

3-C Leadership Model a Catalyst for Continuous Strategic Organizational Improvement

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Abstract:- In today's fast-paced and ever-changing business environment, organizations face the constant challenge of adapting to new realities while maintaining a competitive edge. The 3-C Leadership Model, encompassing Competence, Character, and Context, emerges as a potent framework for driving continuous strategic organizational improvement. This study explores the fundamental principles of the 3-C Leadership Model and examines its transformative potential in fostering a culture of excellence, innovation, and adaptability within organizations. By prioritizing Competence, leaders equip themselves with the skills and knowledge necessary to navigate complex challenges effectively. Character, defined by integrity, authenticity, and ethical conduct, serves as the bedrock of trust and accountability, essential for sustainable growth. Context, acknowledging the dynamic interplay of internal and external factors, empowers leaders to align strategies with evolving market dynamics and stakeholder needs. Through the lens of the 3-C Leadership Model, organizations can cultivate a collaborative environment where communication flows freely, creativity flourishes, and teams are empowered to drive continuous improvement initiatives. By embracing the principles of the 3-C Leadership Model, organizations can unleash their full potential, catalyzing a culture of excellence and driving strategic organizational improvement in a rapidly evolving landscape.

Keywords: Competence; Character; Organizational Improvement; Leadership.

1. Introduction

The Competence, Character, and Context Model, or 3-C Leadership Model, is a thorough framework that highlights three crucial aspects of successful leadership. This model emphasizes the interdependence and importance of skill, character, and circumstance in forming leadership qualities. It was created as a guide for comprehending, evaluating, and enhancing leadership effectiveness. The 3-C Leadership Model's competence dimension focuses on the talents, knowledge, and skills that leaders need to carry out their jobs well. This dimension includes technical proficiency, the capacity to solve problems, the ability to make decisions, and other qualities pertinent to the leader's field. Competent leaders can successfully mentor their teams to accomplish organizational objectives and are experts in their fields. The 3-C Leadership Model places a strong emphasis on character, which is defined as the moral standards, values, integrity, and personal traits exhibited by a leader. Strong-character leaders demonstrate integrity, reliability, responsibility, and sincerity in their choices and deeds. They set a good example for their teammates by upholding the highest moral and ethical standards. Establishing trust, encouraging loyalty, and developing a positive organizational culture all depend on character-based leadership. The context dimension recognizes that an organization's unique conditions, surroundings, and challenges affect effective leadership. It is imperative for leaders to modify their approaches, methods, and conduct to suit the specific circumstances of their work.

This component highlights how crucial it is for leaders to be situationally aware, adaptable, and agile. Effective leaders are more able to steer positive outcomes and comprehend the nuances of their organizational setting (Gamze, 2014).

The 3-C Leadership Model acknowledges how competence, character, and circumstance interact and are integrated to shape effective leadership. It offers a comprehensive framework for assessing leadership qualities and directing programs for leadership development. The model provides a complete approach to leadership that promotes organizational success, cultivates healthy organizational cultures, and propels continual improvement by stressing these three dimensions. Regardless of the setting whether business, government, education, or non-profit, the 3-C Leadership Model is an invaluable resource for people and institutions looking to improve their leadership efficacy and accomplish their objectives. A key factor in promoting organizational improvement in a number of ways is effective leadership. A clear vision and direction are given to the organization by effective leaders. They set priorities, goals, and objectives, directing team and individual efforts towards a single aim. Employee commitment to organizational transformation projects is inspired by a compelling vision that creates a feeling of purpose and encourages the workforce (Al-Tameemi & Alshawhi, 2014).

Effective leadership encourages and inspires workers to provide their best effort. Trust, respect, and open communication are the hallmarks of a great work environment created by effective leaders. They encourage workers to take responsibility for their job and participate in initiatives for organizational improvement by recognizing and appreciating their contributions. Innovative and creative thinking are fostered in the organization by effective leaders. They foster a culture that encourages innovation, taking calculated risks, and lifelong learning. By giving workers, the chance to experiment with novel concepts and methods, by developing innovative products, services, and processes, leaders foster creativity and propel organizational improvement (Thuan, 2020). Proficient leaders make investments in their staff members' growth. They offer possibilities for skill development and professional progression, as well as coaching and mentoring. Leaders who enable their staff members to advance their careers foster a skilled and motivated workforce that can propel organizational growth with their knowledge, ingenuity, and commitment.

