



Conceptual Review on Corporate Leadership: Modeling Leadership for C-Suit Level

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ABSTRACT

This paper offers a comprehensive examination of leadership theories, types, phases, and levels, highlighting their significant impact on organizational performance and their interconnectivity with organizational activities. By distinguishing between leaders and managers while also recognizing their commonalities, the paper provides a nuanced understanding of these roles within a corporate context.

Central to this exploration is the introduction of the ten “I”s of leadership and management: Imagination, Intelligence, Innovation, Initiative, Inspiration, Introduction, Involvement, Informativeness, Instructiveness, and Influence. These features are foundational to both managers and leaders. Building upon these attributes, the paper introduces the ten “E”s, representing an evolved and intensified set of characteristics for chief executives: Envisioning, Excelling, Experimenting, Executing, Energizing, Enlightening, Engaging, Elaborating, Encouraging, and Exerting.

The transition from the “I”s to the “E”s illustrates the progression from fundamental leadership and management traits to a more dynamic, executive-level application. This integrated model views leadership and management as complementary, essential for different stages and contexts within an organization. By merging these perspectives, the paper proposes a holistic framework for developing effective chief executives, emphasizing the synergy between leadership and management as critical for organizational success. This innovative approach redefines leadership and management roles, underscoring their importance in forming an impact- executive.

Keywords: *Strategy, Leadership, Corporate Level, Impact-Executive*





1. INTRODUCTION

The distinction between leaders, managers, and chief executive officers (CEOs) has been a topic of extensive discussion in the realm of management. While much has been written about the differences among these roles, there is a notable lack of comprehensive information regarding the interconnectedness of leadership, management, and the journey to becoming a CEO. This article seeks to explore the significant commonalities that exist among leaders, managers, and CEOs, particularly how the skills and characteristics of leadership and management contribute to the role of a Chief Executive Officer.

Please note that the terms "Manager", "Leader" and "Chief Executive Officer" are employed in a generic context within this discourse and are not specific to the job titles or designations of the readers.

Numerous research papers and management literature have identified various types of leadership, such as Transformational, Delegative, Authoritative, Transactional, Participative, and Servant Leadership. Additionally, the leadership process has been broken down into four phases: Directing, Supporting, Coaching, and Delegating (Maxwell, 2014). Kassai, (2022) also cited five competence levels in leadership: Unconscious incompetence, Conscious incompetence, Conscious Competence, Unconscious Competence, and Reflective Competence. The influential work of Maxwell (2014) outlines Five Levels of Leadership, progressing from Position (leadership based on positional authority) to Pinnacle (leadership marked by significant accomplishments).

Maxwell's Five Levels of Leadership framework delineates distinct stages of leadership development. These levels represent a progression from foundational leadership based on position power to the pinnacle of leadership characterized by widely recognized accomplishments (Maxwell, 2014). . The five levels are **Position** (accepting due to position power), **Permission** (accepting after building relationships with the team) , **Production** (accepting after showing positive results), **People**



Development (accepting as the lives of the team members are positively influenced) and **Pinnacle** (accepting as the accomplishments are well known)

It's important to note that individuals progress through these levels at their own pace and may not necessarily reach the pinnacle in their leadership journey. Leadership development is a dynamic process, and effective leaders continually strive to enhance their leadership skills and advance through these levels to make a lasting impact.

1.1. Common Leadership Abilities:

Notably, despite the diversity of leadership styles and phases, there exist ten fundamental leadership abilities, often referred to as the "10 I's." These abilities are common to all leaders and managers, irrespective of their leadership type, competence level, or leadership level. Transforming these abilities to an "E" level can set the stage for the development of "C" level competencies, and the amalgamation of these "C" level faculties can lay the foundation for potential Chief Executive Officers. This process can be metaphorically illustrated as the transition from raw materials (leaders and managers) to a refined product (CEO). (Metaphor 1)

This exploration highlights the essential connection between leadership, management, and the executive leadership role of a CEO. By understanding the core abilities that all leaders and managers share, regardless of their specific leadership style or phase, we can begin to see the path to CEO excellence. This journey is marked by growth and transformation, as individuals progress from leadership fundamentals to a level of competence that aligns with the requirements of a Chief Executive Officer. Ultimately, the transition from a manager or leader to a CEO is a profound evolution, where a combination of skills, experience, and personal growth culminates in leadership at its pinnacle.



