or modification. According to Kirkpatrick's four-level evaluation framework, the four levels are:

- Level 1: Learner Reaction and Satisfaction
- Level 2: Learning
- Level 3: Application and Implication
- Level 4: Results or Business Impact ¹⁶

By each level, there are set of questions to evaluate the training program and provide information that would be useful in revising the program.

5.3. Plan for the development of future situations requiring leadership

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Phase	Objective	Action	Tool	Who
Planning	To identify the potential scenarios that the organization might face in the future.	- Collect information about the industry trends, economic forecasts, technological advancements, and socio-political changes based on framework such as PESTEL analysis, SWOT, Internal-factors/ external factors... - Create a variety of future possibilities that could affect the organization, taking into account the best-case, worst-case, and most likely scenarios. - Evaluate how these scenarios could affect different parts of the organization.	External consultancy Newspaper	- Management team - HR
Leadership Capability Assessment	Evaluate current leadership capabilities	- Conduct organizational survey by applying 360-degree survey, personal interview survey to get the current situation.	- Competency assessment tools	- Management team - HR

	against future needs.	- Perform evaluations to find the gap between current capacities and future requirements. - Risk Assessment: using various tools such as benchmarks, feedback, audit to assess the potential risk¹⁷.	- Internal and external feedback - 360-degree feedback - Performance reviews - Industry benchmarks - Job analysis	- All related functions
Leadership Development Program Design	Structure programs to fulfill the leadership gaps.	- Customized Training Programs: Create training sessions to develop particular skills. - Mentoring and Coaching: providing guidance and support for potential leaders while coaching is focused on helping them to improve their skills in	- E-learning platforms - Training workshop	Management team HR

¹⁷ <https://www.linkedin.com/advice/3/how-can-you-use-risk-management-address-skill-gaps-elgoe>

		specific areas such as communication, problem solving or teamwork. - Use cross-functional assignments to expose future leaders to various parts of the organization.		
Implementation of Leadership Development Programs	Implement the leadership development programs effectively.	- Start the training program and evaluate the performance, then make adjustment in timely. - Expand the program across the organization based on feedback and initial results. - Encourage continuous improvement and learning.	- Questionnaire - Regular feedback and evaluation sessions - Performance evaluation result	- Management team - HR - All related functions
Monitoring and Continuous Improvement	Ensure the leadership development initiatives are effective and	- Plan on reviewing the leadership development programs on a regular basis. - Conduct surveys, interviews, and focus groups to collect feedback from participants and other stakeholders.	- Performance results - Feedback results	- Management team - HR

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	adapt to new challenges.	- Adjust the programs based on feedback and the evolving organizational needs.		
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6. Synthesize various methods in the development of leadership skills

6.1. Plan the development of leadership skills for a specific requirement

Phase	Task	Activity	Expected Output	Assign to	Duration	Budget expected
	Propose leadership program development	•Kick off the meeting & collect Board of Management opinions about leadership program in general.	•Identify the importance of leadership development programs. •Get the approval from Board of Management about implementing program.	•Human Resources Manager	May-24	N/A

Planning

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	Analyze how the environment affects current and future business's aspect.	•Internal analysis: - Financial analysis - Sales analysis - HR analysis - Operating analysis... •External analysis: - Competitor analysis - Benchmarking - Business model: PESTEL, SWOT, Porter's Five Force...	• Assess the potential effects of both the present and future scenarios on various organizational functions. • Create the objective and discuss the future goal with the head of the related department.	•Finance Dept. •Head of Department	May – Jul 2024	No more than 250.000.000 VND (~ \$10.000) for business consultancy
	Evaluate current leadership ability in organization	Potential leaders are chosen by each department. The quantity and qualifications needed vary depending on the department, role, and workforce size.	•Evaluate the current capabilities of potential and existing leaders. •Determine areas that require improvement and skill shortages.	•Head of Department •Human Resources Department	Jul-24	N/A

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		Measure leadership capabilities by applying suitable techniques such as: • 360-degree survey • Personality assessment (MBTI, DISC...) • Review performance appraisals. • Direct interview: one-on-one meeting • Group interview		• Human Resources Department • Potential and current leaders	Aug – Oct 2024	• 150.000.000 VND (~ \$ 6000) for personality assessment license fee. • Internal interview: N/A
		Establish SMART objectives, consult with BOD, and obtain their agreement.	Board of Management approve the objectives	• Board of Management • Head of Department • Human Resources Department	Nov -Dec 2024	No budget