Effective leaders are skilled at promoting organizational change and adaptation in a corporate environment that is changing quickly. They foresee market trends, spot new possibilities and dangers, and take the initiative to spearhead organizational transformation projects. Leaders help the organization stay ahead of the competition and adjust to changing market conditions by promoting innovation, agility, and resilience. Strong teams with extraordinary results are created by effective leaders. They capitalize on the variety of skills and viewpoints present in the company by encouraging team members to work together, communicate, and build trust. Leaders boost team performance and effectiveness by fostering a coherent and well-aligned team culture. Successful leaders take responsibility for their actions and those of others. They monitor progress, set clear expectations, and offer performance feedback. Leaders guarantee that actions for organizational improvement are carried out efficiently and that the intended results are realized by establishing an accountability culture. In the end, long-term success and sustainable growth are mostly dependent on competent leadership. Leaders lay the groundwork for organizational excellence and competitiveness in the marketplace by offering strategic direction, motivating staff, encouraging innovation, and promoting continual development (Laureani & Antony, 2018).

2. Competence Dimension of Leadership as a Catalyst for Enhancing Organizational Capabilities

The competence pillar of the 3-C Leadership Model provides a basis for improving the capacities of organizations through the development of technical expertise, problem-solving skills, decision-making abilities, strategic vision, ongoing learning, and a dedication to excellence. Competency-driven leaders foster long-term success, innovation, and growth inside the company. Examining the essential qualities needed for successful leadership entails determining the aptitudes, know-how, and capacities that allow leaders to carry out their jobs effectively. Proficient leaders exhibit robust oral and writing communication abilities. They are able to effectively communicate concepts, actively listen to others, and modify their communication style for various target audiences. Team members' comprehension, alignment, and engagement are all enhanced by clear communication. Decisions must be made promptly and intelligently by leaders. This entails obtaining pertinent data, weighing options, assessing possible results, as well as deciding on the best plan of action. Weighing risks and advantages, applying critical thinking, and problem-solving techniques are all necessary for making effective decisions (Yusuf et al., 2022).

In order to envisage the organization's future and create plans to accomplish its objectives, leaders need to possess a strategic mentality. This entails assessing market trends, seeing opportunities and dangers, and coming up with plans to build on advantages and minimize disadvantages. Leaders that apply strategic thinking are able to foresee future developments and proactively position their organizations for success.

Social skills, empathy, self-control, and self-awareness are all included in emotional intelligence. Strong relationships can be cultivated by leaders who possess high emotional intelligence since they are able to effectively recognize and control their own emotions as well as sympathize with others. As a result, they are better equipped to handle interpersonal situations, settle disputes, and foster cooperation and trust among team members (Salman et al., 2020).

To accomplish shared objectives, leaders must be capable of managing and leading teams. To achieve this, roles and responsibilities must be clearly defined, a collaborative team culture must be fostered, and team members must be given the freedom to give their all. Encouraging and developing team members through support, constructive criticism, and acknowledgement is another aspect of effective team leadership.

Leaders must be robust and adaptive in a dynamic business environment that is changing quickly. They must possess the flexibility to adapt to unforeseen obstacles, modify plans as necessary, and welcome change as a chance for personal development. Leaders that possess adaptability are better able to manage uncertainty and guide their teams through times of change. Integrity, honesty, and ethical behaviour are qualities that leaders need to exhibit in their choices and actions. Using moral principles to guide decisions is a key component of ethical leadership, maintaining organizational principles and behaving fairly and respectfully towards others. Members of their team and stakeholders are inspired to trust and believe in leaders that uphold ethical standards (Podgórska & Pichlak, 2019).

It is the responsibility of leaders to cultivate an innovative and creative culture within the company. This entails promoting innovation, trying out various strategies, and encouraging experimentation and taking risks. Innovative leaders may stimulate ongoing development, encourage an entrepreneurial mindset, and set up their company for long-term success. These core skills are necessary for effective leadership in the complicated and fast-paced commercial world of today. These qualities enable leaders to effectively navigate problems, promote organizational performance and innovation, and inspire and empower their workforce. In order to adapt and prosper in a world that is changing all the time, leaders must constantly build and hone these competencies.

