Development of Leadership Competency Framework for Board of Management Members in Private Enterprises Using a Delphi Method

Hồ Như Hải[1,*], Đỗ Vũ Phương Anh[2]

VNU Vietnam Japan University, 144 Xuân Thủy, Cầu Giấy, Hanoi, Vietnam
VNU University of Economics and Business, 144 Xuân Thủy, Cầu Giấy, Hanoi, Vietnam

Abstract: There are many methods to develop leadership competency framework but none can be consider perfect as there are pros and consto of each method. The purpose of this paper is to present the use of Delphi method to develop leadership competency framework for members of the board of management in private enterprises. The Delphi method is a qualitative research approach used to obtain a consensus of opinion of the group of experts using questionnaires. The Delphi research was conducted based on the initial list of 27 leadership competencies collected from multinational corporations. After the third round of the Delphi research, the developed competency frameworks for chief executive officer, chief people officer, chief customer officer, chief financial officer, chief marketing officer and chief information officer using the Delphi method are valid and reliable. Each competency framework contains the 12 most important competencies to the board of management member out of the initial list of 27 leadership competencies.

Keywords: leadership competency framework, members of the board of management, private enterprises, Delphi method.

1. Introduction

Speaking of "business leaders", we often think of the leader as a business owner, board chairman or chief executive officer. However, when the market trend is continuously developing with new technologies and methods, corporate governance is also changing. The role of the board of management is growing, critically influencing the development of the business. The competitiveness of enterprises is determined by the quality of the board of management [1]. Successful businesses focus on competency building for the board of management in the present and future [2-4].

The period 2015-2016 marked an international integration of Vietnam's economy with a series of trade agreements were signed. According to the trend of international economic integration, business leaders need to see their business as a "commitment" instead of "short-lived opportunities" as before, since the mission of the business is associated with the management model and the execution of tasks

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[*] Corresponding author. Tel.: 84-983292403
  Email: haihn@vnu.edu.vn

in the new context. Today's market is no longer a domestic market with nearly 100 million people; it is now an ASEAN common market with over 600 million people and a common market with 12 countries in the TPP blocks. That means Vietnamese private enterprises are starting to compete in the world's largest free trade area (accounting for nearly 40% of global GDP)[1].

In this context, awareness of the impact of international factors is key in the process of transformation of the Vietnamese private enterprises to be able to compete effectively in the global context. The spreading process of diversity, complexity and dynamism, which are the characteristic elements of the international business environment, when moving to the domestic environment it requires leadership competency development [5]. In this process there exists a gap between the capacity to implement the business strategy at the international level with the competency of the board of management to meet that [6]. To identify this gap, a possible solution is to use a competency framework. The effectiveness when applying this framework depends on the suitability and reliability of the framework itself. However, to build such a model is always a challenge to Vietnamese private enterprises for there are a lot of competencies that are difficult to measure and does not express explicitly.

2. Literature review

2.1. Board of management

Board of management is the subject which is now attracting the attention of many scholars and researchers. Typical research directions in recent years can be cited as the contribution of the board of management in planning and implementing strategies [7], the relationship

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[1]http://www.economist.com/blogs/graphicdetail/2015/10/global-trade-graphics

between the size of the board of management and the results of business activity [8], the relationship between the diversity of the board of management (in terms of education, age, gender, nationality, experience, etc.) and results of operations of the enterprises [7, 9]. Therefore who or which title does the board of management include?

According to the theory of corporate governance, the rights and responsibilities of corporate governance are assigned to three groups which are shareholders, board of management and middle management team. In particular, the shareholders, through the Board of Directors, are the owners of the company but board of management is tasked to complete the set targets and ensure the interests of shareholders [10, 11]. The board of management now consists of the highest positions in the operation, including the CEO, senior vice president, director of operations [12]. The board of management is composed of members from the board who the chairman appointed to be responsible for managing and operating the business according to strategies, objectives and rules laid down by the board. These members may participate in the board of management (work simultaneously as administrator and operator) [13].