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Create individualized leadership plans based on leadership requirements.	Based on the results of Planning phase, create leadership development plans for each individual based on requirement for each position, capabilities and working schedule. The program is built on leadership requirements.	1.To enhance cognitive skills:				
		a. Critical Thinking –workshops	•Recognize critical thinking is a combination process of identifying, analyzing, evaluating, and constructing reasoning to identify conclusions or to take actions. •Incorporate selected information into one's knowledge base. •Apply in the current business context.	•Human Resources Department •Head of Department	Jan – May 2025	Limited at 5.000.000 VND (~ \$200)/ pax

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		b. Problem Solving -workshops	• <u> </u> Aware of Solving a complex problem comes with a process • Apply logical and creative approaches to solving problems and making decisions. • Use traditional and creative methods to identify reasons and make decisions • Understand the roles of collaboration, risk-taking, multi-disciplinary awareness, and the imagination in achieving creative responses to problems. • Apply in the current business context	• Human Resources Department • Head of Department	Jan – May 2025	Limited at 5.000.000 VND (~ \$200)/ pax
		c. Cultural awareness - workshop	• Analyze the relationships of individuals and cultures throughout the history and current.	• Human Resources Department	Jan – May 2025	Limited at 5.000.000 VND (~ \$200)/ pax

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			• Analyze how different ethical frameworks, world views, self- assumptions, and historical contexts impact individual and cultural interactions. • Engage in, and/or appreciate the diversify of creative and artistic expression, making connection between c personal reactions to different contexts. • Apply in the current business context	• Head of Department		
		2. Improve interpersonal skills				
		a. Communication skills - training workshop/ coaching	•Improved public speaking, clarity communication, active listening and constructive feedback. •Apply in the current business context	•Human Resources Department •Head of Department	Jan – May 2025	Limited at 5.000.000 VND (~ \$200)/ pax

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		b. Inspirational leadership – workshop/ coaching	•Improved public speaking, clarity communication, active listening and constructive feedback. •Learn how to be aware of employee’s expectation & psychology. •Method to inspire their employee. •Apply in the current business context	•Human Resources Department •Head of Department	Jan – May 2025	Limited at 5.000.000 VND (~ \$200)/ pax
		c. Emotional intelligence - training workshop/ coaching	•Applying Emotional intelligence theories to enhance interpersonal relationships. •Ability to bring positive to other emotion and motivation. •Apply EQ in working environments.	•Human Resources Department •Head of Department	Jan – May 2025	Limited at 5.000.000 VND (~ \$200)/ pax
		3. Enhance Business skills (depends on each department)	Increase productivity, minimize cost or improve the operation process.	•Human Resources Department	Jan – May 2025	Depend on specific courses (case by case)

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				•Head of Department		
		4. Improve strategic skills. (depends on each department)	Increase productivity, minimize cost or improve the operation process.	•Human Resources Department •Head of Department	Jan – May 2025	Depend on specific courses (case by case)
Execution of Leadership Development Programs	Notification and scheduling of training program	• Set up potential leaders' work schedules and training sessions. • Provide learning resources and papers.	Learners fully understand the objectives of leadership programs. Training timeline, learning material are available.	•Human Resources Department •Head of Department	From Jan 2025	N/A
	Using the leadership program's knowledge inside an organization	• Motivate members to always seek out new information and abilities. • Create spaces where staff are not only discussing new ideas and information but also learning from one another.	Learners continue to practice the process of trial and error while applying theories of leadership to organizations. Establish weekly/monthly Happy hour where staff members feel free to express their thoughts.	•Board of Management •Human Resources Department •Head of Department	From Jan 2025	5.000.000 VND (~ \$200)/ month for running Happy hour program

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Follow up and assess the performance.		• Regular Feedback: Continuous feedback via surveys, one-on-one interviews, and performance results from peers, coaches, and supervisors. • Review Meetings: Regular gatherings to update the status. • Modifies the plans in response to suggestions and modifications in company strategy. • Continuous improvement activities	• Gather learner feedback to determine how successful leadership development initiatives are. • To evaluate the success of a program via measurement of the business performance by Increase productivity, minimize cost or improve the operation process. • Determine what area needs to be improved, such as poor training materials, problems with engagement, or a misalignment with corporate objectives.	•Board of Management •Human Resources Department •Head of Department	From Jan 2025	N/A
	Documentation		• Related department save the documents to keep track development progress and result	•Human Resources Department •Head of Department	From May 2024	Case by case for stationery/ IT service/ software