3. Empirical Review of Research Findings on the Relationship between Leader Competence and Organizational Performance.

Research findings consistently highlight the significant relationship between leader competence and organizational performance. Research indicates that competent leaders have a higher chance of generating positive feelings among their staff members. Employee engagement and job satisfaction are increased when competent leaders empower their people, give clear guidance, and encourage professional growth. Improved organizational performance indicators like productivity, retention, and profitability are a direct result of this pleasant work environment. Studies show that team effectiveness is positively impacted by a leader's ability. Stronger goal-setting, efficient resource management, and enhanced teamwork are all attributes of competent leaders. They assist teams' function at their peak by offering direction, encouragement, and feedback, which raises team cohesion, communication, and performance levels.

Competent leaders are better at determining the right course of action and resolving challenging issues. Strong analytical ability, the capacity for critical thought, and subject knowledge are characteristics of competent leaders that allow them to precisely appraise situations, weigh options, and reach wise conclusions. This competency ensures that decisions are in line with strategic goals and provide desired results, which improves organizational performance (Swanson et al., 2020).

According to research, organizational Adaptability and Agility are strongly correlated with Leader Competence. Skilled leaders are more able to anticipate change, manage ambiguity, and adapt to changing market conditions. Their cultivation of an innovative, experimental, and perpetual learning culture allows the organization to

promptly respond to novel challenges and possibilities, so augmenting its overall efficacy and competitiveness. Research indicates that organizational effectiveness and efficiency and leader competency are highly correlated. Proficient leaders enhance organizational performance by refining procedures, allocating resources effectively, and utilizing best practices and technology. Organizational success is driven by their strategic vision, planning, and execution capabilities, which maximize productivity, minimize expenses, and achieve desired results (Park et al., 2018).

The creation of a positive organizational climate and culture is facilitated by leader competence. Competent leaders promote a culture of trust, accountability, and excellence by setting an example of desired behaviour, values, and standards. Top talent is drawn to this productive workplace, which also raises employee engagement, fosters creativity and teamwork, and eventually improves organizational performance. All things considered; research repeatedly shows that one of the most important factors influencing an organization's effectiveness is its leader's ability. Organizations that invest in developing and nurturing competent leaders are better positioned to achieve their strategic goals, adapt to change, and sustain long-term success in today's competitive business landscape (Schiuma et al., 2022).

4. Character Dimension: Fostering Ethical Leadership and Organizational Culture

Exploring the character dimension of leadership involves understanding how leaders foster ethical leadership and shape organizational culture. Integrity is the foundation of ethical leadership. Leaders with strong integrity uphold moral and ethical principles, act consistently with their values, and demonstrate honesty and transparency in their actions and decisions. They set an example for others to follow, fostering a culture of trust and credibility within the organization. Leaders with strong character traits, such as integrity and honesty, set high ethical standards for themselves and others within the organization. By consistently adhering to ethical principles and values, they create a culture of integrity and trust, which serves as the foundation for organizational improvement efforts. Employees are more likely to follow suit and embrace ethical conduct in their work, leading to improved organizational integrity and reputation (Liu et al., 2023).

Ethical leaders hold themselves and others accountable for their actions and decisions. They take responsibility for their mistakes, admit when they're wrong, and learn from failures. By promoting accountability, leaders create a culture of ownership and responsibility where individuals are empowered to take initiative and contribute to organizational success (Kuenzi et al., 2020).

Ethical leaders prioritize ethical considerations in their decision-making processes. They weigh the potential impacts of their decisions on stakeholders, adhere to legal and regulatory standards, and consider the long-term consequences of their actions. By making ethical decisions, leaders build trust, integrity, and reputation for the organization, fostering a culture of ethical conduct and accountability. Ethical leaders treat others with respect and fairness, regardless of their position or background. They value diversity, inclusivity, and open-mindedness, creating an environment where everyone feels valued and respected. By promoting a culture of fairness and equality, leaders foster collaboration, creativity, and engagement among team members (Lips-Wiersma et al., 2020).

Ethical leaders demonstrate empathy and compassion towards others, understanding their perspectives, feelings, and needs. They listen actively, show empathy, and offer support and encouragement when needed. By practicing empathy, leaders build strong relationships, foster a sense of belonging, and create a supportive and caring organizational culture (Arghode et al., 2022).

Ethical leaders have the courage to stand up for what is right, even in the face of adversity or opposition. They speak up against unethical behavior, challenge the status quo, and advocate for ethical principles and values. By demonstrating moral courage, leaders inspire others to act with integrity and uphold ethical standards, even in difficult situations (Ciulla & Ciulla, 2020).

