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## AGILE LEADERSHIP AND COMPETITIVENESS OF TELECOMMUNICATION FIRMS, RIVERS STATE

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### Abstract

*The purpose of this study was to investigate the relationship between agile leadership and the competitiveness of telecommunication enterprises in Rivers State, Nigeria. The survey was designed in a cross-sectional manner. The study's population consists of 150 supervisors and managers from Rivers telecommunications organisations. The research is a census. A systematic questionnaire was used to obtain data from respondents. The retrieved data was analysed statistically using the Spearman rank order correlation coefficient tool. The findings demonstrated a substantial positive association between agile leadership and telecommunication firm competitiveness in Rivers State, Nigeria. The components of agile leadership (situational awareness and human interactions) are related to competitiveness measurements (difference and responsiveness). The study revealed that agile leadership is associated to competitiveness in Rivers State telecommunications enterprises. As a result, the study recommended, among other things, that management should have agile leadership traits in order to facilitate effective competitiveness and maintain a sustainable position, establish a human relationship that will create differentiation and efficient responsiveness, and have the aptitude for and willingness to accommodate change and combat with changes in the business environment.*

**Keywords:** Agile Leadership, Situational Awareness, Human Relations, Competitiveness, Differentiation, Responsiveness.

## 1.0 Introduction

During and after the COVID-19 epidemic, the business environment became more volatile, complex, ambiguous, and uncertain. So, in order to be competitive, telecommunications companies need CEOs who can think on their feet. Overwhelming competition is a phenomenon that all businesses, regardless of size, type, or location, must encounter. A company's competitiveness is defined as its capacity to sustainably outperform its rivals in terms of market leadership, market share, and long-term profitability within a specific industry (Klaus et al., 2014). According to Siudek and Zawajska (2014), a company is considered competitive if it successfully and efficiently markets its products or services to clients at reasonable pricing. When a company can successfully compete in its industry, it increases its chances of success, both financially and in terms of market share.

According to Maune (2014), a company's competitiveness determines whether or not it will thrive in today's uncertain business climate. Because in a global market economy where services, skills, people, and ideas freely circulate across geographical borders, the economic power of a corporation such as the telecommunication firm is best described in relation to its competitors. It's also worth noting that (a) the county level, (b) the industry level, and (c) the firm level are all valid vantage points from which to assess a company's competitiveness (Maune, 2014). Thus, a company's competitiveness is a reflection of the methods used to assess the significance and effectiveness of fundamental business activities like human resource management, strategic management, operations management, and technology management. Because each of these factors improves a company's capacity to compete successfully. According to DC (2001), a company's competitiveness is determined by the processes and combination of its assets (whether they be natural resources or infrastructure). The processes are transforming the assets so that they can be sold to customers for monetary advantage.

Further, competitiveness from the perspective of competitive advantage is considered as the ability of a firm to proactively identify market trends in advance of competitors and to alter supply focus in accordance with this expectation (Siudek & Zawajska, 2014). As a result of anticipating and adapting to market changes, a competitive company maintains a commanding lead over its rivals. As such, competitiveness of firm is understood to be a state that depicts the sustainable position of a firm to face the forces of competition in a specific business sector, in order to overcome competitors in terms of long-term profitability and market shares (Klaus et al., 2014). A competitive corporation provides higher value to customers than its rivals, as pointed out by Kother (2008). This depicts a scenario where a company can achieve something that rival companies can't while also possessing an asset that would be highly sought after by those rivals (Prasongko & Adianto, 2019). In addition, David (2006) argued that a firm's ability to adapt to the trends and changes in the external environment continuously through the process of increasing the firm's ability, competence, agility, and internal resources is essential for the firm to remain competitive and achieve an ideal sustainable competitive advantage over its competitors. Drivers of competitiveness of firms in the telecommunications industry may have the appropriate classification features, which are typically based on factors like talented management, proper innovation, a high level of training and qualification of personnel, agile leadership at the organisational level, etc. (Ilchenko, gryshchenko, & gryshchenko, 2021).