About the size of the board of management (defined as the number of members reporting directly to the CEO), has yet to have an answer on an ideal scale. Some studies suggest that board of management-scale typically range from 5 to 10 members. The board of management is a group of relatively small-scale group that includes senior individuals with the greatest impact on the organization, usually consisting of director (or general director) and individuals reporting directly to the director [14]. That it is necessary for members of board of management to have knowledge of strategic management and financial management [15, 16]. Members of board of management need to combine their strength in the four arrays such as business, marketing, finance and production [17].

With regards to the title of the board of management, many researchers identified executive titles according to the business functions. Function of the business is divided into two groups as functional groups to create value (value-creation) and functional groups to prevent damage (loss prevention) [18]. According to Porter (1985), the function of the business is divided into two groups consisting of activities such as administrative support, information, finance, human resources, and the basic operations such as production, supply, sales, and after-sales care [19].

The laws of Vietnam and many other countries do not provide for the titles of the board of management. In fact, the charter for operations of each business can specify the board of management or business may issue regulations on the organizational structure of the board of management which consists of the board of executive titles, allocation of responsibilities and powers of each title.

According to international practice, a board of management normally consist of chief executive officer and the chiefs of function such as chief human resources officer, chief financial officer, chief customer officer, chief marketing officer, chief information officer,...Each chief of function is responsible for a functional aspect of business activities, is decentralized and is considered a senior leader of the enterprise [17].
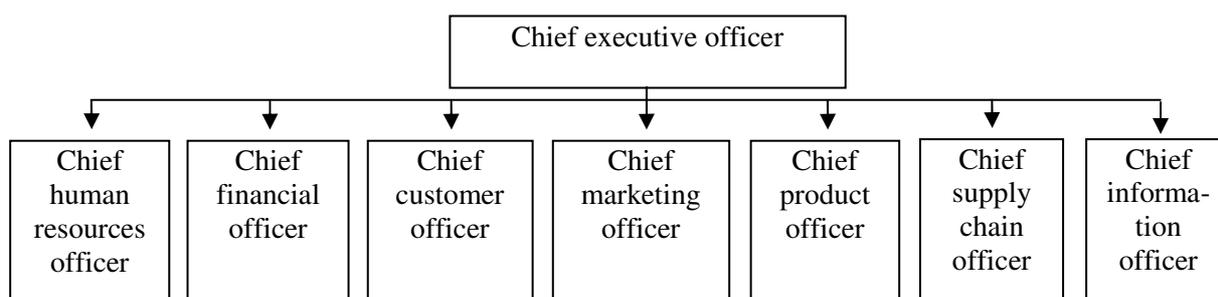
Source: Lê Quân (2015)

Figure 1. Proposed members for the board of management of manufacturing enterprise

2.2. Leadership competency

Leadership competencies are one of factors measure business leadership capability [20]. Some leaders have innate qualities. The majority of the rest forged leadership competencies through practice and time. A common point of leaders is wisdom. Leaders do not only need to understand the work but also need to have diverse knowledge. Leaders can create trust with subordinates by telling stories about their experience. As a leader of change, leaders with richer knowledge will find it easier to convince subordinates to trust in his initiatives.

In business, leaders have demonstrated the capacity of business leaders which is an important resource to help business now achieve competitive advantage [21, 22]. Leadership competency in its own sense, includes the knowledge, skills and attitudes necessary for individuals in leadership positions in business [23].

The leadership competencies needed to run a business in Europe include the intelligence, the ability to write, the ability to compromise, organizational skills work, skill building and maintainance of relationships, the spirit of hard work, risk-taking attitude, consistency, confidence, consistency, ability to feel the

autonomy of the self, a positive attitude being not too worried about anything, good health, ambition, ability to integrate into the community are competencies that make successful leaders [24].