Ethical leaders are consistent and transparent in their actions and communications. They align their words with their deeds, avoid favoritism or bias, and communicate openly and honestly with their team members. By

promoting transparency, leaders build trust, credibility, and confidence among stakeholders, enabling effective collaboration and decision-making (Knights, 2022).

Ethical leaders serve as role models and mentors for others to emulate. They lead by example, demonstrating ethical behavior and values in their interactions with others. They also mentor and coach their team members, guiding them to develop their ethical leadership capabilities and contribute to a positive organizational culture (Wang et al., 2021).

Overall, the character dimension of leadership plays a critical role in fostering ethical leadership and shaping organizational culture. Leaders who exemplify integrity, accountability, respect, empathy, courage, consistency, transparency, and ethical decision-making create an environment where individuals thrive, and the organization achieves sustainable success.

5. Impact of Leader Character on Organizational Culture and Performance

Research on the impact of leader character on organizational culture and performance consistently demonstrates that leaders' character traits significantly influence employee attitudes, behaviors, and organizational outcomes. Here's an overview of the key findings:

Leaders with strong character traits such as integrity, honesty, and transparency inspire trust and confidence among employees. Research indicates that when employees perceive their leaders as trustworthy and ethical, they are more likely to have positive attitudes towards the organization, feel more engaged in their work, and demonstrate greater commitment to organizational goals (Zarghamifard & Danaeefard, 2020).

Leader character shapes the organizational culture by setting the tone for acceptable behaviors and norms. Studies have shown that leaders who demonstrate ethical behavior and values create a culture of integrity, respect, and accountability within the organization. Conversely, leaders who lack integrity or exhibit unethical behavior can erode trust, foster a toxic work environment, and undermine organizational culture (Roszkowska & Melé, 2021).

Leader character influences employee engagement and satisfaction levels. Research suggests that employees are more satisfied and engaged when they perceive their leaders as fair, supportive, and ethical. Leaders who demonstrate empathy, compassion, and fairness foster a positive work environment where employees feel valued, respected, and motivated to contribute their best efforts (Wirawan et al., 2020).

Leader character is positively associated with employees' willingness to engage in organizational citizenship behaviors (OCB), such as helping coworkers, volunteering for additional tasks, and going above and beyond their job duties. Studies have found that employees are more likely to exhibit OCBs when they perceive their leaders as ethical, supportive, and appreciative of their contributions (Al Ahad & Khan, 2020).

Leader character can impact employee turnover and retention rates. Research indicates that employees are more likely to stay with an organization when they have positive relationships with their leaders and trust their character. Leaders who demonstrate integrity, authenticity, and fairness are better able to retain top talent and reduce turnover, contributing to organizational stability and success (Yasin, 2021). Leader character has a direct impact on organizational performance outcomes. Studies have found that organizations led by leaders with strong character traits tend to perform better in terms of financial performance, customer satisfaction, innovation, and overall effectiveness. Ethical leadership creates a positive organizational climate where employees are motivated, engaged, and aligned with organizational goals, leading to improved performance outcomes (Swanson et al., 2020). Research consistently demonstrates that leader character has a significant impact on organizational culture and performance. Leaders who exhibit integrity, honesty, empathy, and fairness foster a positive work environment, inspire employee commitment, and drive organizational success. Investing in leadership development programs that cultivate and reinforce positive character traits is essential for building a strong organizational culture and achieving sustainable performance outcomes.

6. Adapting Leadership to Organizational Context

Uy et al. (2023), opines that any leader who desires to successfully negotiate the complexity of organizational dynamics must comprehend the role that context plays in leadership effectiveness. The term "context" describes