In keeping with the preceding claim, it is important to emphasise that the managers and supervisors within an organisation are the primary "drivers" responsible for positioning the business to adapt to the ever-evolving business climate. In order for the company to remain competitive despite overwhelming odds. Managers need adaptive leadership skills to keep

their companies competitive, claim Akkaya et al. (2022). They also suggested that managers of highly agile firms use tactics like collaborative decision making and issue solving, clear and frequent internal and external communication, and a willingness to adapt to an ever-changing business climate to boost their companies' competitiveness. When a company has agile leadership, it can quickly respond to new possibilities and threats while also undergoing rapid cycles of learning and improvement (Breakspear, 2017). According to the research of Al-Haussani, et al. (2018), leadership is a key factor in achieving success in today's highly competitive business climate. Agile leadership is regarded as one of the most effective leadership styles for increasing a company's competitiveness due of its adaptability, competency outcomes, and change-oriented attitude (Akkaya, et al. 2022). According to Hayward (2021), an agile leader is one whose leadership style allows his or her organisation to flourish in the face of change and uncertainty. The value of nimble leadership in the workplace, which boosts a company's ability to compete, cannot be overstated.

Scholars have made a number of initiatives to boost competitiveness in the infirm over the years. Maune (2014) looked into the effect that competitive intelligence has on a company's ability to compete. Aline, Dalila, and Daniel (2018) conducted research to clarify the relationship between firm-level competitiveness and productivity. The competitive benefits of water transport in the context of Ukraine's digital transition are studied by Ilchenko, Gryshchenko, and Gryshchenko (2021). However, not enough research has been done to draw clear conclusions about the relationship between agile leadership and the competitiveness of Rivers State's telecommunications companies. This research was motivated by the need to fill this information gap.

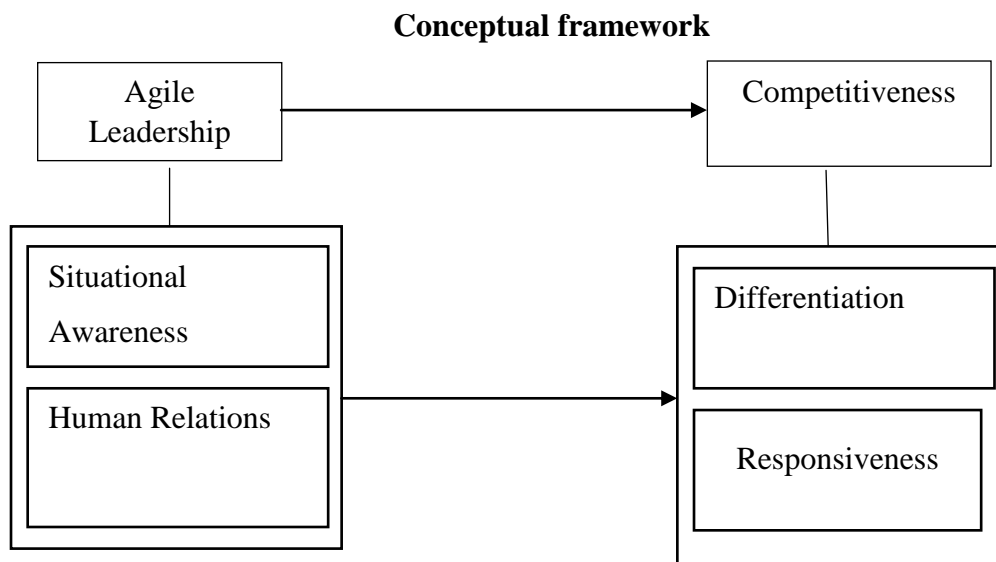
### **Statement of the problem**

There has been a lot of upheaval in the telecommunications industry recently, and it has hurt their ability to compete. Changes in the nature and patterns of economic activities have been profound and rapid in the early 21st century, as evidenced by the increased diversity and velocity of these activities. Telecommunications companies now play a crucial role in the economies of most modern nations. Competition from abroad is fiercer than ever, there is more unpredictability in the market, and consumers want a wider range of goods and services than ever before. Telecommunications companies have emerged as a prominent player in the economies of many nations, as reported by Karimi et al. (2013). One of the primary justifications for paying consideration to the competitiveness index is that, in today's complex and transforming circumstance, one of the primary worries of telecommunication firms is the improvements of the rivalry power and, thus, the increase of prosperity and welfare level in the country (Farahi et al., 2009).