Global bbusiness leaders need to have 19 leadership core competencies and capacities can be divided into 5 groups: 1) group management of activities, including the ability to lead in the right direction, actively solve matters, identify core elements and identify the impact of the action, etc.; 2) team leadership capacity, including the capacity of have confidence in yourself, communication skills, logical thinking and ability to codify the issue; group human resources management capabilities, including the ability to leverage the collective strength, trust in others, creating working groups to be together, and especially the self-evaluation capacity; 3) group orientation and building submission capacity, including the ability to develop other skills, using his power and ability to create their own individual freedom which can not be compromised; 4) group management capability itself, including the ability to control their own emotions, positive attitude, ability to adapt to change and interest in family, close friends [24].

A leader with effective management needs 7 leadership core competency which are vision, motivation and encouragement, influence and image building, decentralization of authorsization, decision-making, understanding and communicate. With this 7 leadership core competencies, a leader is fully capable to meet the requirements to exploit psychological factors work factors [25].

2.3. Competency framework

Competency model or competency framework is a description of the necessary competency to implement and complete successfully the work of a place, of a team, of a department or the whole organization [26]. Competency framework can be described in many ways, one of which is described by the the activities that are expressed during a job execution. Normally competency framework is described in association with a title or a position of specific role.

In the management of modern human resources, competency framework is a tool for developing human resources. Competency framework in everyday language is called the dictionaries for competencies. Based on capacity framework, businesses can build recruitment standards, assess competency standards, training plan development standards [27].

In the world, there are many different approaches to building a competency framework, a typical approach is to access the core competencies to base on behaviors [17, 28, 29], on individual approach or on the functions and duties of the position in which the last approach is the most popular [30-34].

Table 2. A proposed leadership competencies for board of management

	Competency	Source
1	Understanding the international business law	Lê Quân et al (2012) [35]
2	Understanding the principles of corporate governance	OECD (2014)
3	Understanding the macro environment	Harris and Moran (1987) [36]; Kirkman and Rosen (2000) [37]; Caligiuri and Di Santo (2001) [38]; Spreitzer (1997) [39]; Goldsmith and Walt (1999) [40]

4	Domain expertise	McCall and Hollenbeck (2002) [41]; Brake (1997) [42]; Jordan and Cartwright (1998) [43]; Caligiuri and Di Santo (2001) [38]; Trần Kiều Trang (2014) [44]
5	Product expertise	Goldsmith and Walt (1999) [40]; Brake (1997) [42]
6	Project management	Lê Quân (2012) [35]
7	Financial management	Lê Quân (2012) [35]
8	Building the market	Lê Quân (2012) [35]
9	Quality assurance	Lê Quân (2012) [35]
10	Process management	Lê Quân (2015) [13]
11	Global and strategic vision	Yeung and Ready (1995) [45]; Rhinesmith (1996) [46]; Moran and Riesenberger (1994) [47]; Conner (2000) [48]; Goldsmith and Walt (1999) [40]
12	Building organizational culture	Lê Quân (2015) [13]
13	Networking	Lê Quân (2012) [35]; Srinivas (1995) [40]; Brake (1997) [42]; Goldsmith and Walt (1999) [40]; Jordan and Cartwright (1998) [43]; Moran and Riesenberger (1994) [47]; Trần Kiều Trang (2014) [44]; Ngô Quý Nhâm (2013) [50]
14	Team development	Bird và Osland (2004) [51]; Yeung and Ready (1995) [45]; Trần Kiều Trang (2014); Ngô Quý Nhâm (2013) [50]
15	Motivating others	Moran and Riesenberger (1994) [47]; Conner (2000) [48]; Spreitzer (1997) [39], Yukl's (1994) [52]; Ngô Quý Nhâm (2013) [50]
16	Making decision	Bird and Osland (2004) [51]; Ngô Quý Nhâm (2013) [50]
17	Problem solving	Trần Kiều Trang (2014) [44]; Ngô Quý Nhâm (2013) [50]
18	Planning and monitoring	Lê Quân (2012) [35]; Trần Kiều Trang (2014) [44]
19	International negotiation	McCall and Hollenbeck (2002) [41]
20	Managing risks	Yeung and Ready (1995) [45]
21	Managing change	Moran and Riesenberger (1994) [47]
22	Communication	Bird and Osland (2004) [51]; Conner (2000) [48]; Kets de Vries and Florent-Treacy (2002) [53]; Goleman (1998, 2000) [54, 55]; Trần Kiều Trang (2014) [44]; Ngô Quý Nhâm (2013) [50]
23	Innovation	Lê Quân (2015) [13]; Jordan and Cartwright (1998) [43]; Trần Kiều Trang (2014) [44]
24	Continuous learning	Lê Quân (2015) [13]
25	Managing emotion	Lê Quân (2012); Jordan and Cartwright (1998) [43]
26	Foreign language proficiency	Lê Quân (2012) [35]
27	Technology proficiency	Lê Quân (2015) [13]