1.2. Purpose of the Study

The term leadership has been defined and reviewed in many decades including conceptual transformations like trait theories to contingency approaches. The real-life leadership model for institutional success should be analyzed based on theoretical and situational factors. Some scholars and practitioners argue leadership should be situationally customized whilst some schools believe it all depends on the theoretical inclusions. This paper intends to review such main inclusions of leadership to review and discuss how the present context demands corporate level executives to attribute leadership qualities. Thus, it has followed a procedure of conceptual analysis, and the author has done a literature review as the main research tool to build the discussion on reviewing leadership and its components to propose the leadership template for present context. Finally, the paper discusses the practice related insights for a corporate level executive to explore leadership and its attributes to model a successful leadership template for a c-suit level executive.

2. Literature Review

2.1. Introduction to Leadership

Leadership is a complex phenomenon. A great number of definitions have been offered over the years. The literature suggests that there is an important distinction between the two terms: leader “and manager “. According to Squires, leaders are concerned with the spiritual aspect of their work, that is, they have followers who deeply believe in them, and they possess a latent power in organizations. However, managers deal with mundane tasks such as allocation of roles, tasks and resources needed to achieve organizational goals (Kouzes & Posner, 2012). Managers are typically associated with maintaining stability within organizations, whereas leaders are often linked with guiding organizations through periods of turbulence . When people are at peace, happy and satisfied there is hardly any need for leadership. On the other hand, when the human condition is at stake and the situation urges someone to step forward and initiate change, the need for leadership is high. Furthermore,



leaders possess a vision for the future and formulate strategies essential for implementing the changes required to realize that vision (Kouzes & Posner, 2012). However, managers take incremental steps and create timetables to achieve those results.

Further, it is a multifaceted construct encompassing various styles, behaviors, and strategies that leaders employ to motivate, influence, and guide their followers towards achieving common goals. The effectiveness of leadership significantly impacts organizational performance, shaping outcomes related to productivity, employee satisfaction, innovation, and overall organizational health. This literature review explores prominent leadership theories and models, examining their implications for organizational performance.

The Trait Approach that endured up to the late 1940s claimed that leadership ability is inborn. In the late 1940s to late 1960s Behavioral Approach became dominant advocating that effectiveness in leadership has to do with how the leader behaves. In the late 1960s to the early 1980s the Contingency Approach became popular suggesting that effective leadership is dependent upon the situation. Recent approaches to leadership focus on vision and charisma, the term used by sociologist Max Weber to describe leaders who can lead but who do not hold a sanctioned office “*..*”. Later, Burns introduced the concepts of transactional and transformational leadership. In 1991, Bolman and Deal categorized leadership into four frames: the structural, human resource, political and symbolic frame which constitute the background for this survey research.

2.2. Leadership Theories and Models

2.2.1. Trait Theory

Trait theory posits that effective leaders possess specific innate qualities that distinguish them from non-leaders. These traits include characteristics such as intelligence, self-confidence, determination, integrity, and sociability. Research by Kirkpatrick and Locke (1991) suggests that these traits can predict leadership

effectiveness. However, the trait theory has faced criticism for its deterministic nature, as it underestimates the role of situational factors and the potential for leadership development.

2.2.2. Behavioural Theories

Behavioral theories shift the focus from inherent traits to the behaviors exhibited by leaders. The Ohio State University studies identified two primary dimensions of leader behavior: initiating structure and consideration (Stogdill & Coons, 1957). Initiating structure involves organizing work, setting goals, and defining roles, while consideration pertains to building relationships, showing concern for employees, and fostering a supportive work environment. Similarly, the University of Michigan studies categorized leader behaviors into employee-oriented and production-oriented styles. These theories propose that by adopting and refining these behaviors, individuals can enhance their leadership effectiveness, moving beyond innate traits or characteristics (Northouse, 2018).

2.2.3. Contingency Theories

Contingency theories assert that the effectiveness of leadership depends on the specific context in which it is exercised (Hersey & Blanchard, 1982). Fiedler's Contingency Model posits that leadership effectiveness is contingent upon the match between a leader's style (task-oriented or relationship-oriented) and the situational favorableness, which is determined by leader-member relations, task structure, and position power. Another prominent model, the Path-Goal Theory by House and Mitchell (1974), suggests that leaders can enhance follower performance and satisfaction by adopting behaviors (directive, supportive, participative, achievement-oriented) that align with the needs of their subordinates and the demands of the task. Vroom and Yetton's Normative Decision Model is another key contingency theory, focusing on the decision-making process. It proposes that the effectiveness of a leader's decision-making style (autocratic, consultative, or group-based) depends on the specific context, including the nature of the task and the level of required input.

from subordinates (Vroom & Yetton, 1973). These theories collectively emphasize the importance of situational factors in determining the most effective leadership approach, suggesting that flexibility and adaptability are crucial traits for successful leaders (Northouse, 2018).