the different internal and external elements that affect a scenario or setting in which leadership is practiced. These variables may include the culture of the company, market conditions, industry trends, team dynamics, and even social standards. Adaptability is necessary for contextual intelligence. A leadership approach that is successful in one setting could be ineffectual or even harmful in another. Capable of evaluating and comprehending the subtleties of many circumstances, effective leaders may modify their strategy accordingly. A directive leadership style, for example, could be appropriate in an emergency where prompt judgements are required, whereas in a creative team, a more collaborative approach might be more successful in encouraging invention (Sergeeva & Kortantamer, 2021). Understanding the unique opportunities, limits, and challenges present in a particular setting is referred to as contextual awareness. This kind of awareness enables leaders to foresee certain roadblocks and take proactive measures to overcome them. Context-aware leaders are also better able to take advantage of opportunities, whether they are related to breaking into new markets, bringing about organizational reforms, or encouraging teamwork. Making wise decisions that support the aims and objectives of the organization is essential to effective leadership. Leaders can assess possibilities and make strategic decisions by using the crucial information that context offers. Leaders can better predict the possible effects of their decisions and manage risks by taking the larger context into account. When creating a new product strategy (Höddinghaus et al., 2021), for instance, a leader needs to take consumer preferences, market trends, and competition dynamics into account. According to McCartney (2022), context has a big impact on interpersonal interactions within an organization. It is imperative for leaders to comprehend the power dynamics, communication styles, and cultural norms that influence team member relationships. Leaders create an atmosphere that is encouraging and inclusive in order to develop trust, promote teamwork, and strengthen cohesiveness. Forging alliances with important stakeholders, both internally and outside, is made possible by leaders who have a thorough understanding of the larger organizational context. This is crucial for promoting organizational success. Change is an inherent part of the dynamic corporate world of today. Skillfully managing change and leading their teams through transitional times are essential qualities for effective leaders. Leaders may evaluate their organization's preparation for change, spot any roadblocks, and devise countermeasures when they have a contextual understanding. When introducing new technology, reorganizing teams, or venturing into uncharted areas, executives need to take into account the distinct circumstances surrounding change to guarantee favorable results. Making ethical decisions also involves a great deal of contextual consideration. Leaders have to take into account not only the moral standards and values that govern their company, but also the larger social environment in which they function. In certain cultural contexts, behavior that is deemed acceptable could be viewed as unethical in another. Leaders are able to make ethically and legally sound decisions that are also socially and culturally responsible when they consider the cultural, legal, and legal norms.

Situational and Adaptive Leadership Approaches

Understanding effective leadership behaviors in a variety of circumstances has been made easier by situational leadership and adaptive leadership techniques. Both strategies acknowledge how crucial it is to modify a leader's approach to fit the particular demands of a given circumstance. According to Paul Hersey and Ken Blanchard's situational leadership theory, which dates back to the late 1960s, effective leaders modify their approach to leadership in response to the followers' degree of maturity or preparation. According to the model, leaders should adapt their style of leadership based on the skill and dedication of their team members, rather than focusing on a single "best" style. The goal of situational leadership research has been to confirm the model's efficacy in many organizational contexts and industries (Mulyana et al., 2022). Research has looked at how leaders can effectively adjust their leadership style to the developmental stage of their followers, how to appropriately assess followers' readiness, and how this affects team performance and satisfaction.

Important Conclusions from Situational Leadership Studies

Skilled leaders exhibit adaptability in their methods, modifying their actions to suit the evolving requirements of their group members. Studies have indicated that leaders that demonstrate adaptability in their leadership approaches typically have more productive teams and happier followers (Schulze & Pinkow, 2020).

To support team members as they advance along the preparedness continuum, situational leadership highlights the significance of offering suitable training and development opportunities. Studies have looked at how well different developmental treatments work and how they affect the competence and commitment of followers. Although situational leadership offers a helpful framework for analyzing the efficacy of leadership, scholars have also stressed the significance of taking organizational culture, industry dynamics, and team composition into account. A deep awareness of the unique context in which leadership takes place is essential for effective leadership.

Adaptive Leadership:

Ronald Heifetz and associates developed the concept of adaptive leadership, which emphasizes a leader's capacity to manage difficult situations and promote adaptable change inside their organizations. Identifying the root causes of issues, energizing stakeholders, and promoting group learning and adaptation are all abilities of adaptive leaders.

According to Dunn (2020), adaptive leaders are adept at identifying the underlying reasons of organizational difficulties and rephrasing them to stimulate creative solutions. Studies have looked at the mental processes that go into adaptive leadership and how leaders might get better at diagnosing problems. Adaptive leaders' priorities the organization's and its stakeholders' long-term interests, operating from a solid ethical base. Scholarly investigations have explored the ethical aspects of adaptive leadership, encompassing the significance of openness, honesty, and responsibility.