Source: Authors (2015)

2.4. The Delphi method

To develop the competency frameworks for the member of the board of management of Vietnamese private enterprises, Delphi method was used. This is a technical support for group discussion process, similar to the expert method but overcomes the disadvantages of expert method. The influence of the speakers who speak first have more power here than in expert groups [56]. This is a qualitative research method that allows a group of experts to discuss and agree on an issue without a face-to-face meeting [57]. The main reason for using the

Delphi method is that the time and cost spent is reasonable to achieve desired results [58]. A key feature of the Delphi method is an iterative process to send questionnaires to the group of experts to gather different perspectives from which to achieve consensus on a given topic [59].

Delphi method has more advantages in comparison with expert method. Firstly, the comments are personal, anonymous and independent. Secondly, imposing personal opinions can be excluded due to the absence of direct discussions. This overcomes the drawbacks of the expert method, which is that the influence of the speaker who speaks first has more power in the group. Thirdly, the experts can give opinions remotely via email, online tools, which would help minimize the cost of research. Fourthly, the technique of discussing through many rounds creates data with series, inheritance and focus. Aggregate results of the previous round are the input of the next round group discussions, whereby members can adjust their own opinions. Lastly, the data collected by the Delphi technique can be analyzed in either a qualitative or quantitative way, or a combination of both [60-64].

To implement the Delphi method, one should follow five steps as follows:

Step 1: Identify the themes, objectives and criteria to select the Delphi research group.

Step 2: Establish expert groups (note standards and scales of the expert groups), provide information and knowledge for the expert group (on the topic, research objectives, etc.), and receiving feedback from experts (if any) [59].

Regarding the selection criteria for experts, the theory generally does not recommend any criteria or specific requirements. The experts should have the commonality of expertise and experience, but not necessarily similar in qualifications [65]. The expert must be willing to participate fully in different rounds of research [66]. The group should have 10 professionals and experts committed to join the group during the study [67]. Studies generally have 15-20 Delphi experts [68]. Taken together, the proposed theoretical ideal Delphi team is no less than 10 members and not more than 30 members [56].

Step 3: Develop the questionnaire for the first round, testing the questionnaire to ensure there is no ambiguity, complex sentences (confusing or easy to be misunderstood by professionals) and send questionnaires to the Expert Group Round 1 (the anonymous ones). Delphi questionnaire in research can take many different forms. Round 1 questionnaire includes open-ended questions (open-ended questions). Round 2 questionnaire includes structured questions which are constructed from the highest consensus within round 1 to "narrow" the possible answers, which "increases" the consensus in the old group. Round 2 should use the assessment questions according to Likert scale format or question with the priority arrangements. Experts are invited to comment on their answers. Round 3 (and later rounds) is the question that ask experts to reassess the comments made earlier by the group, using the assessment questions with Likert scale. The study ended when Delphi expert group agreed with the previous comments and to express an opinion, not adding a new one [48]. However, 3 rounds are enough because after 3 rounds there is rarely any new ideas and more rounds will increase the time and cost of the studies [69].