Recognitions and Rewards		• Create Talent Leadership programs and determine the rewards and recognitions for outstanding leaders through: • Public announcements. • Career opportunities or promotions. • Access to conferences for additional training	• Create the motivation for improvements and modifications to align with business strategy	• Board of Management • Human Resources Department • Head of Department	From Sep – Dec 2024	Depend on company policy
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6.2. The usefulness of the method used to plan the development of leadership skills

The plan for development of leadership skills described above is intended to ensure that leadership within the organization is dynamic, competent and effectively aligned with strategic objectives. This method includes assessing both the environment and leadership capabilities, which are very important factors for businesses to adapt to market changes and improve leadership effectiveness from within the organization.

6.2.1. Assessment

1. Assess current and future environment affect to business

- **Evaluate how the current & future scenarios:** This step is important because it helps understand how changes in markets, technology, regulations, and economic conditions may impact different parts of the organization. This foresight allows the organization to map out its future strategies to promptly adapt to changes, minimize risks and take advantage of opportunities.¹⁸

- **Design target & discussing with Head of department about the future objective:** In the planning process, there must be the participation of current leaders in the organization, because they can clearly communicate the future vision to their line employees. Collaborating with heads of department to set future goals will ensure that leadership development is not a separate goal but integrated with ultimate business goals. This alignment is useful for the cohesive and sustainable growth of the organization¹⁹

2. Assess current leadership capabilities

- **Evaluate the current capabilities of potential and existing leaders:** Evaluating leadership performance and capacity helps organizations recognize the strengths and weaknesses of current leaders. This assessment is fundamental in planning activities to improve the areas of weakness, while promote and develop strengths.

- **Identify skill gaps and areas for improvement:** Identifying gaps from strategy to execution is critical to customizing development programs to address specific needs rather than offering one-size-fits-all programs. This approach will help evaluate the true effectiveness of initiatives. Without knowing how to identify those gaps, all initiatives are likely to be ineffective and fail.²⁰

6.2.2. Develop Individual Leadership Plans targeting leadership requirements

1. Improve cognitive skills

¹⁸ <https://acorn.works/enterprise-learning-management/leadership-development-planning>

¹⁹ <https://tcnn.vn/news/detail/56191/Lanh-dao-Dac-diem-vai-tro-va-phat-trien---Leadership-Characteristics-roles-and-development.html>

²⁰

https://www.researchgate.net/publication/301915607_Assessment_and_Development_of_Global_Leadership_Competencies_in_the_Workplace_A_Review_of_Literature

- **Critical Thinking workshops:** These training sessions will improve leaders' ability to analyze situations, think logically and creatively, leading to better problem solving and improve working performance.²¹
- **Problem Solving courses or training workshops:** In addition to thinking skills training sessions, these training sessions will help leaders learn how to solve complex challenges systematically, avoiding handling problems instinctively or subjectively. This can improve not only the ability to solve a problem but also the ability to manage and control that problem effectively.
- **Decision-Making courses or training workshops:** These programs will provide training in decision-making skills to help leaders make wise, effective and timely decisions consistent with strategic goals.²²

2. Improve interpersonal skills

- **Communication skills - training workshop or coaching:** Effective communication skills will improve the way leaders communicate ideas and inspire their teams, which is vital for the success of the team and the leader themselves.²³
- **Emotional intelligence - training workshop or coaching:** This will help developing leaders' ability to understand their own and others' emotions, improving their leadership influence and encourage team dynamics.

3. Improve Business skills

Tailored training for leaders in functional areas such as finance, operations and marketing equips them with the specific skills needed to excel in their respective fields, while Helps understand and cooperate well with other functional departments, improving overall business thinking acumen.²⁴

4. Improve strategic skills

²¹ <https://leggup.com/articles/creating-a-successful-leadership-development-plan>

²² <https://www.testgorilla.com/blog/leadership-development-framework/>

²³ <https://leggup.com/articles/creating-a-successful-leadership-development-plan>

²⁴ <https://www.testgorilla.com/blog/leadership-development-plans/>

Develop strategic skills to ensure leaders can effectively align team efforts with organizational goals, encouraging and promoting a proactive approach to change and innovation of the market.²⁵