2.2.4. Transformational and Transactional Leadership

Burns (1978) and Bass (1985) introduced the concepts of transformational and transactional leadership. Transformational leaders exhibit behaviors such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 1994; Northouse, 2018). Research indicates that transformational leadership is particularly effective in promoting high levels of employee engagement, creativity, and organizational performance (Bass & Riggio, 2006; Northouse, 2018).

In contrast, transactional leaders focus on exchanges and rewards for performance, emphasizing routine and compliance through contingent rewards and corrective actions (Burns, 1978; Bass, 1985; Northouse, 2018). Transactional leaders concentrate on maintaining the status quo and achieving short-term goals through structured processes and clear rewards systems, which differ significantly from the visionary and change-oriented approach of transformational leaders.

2.2.5. Servant Leadership

Greenleaf (1977) introduced servant leadership, a model where the leader's primary goal is to serve others. Servant leaders prioritize the growth and well-being of their followers, encouraging a culture of trust, empathy, and collaboration. This leadership style has been linked to enhanced organizational performance through its positive impact on employee satisfaction, commitment, and ethical behavior.

2.2.6. Situational Leadership

Situational Leadership, developed by Hersey and Blanchard, underscores the necessity of adapting leadership styles to align with the maturity and competence levels of followers (Hersey, Blanchard, & Johnson, 2008). Leaders are required to assess their followers' development stages and apply the appropriate leadership style—directing, coaching, supporting, or delegating—to maximize effectiveness (Hersey & Blanchard, 1982). This flexible approach ensures that leadership strategies are tailored to the specific needs of the team, thereby enhancing overall performance (Hersey, et.al. 2008). By customizing their leadership methods, leaders can better support their followers' growth and development, leading to improved team dynamics and productivity. This adaptability is essential in managing varying levels of follower readiness and fostering an environment where both individuals and the organization can thrive (Hersey, et.al. 2008).

2.3. Discussion on the Role of Leadership on Organizational Performance

Leadership profoundly influences various aspects of organizational performance. Effective leadership drives organizational success through several mechanisms. The following observations and insights are presented as the main discussion points in this regard.

2.3.1. Employee Motivation and Engagement

Transformational and servant leadership styles have been shown to significantly enhance employee motivation and engagement. These leadership approaches foster a sense of purpose, provide support, and recognize achievements, creating an environment where employees are motivated to excel (Bass & Riggio, 2006). High levels of engagement, facilitated by such leadership, are linked to increased productivity, reduced turnover, and improved organizational outcomes (Northouse, 2018). Transformational leaders inspire and challenge employees to achieve their full potential, while servant leaders prioritize the well-being and development of their



followers, both contributing to a highly motivated and engaged workforce (Bass & Riggio, 2006).

2.3.2. Organizational Culture, Innovation and Change Management

Leadership plays a crucial role in shaping organizational culture and climate, which subsequently impacts performance. Leaders who promote a positive culture characterized by trust, innovation, and collaboration create an environment conducive to high performance (Cameron & Quinn, 2011). For instance, leaders who emphasize ethical behavior and integrity can cultivate a culture of accountability and transparency, leading to improved decision-making and organizational resilience (Trevino, Hartman, & Brown, 2000). By fostering these values, leaders help build a robust organizational culture that supports sustained success and adaptability in the face of change (Kotter, 1996; Schein, 2010).

Transformational leaders, in particular, play a critical role in driving innovation and managing change. By encouraging intellectual stimulation and challenging the status quo, these leaders create a culture where new ideas are welcomed and explored. Effective change management, guided by visionary leadership, ensures that organizations can adapt to evolving market conditions and remain competitive.

2.3.3. Employee Development and Retention

Leaders who invest in the development of their employees through mentoring, coaching, and providing opportunities for growth contribute to higher levels of job satisfaction and retention. Servant leadership, with its focus on the well-being and development of followers, is particularly effective in creating a loyal and skilled workforce, thereby enhancing organizational performance.

2.3.4. Decision-Making and Problem-Solving

Effective leadership facilitates better decision-making and problem-solving within organizations. Leaders who engage in participative decision-making and leverage the diverse perspectives of their team members can make more informed and strategic



choices. This collaborative approach to leadership not only improves the quality of decisions but also enhances team cohesion and commitment to organizational goals. The leadership process is often conceptualized through four key phases: directing, supporting, coaching, and delegating. Directing involves providing clear instructions and closely supervising tasks, suitable for followers with low competence (Hersey & Blanchard, 1982). Supporting emphasizes building relationships and offering encouragement, catering to individuals with moderate competence but low confidence. Coaching combines directive and supportive behaviors to develop both skills and motivation. Delegating, appropriate for highly competent and confident team members, involves granting autonomy and responsibility. These phases, outlined in the Situational Leadership Model, highlight the need for leaders to adapt their style to the developmental needs of their followers (Hersey & Blanchard, 1982).