Step 4: Synthesis of expert opinions and report back the results within round 1 to specialists (experts can edit comments after learning the reviews from other anonymous members).

Step 5: Conduct the 2nd, 3rd, 4th round until the research questions are answered with a high consensus [64].

To consider the degree of consensus among researchers, the authors use the criteria such as the average ranking of the group (mean rank), standard deviation and coefficient Kendall

(Kendall coefficient of concordance or Kendall's W). Kendall coefficient allows the consideration of the relationship between the variables and the opinions of the members of the research team [70-72]. Kendall coefficient ranges from 0 to 1 degree of consensus expression of form, in which W> 0.7 expresses a high degree of consensus, W = 0.5 expresses an average level of consensus and W <0.3 expresses low level of consensus [73].

3. Delphi research design

Step 1: Identify research topics, the objectives of getting opinions of Delphi research team and Delphi research member selection criteria.

- Topics: Building leadership competency frameworks for the board of management members of private enterprises.

- Goal: Get consensus of Delphi research team on the leadership competency frameworks

for each of the board of management members of private enterprises.

- Criteria: Delphi research team member should have over 5 leadership experiences and is interested in leadership development field.

Step 2: Establish the Delphi research team.

Delphi research team has been formed with 15 members (05 members of the board of management, CEO/general director; 05 members as vice president/vice director, functional director; and 05 members as human resource directors/managers) from 15 private enterprises in the field of manufacture.

To establish Delphi research team, the authors contacted sequentially yearbook authors or speakers in HR Day of the year 2011, 2012 and 2013 (according to the random method and the convenience in some authors meet criteria on 05 year experiences in reporting directly to private enterprises' CEO positions) to invite them into the Delphi research team. Titles of the Delphi research team members (Delphi panel) as in Table 3 below:

Table 3. Delphi research panel

No	Title	Years of management experience	Sector
Specialist 1	Chairman & CEO	8	Interior office furniture
Specialist 2	Chairman & CEO	15	Steel
Specialist 3	Chairman	16	Pharmatical
Specialist 4	CEO	11	Plastics
Specialist 5	CEO	7	Building materials
Specialist 6	Vice Director	5	Medical equipments
Specialist 7	Chief Product Officer	11	Software
Specialist 8	Chief Strategic Officer	12	Foods
Specialist 9	Vice Director	14	Steel
Specialist 10	Vice Director	5	Houseware
Specialist 11	Chief Human Resources Officer	6	Jewelry
Specialist 12	Chief Human Resources Officer	7	Software
Specialist 13	Chief Human Resources Officer	9	Telecommunication equipments
Specialist 14	Chief Human Resources Officer	6	Sanitary equipments
Specialist 15	Chief Human Resources Officer	7	Paper

Source: Authors (2015)

Delphi research team size as above is consistent with the previous ressearchers [56, 67, 69]. For the rates of experts opinions in each round to ensure the reliability of the data, the authors refers to the study of Linstone and Turoff that found the least required rate is 70% if the total members of Delphi research team is from 15 and above [56]. Delphi research team works in incognito mode.

Steps 3, 4 and 5: Conduct Delphi research with the round 1, 2 and 3.

In two months (November and December 2015), the authors conducted three rounds working with Delphi research team on the frame of the competency frameworks of board of management members of private enterprises. As following:

- Round 1: The authors submitted to the Delphi research team questions designed as open questions accompanying the reference information. The purpose of Round 1 is to take (open) opinions of the Delphi research team members on the issues raised in the research (Table 4).

Table 4. Opened questions in the Round 1

Stt	Question	Information exchange with the Delphi research team
1	Approach for developing competence framework for board of management members of private enterprises	Approach to developing competence framework from theoretical and competence frameworks of multinational corporations that has been present in Vietnam
2	The most important leadership competencies for board of management members of private enterprises	The initial proposal of 27 business leadership competencies in theory and practice on the world
3	The titles (composition) of board of management	The initial proposal of 8 titles for the board of management of private enterprises

Source: Authors (2015)

- Round 2: The authors synthesized feedback from the Delphi research team to the issues raised in Round 1; subdividing feedback into the team with the consent of at least 11/15 members, feedback groups with the consent of under 11/15 members and the team of new ideas, proposals; then send the summary of feedback to the Delphi research team. The purpose of Round 2 is to increase the consensus on the issues that have not been reached the consensus of at least 11/15 members and new issues raised in the Round 1.