During periods of uncertainty and transition, adaptive leadership is especially important. Research has studied how adaptive leaders may effectively handle resistance to change, foster resilience within teams, and encourage a culture of learning and experimentation. Adaptive leadership frequently incorporates distributed leadership techniques, in which several people within an organization share leadership duties. The dynamics of distributed leadership and how they affect organizational creativity and agility have been studied.

Exploration of How Competence, Character, and Context Dimensions Interact to Drive Organizational Improvement

The process of improving an organization is complex and encompasses a number of elements, such as competency, character, and context. The abilities, know-how, and capacities of persons inside the organization are referred to as competence. Character refers to the principles, morals, and honesty exhibited by individuals within an organization. The internal and external environments in which an organization functions, including elements like culture, technology, and market dynamics, are referred to as the context. The goal of this investigation is to examine how these factors interact to promote organizational development.

Excellence and moral behaviour are encouraged in organizations that place a high value on competence and character alignment. Well-versed individuals use their knowledge to foster creativity and improve organizational effectiveness, whereas morally upright people uphold moral principles and encourage honesty and integrity among colleagues.

When competence and character are in balance, organizational objectives are pursued with skill and moral responsibility, which promotes long-term growth.

The environment of the organization has a big impact on how people develop and use their competence and character. Contextual elements like organizational culture, reward structures, and leadership style affect the kind of skills that are valued and the moral standards that are maintained within the company. While a competitive and results-driven culture may place more value on particular technical abilities than ethical considerations, a supportive and inclusive organizational culture may promote the development of different talents and a strong sense of character.

The organizational setting is shaped in part by the members' character and level of ability. Proficient personnel foster creativity, flexibility, and enhanced output in the company, impacting its competitive standing and ability to react to shifts in the market.

In a similar vein, virtuous workers foster a supportive workplace culture, moral decision-making procedures, and stakeholder trust, all of which influence the culture and reputation of the company.

Improvements in organizations arise from the dynamic interplay of context, competence, and character. Employees with competence and moral integrity use their abilities and principles to solve challenging problems, spur creativity, and produce excellent work. Individuals can effectively apply their expertise and character within the organizational framework, which also helps to shape and be shaped by their activities. Maintenance of organizational improvement over time requires constant learning, adaptation, and alignment of competence and character with changing environmental dynamics. Enhancing organizational performance requires a strong understanding of the interaction between competence, character, and context. Organizations may leverage the combined skills and moral dedication of their workforce to attain long-term prosperity by cultivating a culture that prioritizes both excellence and integrity. Building resilient and adaptable organizations in a business environment that is always changing requires an understanding of and commitment to the synergistic interaction between these characteristics.

7. Discussion on How Leaders Balance and Integrate These Dimensions in Strategic Decision-Making

Effective leadership and organizational development depend on the strategic decision-making process's integration and balance of the competence, character, and context components. The abilities, know-how, and proficiency that leaders need in order to make wise choices are referred to as competence. Strong leaders are able to decipher difficult situations, spot opportunities, and create winning plans of action. They are aware of market dynamics, organizational capacities, and industry trends.

Competence in strategic decision-making entails utilizing data, carrying out in-depth analyses, and putting pertinent frameworks to use in order to evaluate possibilities and dangers. Before making a choice, capable leaders carefully consider all available options, consult subject matter experts, and acquire information from a variety of sources (Swanson et al., 2020).

Character is made up of the moral standards, integrity, and values that direct the decisions and behaviour of leaders. Strong-character leaders exhibit integrity, responsibility, and a dedication to moral behaviour. They put the organization's and its stakeholders' long-term interests ahead of their own personal gain. Character is important for making strategic decisions since it helps to make sure that choices are in line with the organization's ethical standards and ideals. Leaders have to think about how their choices might affect their team members, clients, investors, and the community at large. Maintaining honesty and openness builds credibility and trust, both of which are necessary for an organization to succeed (Abelha et al., 2018).

The term "context" describes the internal and external elements that affect how decisions are made. These elements include stakeholder expectations, market conditions, organizational culture, and industry dynamics. For leaders to make wise strategic choices, they must comprehend the environment in which their company functions. They must modify their strategy in light of evolving trends and shifting conditions (Oc, 2018). Effective leaders are aware of how context affects choices and modify their strategy accordingly. They take into account the special qualities and competencies of their organization while also remaining flexible and sensitive to developments in the outside world. Leaders set an example of honesty, openness, and responsibility that encourages others to make moral decisions. They provide staff members the confidence to voice moral questions and offer avenues for candid criticism and dialogue. Since competence is a dynamic concept, leaders make ongoing investments in learning and growth. To promote organizational improvement, they support experimentation, creativity, and learning from both triumphs and failures (Hallinger, 2018).