2.3.5. Stages of Leadership

Jeff Bell's model of leadership competence outlines five stages: unconscious incompetence, conscious incompetence, conscious competence, unconscious competence, and reflective competence. Unconscious incompetence describes a stage where individuals are unaware of their lack of skills. In conscious incompetence, individuals recognize their skill gaps and the need for improvement (Bell, 2006). Conscious competence is achieved when individuals can perform tasks competently with deliberate effort. Unconscious competence represents the stage where skills become second nature, performed effortlessly. Reflective competence, the highest level, involves continuous self-evaluation and improvement even after reaching proficiency. This model emphasizes the developmental nature of leadership, highlighting the importance of self-awareness and continuous learning. By progressing through these stages, leaders can enhance their effectiveness, adaptability, and ability to inspire their teams, ultimately driving better organizational performance (Bell, 2006).

2.3.6. Progressive Model of Leadership

John C. Maxwell's Five Levels of Leadership framework offers a progressive model of leadership development. The first level, Position, is based on positional authority, where people follow because they must. This level is foundational but limited in effectiveness (Maxwell, 2014). The second level, Permission, focuses on relationship-building, where followers give their consent to be led because they like and trust the leader. The third level, Production, emphasizes results, with leaders driving performance and achieving organizational goals. The fourth level, People Development, highlights the leader's ability to develop others, fostering talent and preparing the next generation of leaders. The final level, Pinnacle, represents leadership marked by significant accomplishments and a lasting legacy. At this stage, leaders influence beyond their organization, often becoming industry or societal role models. Maxwell's model underscores the importance of growth and development in leadership, advocating for a transition from positional authority to influence and impact through personal and professional excellence (Maxwell, 2014).

3. DISCUSSION

3.1. Transitioning from 10 "I" Traits to 10 "E" Attributes: The Path to Attaining C-Level

In the context of examining the commonalities among traits shared by managers and leaders, as well as the indispensable attributes ascribed to Chief Executive Officers (CEOs), the following metaphor draws an empirical correlation between ten "I" traits and ten "E" attributes within the purview of these roles:

In the domain of managerial and leadership functions, a cluster of shared attributes manifests, encapsulated by the ten "I" traits, signifying qualities encompassing “imagination”, “intelligence”, “innovation”, “initiative”, “inspiration”, “introduction”, “involvement”, “informativeness”, “instructiveness”, and “influence”. Within the scope of this discourse, these attributes demonstrate varying degrees of polarity, sequenced from 1 to 10 in terms of their importance,



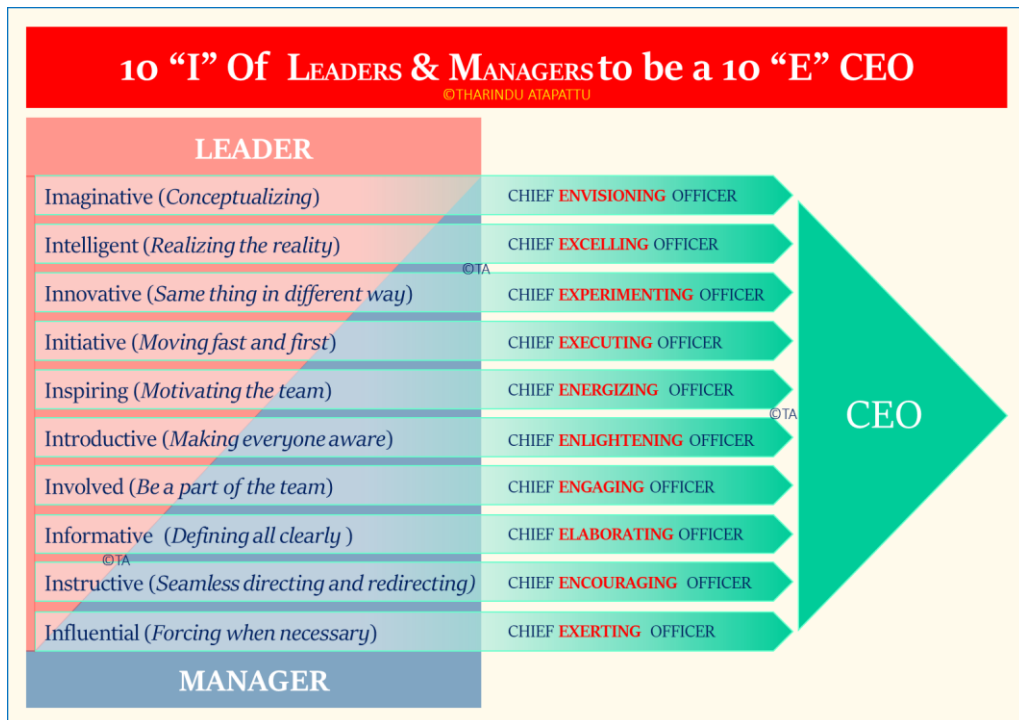
distinguishing leaders from managers. Leaders tend to place greater emphasis on "Imagination" but exhibit less "Influence" in comparison to Managers. Conversely, Managers tend to prioritize "Influence" to a higher extent while ascribing a lower significance to "Imagination" in comparison to Leaders.