- Round 3: The authors surveyed and examined opinions of Delphi research team on agreed issues after Round 2 in which focus on assessing the importance of each competency in competency framework following titles of the board of management in private enterprises. In Round 3, the authors used the classification tools necessary for identifying levels. For example Likert scale with 5 levels as shown in Table 5.

Table 5. Description of the levels in Likert's scale

Level	The necessary level
1	Very unimportant
2	Quite unimportant
3	Important
4	Quite important
5	Very important

Source: Authors (2015)

Table 6. The most important leadership competency for chief executive officer of private enterprises
(n=15)

No	Competency	Mean rank	SD
1	Global and strategic vision	4.782	1.323
2	Innovation	4.712	1.791
3	Domain expertise	4.669	1.499
4	Building organizational culture	4.628	1.649
5	Financial management	4.627	2.696
6	Team development	4.577	2.471
7	Networking	4.569	1.508
8	Making decision	4.326	2.922
9	Probleam solving	4.236	1.825
10	Understanding the international business law	4.032	1.002
11	Understanding the macro environment	3.323	2.954
12	Building the market	3.121	1.079

Note: Kendall's W =.547

Source: Authors (2015)

Table 7. The most important leadership competencies for chief human resources officer of private enterprises (n=15)

No	Competency	Mean rank	SD
1	Team development	4.756	2.363
2	Networking	4.661	2.658
3	Building organizational culture	4.653	1.096
4	Motivating others	4.594	1.061
5	Understanding the principles of corporate governance	4.423	2.957
6	Communication	4.419	2.760
7	Building the market	4.232	2.955
8	Probleam solving	4.221	1.084
9	Managing change	4.235	1.007
10	Understanding the international business law	4.127	2.845
11	Managing emotion	4.036	2.878
12	Making decision	3.958	2.633

Note: Kendall's W =.659

Source: Authors (2015)

4. Results

Table 6 indicates 12 most important competences for chief executive officer of private enterprises according to the evaluation of Delphi research team (the order of importance from 1 to 12). There are 5 competences out of 12 with the highest level of importance respectively as follow *Global and Strategic Vision, Innovation, Domain expertise, Building organizational culture* and *Financial Management.*

Table 7 indicates 12 most important competences for chief human resources officer of private enterprises according to the evaluation of Delphi research team (in order of importance from 1 to 12). There are 5 competences out of 12 with the highest level of importance respectively as follow: *Team development, Networking, Building organizational culture, Motivating others* and *Understanding the principles of corporate governance.*

Table 8 indicates 12 most important competences for chief financial officer of

private enterprises according to the evaluation of Delphi research team (in order of importance from 1 to 12). There are 5 competences out of 12 with the highest level of importance respectively as follow: *Financial management, Innovation, Networking, Managing risks* and *Understanding the international business law.*

Table 8. The most important leadership competencies for chief financial officer of private enterprises (n=15)

No	Competency	Mean rank	SD
1	Financial management	4.765	1.127
2	Innovation	4.659	2.884
3	Networking	4.559	1.011
4	Managing risks	4.367	2.667
5	Understanding the international business law	4.329	1.212
6	Understanding the macro environment	4.133	1.047
7	Communication	3.995	2.855
8	Probleam solving	3.881	1.198
9	Domain expertise	3.643	1.171
10	Technology proficiency	3.627	1.202
11	Making decision	3.621	1.234
12	Global and strategic vision	3.225	1.282

Note: Kendall's W =.376

Source: Authors (2015)