6.2.3. Implementation of Leadership Development Programs

1. Announcement and setting up training schedule

Implementing effective leadership development programs within an organization provides significant benefits. These programs not only enhance the potential and skills of leaders but also link the development of these skills with the strategic goals of the organization. In addition, these programs create a skilled leadership team ready to take on important roles as they arise, ensuring the organization's future stability and growth. They also promote a culture of continuous improvement and learning, which can significantly enhance employee engagement and retention.²⁶

2. Applying the knowledge of leadership program into organization

The real benefit of leadership development programs lies in their application within the workplace. Participants can immediately begin applying what they've learned, enhancing their leadership capabilities in real-world scenarios. This practical application helps in cementing new skills and improves decision-making and problem-solving abilities across the organization.²⁷

6.2.4. Monitor and evaluate the result

- Regular Feedback: Collecting continuous feedback through surveys, one-on-one interviews, and performance results allows organizations to gain real-time insights into the effectiveness of their initiatives. This approach helps leaders understand the impact of training programs and can guide them in making immediate adjustments to enhance learning and application outcomes.²⁸

²⁵ <https://masterplan.com/en-blog/leadership-development>

²⁶ <https://www.ddiworld.com/blog/how-to-implement-a-leadership-development-program>

²⁷ <https://www.linkedin.com/advice/3/how-can-you-effectively-apply-leadership-development>

²⁸ <https://www.evalcommunity.com/career-center/benefits-of-monitoring-and-evaluation/>

- Periodic meetings to discuss about the progress: Conduct regular meetings to discuss progress ensuring that all stakeholders are aligned and informed on the current status of development projects or programs. These meetings facilitate open communication and collaborative decision making, which are essential for timely achievement of project goals.²⁹
- Adjustments the Plans based on feedback and changes: Monitoring and evaluation allows an organization to adjust its strategy based on feedback and changes in business strategy. This adaptability helps a lot in a rapidly changing business environment, by ensuring that the organization responds to both external and internal changes.³⁰
- Continuous improvement: Regular monitoring and evaluation will promote the creation of a culture of continuous improvement within the organization. By consistently identifying areas for improvement, organizations can make incremental changes over time, leading to significant improvements in efficiency and effectiveness.³¹

6.2.5. Recognize and Reward Achievements

- **Design the Talent Leadership programs, identify the rewards and recognitions for excellent leader:** By identifying and rewarding outstanding leaders, organizations can create bespoke leadership development programs that focus on promoting and nurturing the specific skills and qualities that lead to success for each leader. This targeted approach helps replicate these characteristics on a broader scale, enhancing the organization's overall leadership capabilities.³²
- **Public announcement of recognition and achievements** serves as a powerful motivator not only for the recipient but also for their peers. It sets the benchmark for success within the organization and encourages others towards similar recognition, thereby boosting overall performance.³³

²⁹ <https://www.bridgespan.org/insights/monitoring-improving-development-practices>

³⁰ <https://tools4dev.org/blog/why-monitoring-and-evaluation-is-important/>

³¹ <https://tools4dev.org/blog/benefits-of-monitoring-and-evaluation/>

³² <https://www.linkedin.com/pulse/crucial-role-recognition-programs-leadership-development-wo4lf>

³³ <https://www.crewhu.com/blog/top-6-reasons-to-implement-a-rewards-and-recognition-program>

- **Promotions or career advancement opportunities:** Recognition often comes with promotions or other career advancement opportunities. These not only reward the individual but also help the organization by placing proven talent in positions where they can create greater value for the organization. This also helps retain top talent within the company.³⁴
- **Access to advanced training conferences:** giving chances for leaders to have further training and participate professional development conferences is a form of recognition allows recipients to further enhance their skills and bring knowledge and innovations to the organization. Investing in the growth of these personnel contributes to an organization's creativity, adaptability, and competitiveness in comparison with industry competitors.³⁵

³⁴ <https://www.hifives.in/what-are-the-benefits-of-an-employee-rewards-and-recognition-program/>

³⁵ <https://www.mavenclinic.com/post/exploring-the-benefits-of-employee-recognition-programs-strategies-and-impacts>

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Luận Văn Group hỗ trợ viết luận văn thạc sĩ, chuyên đề, khóa luận tốt nghiệp, báo cáo thực tập, Assignment, Essay

Zalo/Sdt 0967 538 624/ 0886 091 915 Website: lamluanvan.net

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