As visually depicted in Metaphor 1, where Leaders are represented in red and Managers in blue, the relative importance of each attribute varies between these two roles. Leadership attributes exhibit a diminishing trend in importance from 1 to 10, while Managerial attributes follow the opposite trajectory, increasing in significance from 1 to 10.

Simultaneously, within the realm of Chief Executive Officers, a parallel set of imperative attributes, specifically "envisioning," "excelling," "experimenting," "executing," "energizing," "enlightening," "engaging," "elaborating," "encouraging," and "exerting," denoted as the ten "E" attributes, collectively define the distinctive characteristics and competencies requisite for effective leadership and strategic decision-making.

Upon achieving the culmination of these 10 "E's" through the development of the initial 10 "I's," individuals are primed to attain the zenith of their roles, wherein they exert influence upon their positions rather than being solely influenced by them. This marks the apex of their journey towards leadership excellence. When it is attaining ten "E" qualities through the embodiment of ten "I" characteristics, the pinnacle position will naturally align with us, becoming an outcome of our leadership, rather than us actively seeking the position.

Model 1: 10 “I” of Leaders & Managers to be a 10 “E” of CEO



3.2. Imaginative (Conceptualizing)

Imagination, specifically the ability to conceptualize and craft novel concepts, models, and images for scenarios that do not currently exist, stands as a paramount skill in generating unprecedented ideas, norms, practices, and possibilities. It serves as an essential cornerstone of creativity, affording individuals the capacity to birth original and innovative ideas while crafting distinctive solutions to challenges.

In the context of organizational leadership, the role of imagination takes on a distinct significance. Leaders, by nature of their positions, tend to excel in translating their imaginative visions into clear and pragmatic language that resonates effectively with their teams. This adeptness allows for smoother execution of strategies and initiatives, leveraging the cognitive capacity of their followers. In this regard, leaders often outshine managers in the art of converting imaginative concepts into actionable plans.

Managers, on the other hand, typically gravitate toward the operational aspects of overseeing and optimizing established processes and strategies. While their role is crucial for the day-to-day functioning of an organization, it may not always prioritize imaginative thinking to the same extent as leadership positions.

As an individual's imaginative capacity evolves, they can ascend to the level of "envisioning." Envisioning extends beyond mere imagination; it entails the ability to foresee longer-term horizons in a pragmatic and tangible manner. This elevated skillset empowers individuals to anticipate future trends, identify opportunities, and navigate potential challenges.

Within the corporate realm, this heightened imaginative prowess can culminate in the emergence of specialized roles such as the "**Chief Envisioning Officer**." This position assumes the responsibility of shaping an organization's long-term trajectory, proactively discerning shifts in the market landscape, and driving innovation. The Chief Envisioning Officer collaborates with other C-level executives to formulate a strategic foundation for the company's future endeavors.

3.3. Intelligent (*Realizing the Reality*)

Intelligence, often described as the capacity to learn, comprehend, and apply knowledge and skills effectively, embodies a spectrum of cognitive abilities encompassing reasoning, problem-solving, perception, memory, language, and creativity. It is a linchpin of both personal and professional accomplishment and plays an especially pivotal role in leadership.

Intelligence constitutes a vital aspect of leadership, standing as a critical ingredient for personal and professional triumph. It underpins an individual's aptitude for social interaction, as well as their adaptability within their environment. Success, according to literature, is the outcome of progress nurtured by qualities such as humanity, morality, and spirituality. Progress, in turn, is the fruit of growth facilitated by ethical conduct, discipline, honesty, and societal norms. This trajectory of growth is characterized by the accumulation of material possessions.



Personal success, or the achievement of personal goals, serves as the foundation of corporate success. In this context, intelligence emerges as the catalyst for corporate achievement, serving as a medium to exceed personal aspirations. In essence, intelligence kindles corporate success through the fulfillment of individual ambitions, epitomizing its role as a driving force within the leadership domain.