Leaders evaluate opportunities and risks accurately by taking the context into account when making strategic decisions. To predict upcoming obstacles and possibilities, they examine market trends, the competitive landscape, the regulatory environment, and technological improvements. Leaders may match strategies with the organization's resources and skills by having a thorough understanding of the dynamics and culture of the organization. When making strategic decisions, effective leaders integrate and balance the characteristics of ability, competence, character, and context. Leaders should use their ability to evaluate options and analyze data

while maintaining integrity and moral standards while making sure that choices are supported by solid research and consistent with the organization's values and long-term objectives (Daniels et al., 2019).

Proficient leaders strike a balance between incorporating competence, character, and context aspects into strategic decision-making. They achieve this by matching their knowledge and abilities with moral standards, adjusting to internal and external environments, encouraging moral behaviour within the organization, and placing a strong emphasis on lifelong learning and development. By navigating these dynamics effectively, leaders can drive organizational success and create value for stakeholders.

8. Conclusion

In conclusion, strong leadership is essential to advancing organizational development in all facets of the company. Through the establishment of a captivating vision, employee empowerment, innovation promotion, and a culture of ongoing enhancement, leaders assume a pivotal function in molding the future prosperity and longevity of the enterprise. With its focus on Competence, Character, and Context, the 3-C Leadership Model is a potent catalyst for accelerating strategic organizational improvement over time. It offers a thorough framework that harmonizes leadership practices with organizational objectives, encourages creativity and adaptability, and equips leaders to effectively navigate challenging situations while inspiring and encouraging their teams to achieve sustained excellence. In summary, navigating the intricacies of today's corporate world requires an awareness of the role that context plays in leadership performance. Leaders can use contextual insights to drive organizational performance and have a positive effect in their particular areas by being adaptable, attentive, strategic, relationship-oriented, skilled at managing change, and ethically grounded. Adaptive and situational leadership techniques have advanced our knowledge of the behaviors that make for effective leadership in intricate and changing settings. Leaders can improve their efficacy and generate favorable results in their organizations by acknowledging the significance of adaptability, background, problem-solving, and moral issues.

9. Recommendation

Leadership is more than just accomplishing goals in the quest of organizational excellence; it's also about living up to principles, encouraging development, and cultivating an integrity-based culture. It's essential to adopt a leadership strategy that incorporates Competence, Character, and Context the three cornerstones of the 3-C Leadership Model as we negotiate the complexity of today's world. Beyond technical proficiency, effective leadership necessitates a thorough comprehension of market trends, a clear strategic vision, and the capacity to confidently overcome obstacles. We build credibility and confidence with our teams, stakeholders, and clients by putting expertise first. Let's make a commitment to lifelong learning, developing our skills, and staying on the cutting edge of our respective industries.

At its foundation, great leadership is integrity. Strong-character leaders act with integrity, openness, and moral judgement in all of their dealings. Our organizations gain respect, trust, and loyalty when we promote an integrity-driven culture. Leaders' ought to provide a good example, preserve their moral principles, and hold each other to the highest standards of moral behavior.

There isn't a single formula for effective leadership; instead, it needs flexibility, empathy, and a deep understanding of the organizational environment. Through a thorough comprehension of the distinct requirements, obstacles, and prospects present in our establishments, we may customize our leadership methodology to effect significant transformation and promote enduring expansion. Let's actively listen to each other, ask for input, and use the context we understand to make decisions that will help our teams and stakeholders.

Competence, morality, and contextual awareness are qualities that leaders should exhibit in their decision-making and leadership styles. To enable teams to flourish, create chances for skill development, mentoring, and growth. Respect moral principles, encourage openness, and recognize integrity as a vital component of a successful business. Acknowledge and make use of the various viewpoints and skills that exist within your company to promote diversity and stimulate innovation. Evaluate the organizational environment on a regular basis, plan for change, and modify your leadership style to fit changing demands and obstacles.

This is a call to action depicting that the time has come to adopt the 3-C Leadership Model and manage your company with competence, empathy, and integrity. Organizations that use the 3-C Leadership Model are not just improving their internal operations but also fostering a culture of quality, integrity, and resilience.

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