

A ROADMAP FOR FUTURE DEVELOPEMNT OF LEADERSHIP COMPETENCIES OF ABC NON-PROFIT ORGANIZATION, THAILAND AND MYANMAR

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Abstract

This mixed-method research has two objectives: 1). identify current and preferred leadership competencies of all employees' levels and rank the priority needs, 2). design a roadmap for the future development of ABC Organization, Thailand, and Myanmar's leadership competencies. The instruments used comprise the structured questionnaire ($n=64$) and in-depth interview($n=10$). The target populations comprise all employees, middle-level management, and top-level management, the purposive sampling method. The data analysis treatments include descriptive statistics and $PNI_{Modified}$ for the structured questionnaire and contents analysis for the interview. Findings showed that the top three leadership competencies development per the ranking of priority needs comprised the Knowledge Competency ($PNI_{Modified}=0.36$), the Visionary Competency ($PNI_{Modified}=0.34$), the Communication Competency ($PNI_{Modified}=0.26$), and the Intrapersonal Competency ($PNI_{Modified}=0.26$). The recommendations are 1). The ABC organization focuses on the five competencies factors while activating succession planning and development to improve the employees' leadership competencies--knowledge, visionary, communication, intrapersonal, interpersonal, and 2. A future study on identifying how to bridge the gap between top and middle management's leadership competencies in ABC and formulate an additional proposal on a succession planning program.

Keywords : knowledge competency, communication competency, interpersonal competency, visionary competency, intrapersonal competency

Introduction

Non-profit organizations worldwide encounter competition and complexity as they critically compete for funding sources, competent employees, and customers (Jaskyte & Kisieliene, 2006; Trautmann et al., 2007). The leaders of non-profit organizations' responsibilities are their employees, clients, a board of directors, numerous funding sources, and their respective customers and projects by Brinkerhoff (2002). Every individual's leadership capacity is enhanced through developing self-awareness, self-motivation, and self-