At the zenith of this journey, it is the enduring persistence of intelligence that distinguishes us as '**Chief Excelling Officers**.' This title symbolizes our mastery of individual victories, which subsequently pave the way for corporate success, thereby solidifying our status as 'C-level' performers.

3.4. Innovative (*Same Thing in Different Ways*)

"Innovativeness, in essence, represents the dynamic process of conceiving fresh, original ideas, refining existing products, services, or processes, and enacting these innovations through a synergy of imagination and intelligence. It transcends conventional boundaries, propelling individuals to challenge established norms, and to identify superior methods of accomplishing established tasks.

The essence of leadership inherently revolves around guiding the way and advocating for novel directions, thus rendering innovativeness an indispensable hallmark of effective leadership. Leaders, by their very nature, are trailblazers who aspire to redefine the paradigms of the status quo, paving the way for transformative change. It is through the lens of innovativeness that a leader sets in motion each transformation, harnessing the potential of the 'first mover advantage' at a pace far exceeding that of a manager.

The application of innovativeness necessitates a strenuous regimen of experimentation while maintaining the uninterrupted flow of ongoing operations. It is within this delicate balance that leaders truly excel. By seamlessly demonstrating innovativeness in a pragmatic manner, an individual earns the distinguished title of a '**Chief Experimenting Officer**,' signifying their ascent to a 'C-level' role. Notably,

this journey to 'C-level' status is relatively more accessible for leaders, given that innovativeness is intrinsically woven into the fabric of their roles and responsibilities.

3.5. Initiative (Moving Fast and First)

Initiative, a vital attribute, signifies the act of taking swift and pioneering steps toward a goal or objective, driven by the pursuit of securing the coveted 'first mover advantage.' This proactive approach can be applied within or outside an organization, ultimately contributing to the industry they represent. Undertaking such a role involves embracing significant risks and the corresponding potential rewards.

In this context, leaders are distinctively positioned to undertake initiatives with confidence, as their inherent qualities of imagination, intelligence, and innovativeness equip them to navigate this terrain adeptly. They possess the vision and strategic acumen required to recognize and seize opportunities that can propel their organization or industry forward. However, it is crucial to acknowledge that initiative is also a pivotal attribute for managers, albeit at a different capacity, as illustrated in Metaphor 1.

While ideas and thoughts hold undeniable value, it is their translation into action, the execution, that carries the utmost significance. Mastery of execution is the threshold to achieving the esteemed title of a '**Chief Execution Officer**.' In this role, individuals exhibit an unwavering commitment to translating plans into reality, ensuring that they 'walk the talk,' thus making them eligible for a coveted 'C-level' position.

3.6. Inspiring (Motivating the Team)

Inspiring, a fundamental and transformative aspect of leadership and management, encompasses the art of igniting motivation and kindling the creative and emotional spirits of individuals. It revolves around awakening within them a sense of enthusiasm, aspiration, or hope and empowering them to actively pursue their personal or collective objectives. The means of inspiration may vary, from providing guidance, support, and constructive feedback to sharing personal narratives,



experiences, or innovative concepts. It requires a profound comprehension of the needs, interests, and values of those being inspired, as well as a sincere disposition to listen, empathize, and connect with them on a meaningful level.

In a professional context, inspiring manifests as the motivation and guidance of a team or organization, fostering a shared vision and common objectives. This involves articulating a compelling vision, infusing a sense of purpose, and cultivating a culture characterized by trust, collaboration, and innovation.

The overarching purpose of inspiration is to facilitate relationships, thereby unleashing the full potential of individuals, fostering resilience, and nurturing optimism. Those who master the art of inspiring are capable of 'Energizing' individuals and groups toward achieving their objectives. The more adept one becomes at energizing people, the more their career advances towards the coveted '**Chief Energizing Officer**' designation, a pinnacle 'C-level' characteristic.

3.7. Introductive (Making Everyone Aware)

Introductive, a pivotal characteristic, revolves around the task of creating awareness and fostering understanding within an organization or society regarding a concept, situation, product, or individual. This often serves the purpose of illuminating the presence, existence, or significance of the subject at hand. Such an introduction involves elucidating the value proposition for each stakeholder, addressing questions, and assuaging concerns associated with the new introduction. Leaders and Managers frequently find themselves in the role of introducing new elements when their organizations are on a growth trajectory or faced with challenging circumstances.

Effective communication stands as the linchpin in mastering this characteristic, ensuring that the introduction resonates with stakeholders and is executed smoothly. The introduction process holds a critical role, as the realization of any achievement is closely linked to how effectively it is introduced at the grassroots level. The more we enlighten our team, the more proficiently we advance toward our objectives.



Therefore, the ability to enlighten one's team is an equally crucial attribute for both Leaders and Managers.