Table 9 indicates 12 most important competences for chief customer officer of private enterprises according to the evaluation of Delphi research team (in order of importance from 1 to 12). There are 5 competences out of 12 with the highest level of importance respectively as follow *Motivating others, Innovation, Networking, Domain expertise* and *Financial management.*

Table 9. The most important leadership competency for chief customer officer of private enterprises (n=15)

No	Competency	Mean rank	SD
1	Motivating others	4.763	2.439
2	Innovation	4.623	2.351
3	Networking	4.482	1.774
4	Domain expertise	4.447	2.545
5	Product expertise	4.361	1.639
6	Project management	4.319	1.874
7	Communication	4.289	2.797
8	International negotiation	4.236	1.954
9	Building the market	4.136	2.653
10	Probleam solving	4.112	1.774
11	Making decision	3.986	1.884
12	Planning and monitoring	3.343	1.211

Note: Kendall's W =.623

Source: Authors (2015)

Table 10 indicates 12 most important competences for marketing chief officer of private enterprises according to the evaluation of Delphi research team (in order of importance from 1 to 12). There are 5 competences out of 12 with the highest level of importance respectively as follow *Innovation, Building the market, Understanding the macro environment, Domain expertise* and *Global and strategic vision.*

Table 10. The most important leadership competency for chief marketing officer of private enterprises (n=15)

No	Competency	Mean rank	SD
1	Innovation	4.661	2.774
2	Building the market	4.631	1.006
3	Understanding the macro environment	4.612	2.254
4	Domain expertise	4.562	1.854
5	Global and strategic vision	4.512	1.656
6	Technology proficiency	4.459	1.954
7	Communication	4.227	1.014
8	Product expertise	4.117	1.865
9	Planning and monitoring	4.114	1.855
10	Foreign language proficiency	3.95 6	2.659
11	Continuous learning	3.778	2.784
12	Networking	3.659	2.771

Note: Kendall's W =.494

Source: Authors (2015)

Table 11 indicates 12 most important competences for chief product officer of private enterprises according to the evaluation of Delphi research team (in order of importance from 1 to 12). There are 5 competences out of 12 with the highest level of importance respectively as follow *Product expertise, Quality assurance, Domain expertise, Financial management* and *Process management.*

Table 11. The most important leadership competency for chief product officer of private enterprises (n=15)

No	Competency	Mean rank	SD
1	Product expertise	4.746	2.659
2	Quality assurance	4.667	2.745
3	Domain expertise	4.459	1.877
4	Financial management	4.366	1.872
5	Process management	4.412	2.419
6	Innovation	4.227	2.624
7	Probleam solving	3.956	2.581
8	Planning and monitoring	3.954	2.491
9	Building the market	3.954	2.491
10	Technology proficiency	3.852	1.841
11	Team development	3.013	2.551
12	Project management	3.008	2.548

Note: Kendall's W =.541

Source: Authors (2015)

Table 12 indicates 12 most important competences for chief supply chain officer of private enterprises according to the evaluation of Delphi research team (in order of importance from 1 to 12). There are 5 competences out of 12 with the highest level of importance respectively as follow *Product expertise, International negotiation, Managing risks, Domain expertise* and *Networking.*

Table 12. The most important leadership competency for chief supply chain officer of private enterprises (n=15)

No	Competency	Mean rank	SD
1	Product expertise	4.856	1.911
2	International negotiation	4.689	2.663
3	Managing risks	4.669	1.774
4	Domain expertise	4.631	2.331
5	Networking	4.621	2.412
6	Innovation	4.525	2.515
7	Planning and monitoring	4.512	2.771
8	Probleam solving	4.236	2.446
9	Global and strategic vision	4.118	1.717
10	Building the market	3.989	1.668
11	Foreign language proficiency	3.978	1.733
12	Project management	3.653	2.661

Note: Kendall's W =.612

Source: Authors (2015)