Mastery of this characteristic allows Leaders and Managers to attain the esteemed status of a '**Chief Enlightening Officer**.' In this role, they spearhead the cultivation of a learning culture across the organization, thereby earning recognition at the 'C-level' and leaving a lasting impact.

3.8. Involved (Be a Part of the Team)

Involvement, a critical aspect, is the surest means of ensuring the proper implementation of new initiatives or the smooth progress of existing activities. It entails active participation and contributions toward the attainment of a specific goal or objective. While both Leaders and Managers engage in involvement, the onus for effective implementation often falls more squarely on Managers, as they are responsible for ensuring that the work is executed to yield the anticipated outcomes.

Involvement can manifest in various forms and at different levels. Some Managers and Leaders may roll up their sleeves and actively partake in essential tasks, while others may assemble and guide teams, providing direction and oversight. The scope of tasks can range from mundane activities, such as floor cleaning, to strategic undertakings, like high-level customer engagement and persuasion. This approach fosters a sense of ownership, accountability, and collaboration among team members, promoting effective and efficient communication.

Direct involvement by Managers and Leaders allows them to gain firsthand insights into the real-life challenges encountered by individuals in their roles and the practical aspects of the processes in place. This understanding is paramount for the continuous improvement of existing systems and enhancing the cognitive capabilities of individuals at the grassroots level, thereby paving the way for innovative advancements.

The pinnacle of engagement is reached when involvement extends beyond physical activity to cognitive contributions during moments of inactivity. Mastery of this art

of engagement propels individuals to the distinguished role of a '**Chief Engaging Officer**,' a pinnacle 'C-level' position that signifies their unparalleled capacity for leading and empowering teams.

3.9. Informative (Defining All Clearly)

Informativeness, a foundational attribute, revolves around the process of disseminating knowledge, facts, and pertinent details about a specific subject, topic, or event. It encompasses the delivery of information in a lucid, succinct, and well-organized manner, with the overarching objective of educating and enhancing comprehension across various levels, including employees, clients, and stakeholders. This dissemination may cover a range of subjects, including new products or services, alterations in policies or procedures, as well as industry trends and best practices.

While both Leaders and Managers possess this attribute, its significance is notably heightened for Managers. Managers, owing to their proximity to operational execution, bear the responsibility of ensuring that information is not only accurate but also effectively comprehensible. In essence, the richness of the information correlates with the depth of understanding and, consequently, the quality of results.

The ultimate level of this attribute is 'Elaboration,' characterized by the comprehensive provision of information to all concerned levels, facilitating a thorough grasp of the subject matter. 'Elaboration' stands as a 'C-level' characteristic, marking the attainment of the title '**Chief Elaborating Officer**.' This role serves as a pivotal cornerstone on the path to leadership at the highest echelons, underscoring the indispensable value of conveying information with precision and completeness."

3.10. Instructive (Seamless directing and redirecting)



Instructive, a pivotal element, entails the art of providing precise, clear, and relevant directions, guidance, or information to empower individuals to acquire new skills, complete tasks, or attain specific objectives. This process involves the effective communication of knowledge or expertise, with the overarching purpose of facilitating the learning process. Providing leadership for building sustainable value through great market offering should be assisted by corporate level leaderships (Weerasekera, & Dissanayake, 2022). Instruction may encompass diverse activities, including training or orientation for new employees, the elucidation of policies or procedures, and coaching team members to enhance their performance. Such instructional efforts are instrumental in ensuring a common understanding and alignment with organizational objectives, fostering unity in vision and adherence to the organizational philosophy.

Instructing necessitates proficiency in communication, a profound grasp of the subject matter, and adaptability to cater to the unique learning styles and needs of the individual's receiving instruction. It is a central function for Managers, ensuring the efficient execution of daily tasks. While Leaders may not engage in instruction to the same extent as Managers, it remains a critical aspect of their responsibilities.

Beyond mere instruction, it is essential to provide mental and emotional support, enhancing the sustainability of results and nurturing positive relationships with those within the organization. Encouragement, characterized by a fusion of physical and emotional support, represents the pinnacle of this attribute. Mastery of encouragement leads to the distinction of a '**Chief Encouraging Officer**,' marking the attainment of a 'C-level' position, where leadership is defined by both action and inspiration.

3.11. Influential (Forcing When Necessary)





"Influence, a dynamic attribute, encompasses the art of motivating and guiding team members, clients, or stakeholders toward a shared goal, utilizing a spectrum of strategies, which may include leveraging authority, expertise, or personal charisma. The methods employed can span from setting a positive example and offering constructive feedback and support to deploying persuasive techniques aimed at building consensus and catalyzing action. In many instances, influence emerges as the ultimate means of driving progress when other approaches have proven ineffective. Strategy execution should have such healthy forcing to avoid strategic failures (Dissanayake, & Bandara, 2015).

Consequently, influencing stands as a profoundly essential characteristic for Managers, who are near the ground-level operations and bear the responsibility of ensuring work is completed to meet organizational objectives. It is a critical tool for addressing challenges and recalibrating circumstances that initially appeared intractable. The mastery of influencing is a pivotal measure for Managers, as it empowers them to exercise authority judiciously when necessary, aligning efforts with the company's vision and philosophy.

As results materialize and become evident to team members, the need for influence may transform from vigorous or assertive to a more subtle form. Influence serves as a potent catalyst for transforming seemingly insurmountable situations into favorable outcomes, further underscoring its critical relevance.

At the 'C-level,' this attribute is encapsulated in the role of the '**Chief Exerting Officer**,' vital for harmonizing and galvanizing the efforts of team members toward the organization's overarching goals. While influencing is a prevalent characteristic in the daily activities of Managers, at the 'C-level,' it remains an indispensable tool for effective leadership.

The ten 'E's—Envisioning, Excelling, Experimenting, Executing, Energizing, Enlightening, Engaging, Elaborating, Encouraging, and Exerting—are shared



characteristics between Leaders and Managers, thereby illustrating that an effective Chief Executive embodies the qualities of both a proficient Leader and a skilled Manager. It is imperative to imbue each of these attributes with the essence of 'Entertainment,' appointing the '**Chief Entertainment Officer**' to foster sustainable improvement within the organization without isolating leadership within insular boundaries."

4. CONCLUSION

This paper has provided a comprehensive exploration of various leadership theories, types, phases, and levels, illustrating their profound impact on organizational performance and their interconnectivity with organizational activities. By differentiating between leaders and managers while also highlighting their commonalities, the paper presents a nuanced understanding of these roles within a corporate context. The researcher identified ten fundamental features that are common to both managers and leaders, termed the ten "I"s:

- i. Imagination: The ability to envision future possibilities and innovate beyond current limitations.
- ii. Intelligence: Cognitive capacity for understanding complex situations, analyzing data, and making informed decisions.
- iii. Innovation: Drive to introduce new ideas, processes, and products, staying ahead in a competitive landscape.
- iv. Initiative: Proactiveness in identifying opportunities and acting on them without waiting for direction.
- v. Inspiration: Capability to motivate and energize others toward achieving shared goals.
- vi. Introduction: Skill in integrating new concepts and strategies into the organizational framework.



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- vii. Involvement: Engagement in various organizational aspects, fostering a sense of ownership among team members.
 - viii. Informativeness: Dissemination of knowledge to keep the team well-informed and aligned.
 - ix. Instructiveness: Ability to guide, mentor, and develop others within the organization.
 - x. Influence: Power to shape behaviors, attitudes, and outcomes through persuasive communication and strategic actions.

Building on these characteristics, the paper introduces the ten “E”s, representing a transformed and intensified version of these attributes tailored to the role of a chief executive:

- i. Envisioning: Developing a clear, strategic vision for the organization's future.
- ii. Excelling: Striving for excellence in all organizational activities and setting high performance standards.
- iii. Experimenting: Encouraging experimentation and risk-taking to foster innovation and adaptability.
- iv. Executing: Ensuring effective implementation of strategies and plans to achieve organizational goals.
- v. Energizing: Infusing energy and enthusiasm throughout the organization to maintain momentum.
- vi. Enlightening: Providing clarity, insight, and understanding to navigate complex challenges.
- vii. Engaging: Actively involving stakeholders at all levels to build commitment and collaboration.



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- viii. Elaborating: Expanding on ideas and initiatives to enhance their effectiveness and reach.
 - ix. Encouraging: Supporting and motivating team members to reach their full potential.
 - x. Exerting: Applying influence and authority decisively to guide the organization towards success.

Conclusively, the transition from the ten “I”s to the ten “E”s underscores the evolution from fundamental leadership and management attributes to a more dynamic, executive-level application. This model presents a holistic approach, viewing leadership and management as two sides of the same coin, essential at different stages and contexts within an organization. Leaders and managers share common foundations but apply them differently to meet the organization's evolving needs.

By integrating these perspectives, the paper proposes a comprehensive framework for developing effective chief executives. This approach emphasizes the synergy between leadership and management, recognizing that both are crucial for organizational success. The ten “I”s and ten “E”s model provides a structured way to understand and cultivate the skills necessary to lead and manage effectively, ensuring a balanced and functional executive capable of steering the organization through various challenges and opportunities. This new way of looking at leadership and management redefines their roles as integral to forming a competent and visionary chief executive.



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