Table 13 indicates 12 most important competences for chief information officer of private enterprises according to the evaluation of Delphi research team (in order of importance from 1 to 12). There are 5 competences out of 12 with the highest level of importance respectively as follow *Global and strategic vision, Understanding the macro environment, Project management, Domain expertise* and *Technology proficiency.*

Table 13. The most important leadership competency for chief information officer of private enterprises (n=15)

No	Competency	Mean rank	SD
1	Global and strategic vision	4.706	2.338
2	Understanding the macro environment	4.700	2.347
3	Project management	4.699	1.632
4	Domain expertise	4.656	2.621
5	Technology proficiency	4.588	2.555
6	Innovation	4.556	2.653
7	Communication	4.551	1.884
8	Probleam solving	4.531	2.488
9	Continuous learning	4.236	2.563
10	Product expertise	4.219	1.912
11	Networking	4.102	2.611
12	Continuous learning	3.120	2.441

Note: Kendall's W =.384

Source: Authors (2015)

5. Conclusion

By adopting Delphi methods, the authors proposed leadership competency frameworks for the board of management members in private enteprises, including chief executive officer, chief human resources officer, chief financial officer, chief customer officer, chief marketing officer, chief product officer, chief supply chain officer and chief information officer. Each competency framework contains the 12 most important competencies to the board of management member according to the point of views of Delphi research members. Some competencies appear in more than 6 out of 8 competency frameworks such as Global and strategic vision, Building the market, Domain expertise, Networking, Team

development and Problem solving. These competencies must be considered as core competencies of the board of management in private enterprises.

Scientifically, this research has two new contributions. Firstly, the development of leadership competency framework adopting the Delphi's method has the relevance and reliability. Secondly, the research developed competency frameworks for the board of management members of private enterprises while other previous researches focused on leadership competency framework development for a single member such as chief executive officer. This contributed to the current trend of research in team leadership.

Practically, competency frameworks of the board of management members could be used as a tool to develop and implement human resource policies and leadership development programs in private enterprises.

However, this research has limitations. As Delphi method was used for this research, some competency frameworks could only be applied in enterprises that have similar characteristics to the enterprises where Delphi research members manage.

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Xây dựng khung năng lực lãnh đạo cho Ban điều hành doanh nghiệp tư nhân sử dụng phương pháp Delphi

Hồ Như Hải[1], Đỗ Vũ Phương Anh[2]

[1]*Trường Đại học Việt Nhật, ĐHQGHN, 144 Xuân Thủy, Cầu Giấy, Hà Nội, Việt Nam*
[2]*Trường Đại học Kinh tế, ĐHQGHN, 144 Xuân Thủy, Cầu Giấy, Hà Nội, Việt Nam*

Tóm tắt: Có nhiều phương pháp xây dựng khung năng lực lãnh đạo nhưng không phương pháp nào là tối ưu do đều có ưu điểm và hạn chế. Bài báo này giới thiệu ứng dụng phương pháp Delphi vào nghiên cứu khung năng lực lãnh đạo của ban điều hành doanh nghiệp ngoài quốc doanh Việt Nam. Đây là một phương pháp định tính nhằm đạt được sự đồng thuận của nhóm nghiên cứu bằng cách sử dụng các bảng hỏi. Phương pháp Delphi được áp dụng kết hợp với danh mục 27 năng lực lãnh đạo doanh nghiệp được tổng hợp từ các nghiên cứu lý thuyết và thực tiễn tại một số công ty đa quốc gia. Kết quả nghiên cứu là khung năng lực của các vị trí giám đốc điều hành, giám đốc nhân sự, giám đốc tài chính, giám đốc bán hàng, giám đốc marketing và giám đốc thông tin có độ tin cậy cao. Mỗi khung năng lực gồm có 12 năng lực quan trọng nhất theo vị trí được lựa chọn từ danh mục 27 năng lực ban đầu.

Từ khóa: Khung năng lực lãnh đạo, thành viên của Hội đồng quản trị, doanh nghiệp tư nhân, phương pháp Delphi.