Firm identification of the factors affecting competitiveness, analysis of the current situation, identification of strengths and weaknesses all contribute to a company's ability to increase its level of competitiveness and prosperity in the country in which it operates (Alavi, 2011). This is especially true for telecommunications companies. As a result, it makes a large economic impact in the countries in which it works, as it has been found that telecommunications companies account for a disproportionate share of economic activity in most nations. Therefore, managers with different strategies should always consider how to properly position their organisations to increase their competitiveness and achieve the competitive strength in the business world's competitive markets (Salarzahi & Dezhkan, 2012). As a result, the purpose of this research is to investigate the connection between agile leadership and the competitiveness of Rivers State's telecommunications companies.

## 2.0 Review of Related Literature

The theory of competence is the basis for this work's foundation. Using "industrial foresight" (Hamel & Prahalad, 1994) to "creatively destroy" (Hamel & Prahalad, 1994) preexisting market circumstances is the major strategic goal of competence base theory. In addition, chances in the market can be found and suitable risks can be taken with the help of competence-based cognition. Competency-based strategic management is one theory that can help businesses sustain high performance over the long term. Competency-based strategic management is a theory that provides an organisational framework for developing a competitive edge that can be maintained over time. The integrated framework of the theory is dynamic, systemic, cognitive, and holistic, covering concerns in economics, organisation, and behaviour. According to Sanchez and Heene (2004), competence is defined by this theory as the ability to initiate and manage change within an organisation, as well as the capacity to maintain coordinated resource deployment in ways that aid an organisation to accomplish its primary goals (creating and distributing value to customers and stakeholders). Organisational core competencies are included in the umbrella term of competency administration.



**Figure 1:** A conceptual framework showing the link between agile leadership and competitiveness.

**Source:** Adapted from Yalem and Ozgenel (2021); Ngobe (2020)

### Agile Leadership

Joiner and Joseph (2007) define agile leadership as the ability to successfully manage an organisation through transformation and intricacy. Different researchers have different definitions of what it means to be an agile leader. For some, it's a willingness to adjust to and adapt to new situations as they arise (Huang, 1999; Yusuf et al., 1999). According to Kouzes and Posner (1999), an agile leader is one who can anticipate the organization's internal and external demands and then help the organisation adapt to those needs and new technologies. According to Livorsi (2016), Rigby et al. (2016), and Mulder (2018), agile leaders provide a safe space where team members can try new things, take chances, and make mistakes without fear of repercussions. Agile leaders are nimble, take charge of their teams with less red tape

and concern (Islam, 2007). Livorsi (2016) and Brosseau et al. (2019) further describe agile leaders as having a mindset that fosters development and incorporates essential business practises. Competent and adaptable individuals who can keep their cool in the face of unpredictability and modifications, agile leaders also place a high importance on learning from both successful and unsuccessful experiences. Excellent leaders are nimble and responsive, seizing opportunities as they come. They encourage others to be adaptable and to see opportunities where others may not. Thus, these societies learn to embrace change rapidly and adapt easily to new circumstances (Bennett and Lemoine, 2014; Aghina et al., 2018; Livorsi, 2016; Zitkiene and Deksnys, 2018; Bazigos et al., 2019; Zaucha, 2019; Brosseau et al., 2019; Moreno, 2017; Skousen, 2020; Cottmeyer, 2020).

### **Situational Awareness**

Situational awareness, as defined by Bedny and Meister (1999), is the process of proactively engaging in and processing information about one's immediate environment. It allows for a condition-specific perspective that takes into account not just the future, the present, and the past, but also the traits that the condition is expected to exhibit in the future. Humans are able to construct mental models of external acts through a process of dynamic reflection that includes logical-conceptual, imaginative, aware, and instinctual elements. According to Smith and Hancock (1995), the agent-environment structure provides the ephemeral expertise and behaviour necessary to meet the objectives specified by an arbiter of overall performance in the environment, and situational awareness is the constant in this structure. Therefore, according to Endsley (1995), situational awareness requires knowing the essential elements of the environment (level 1 situational awareness), knowing what those components mean, particularly when together in relation to the objectives of the organisation (level 2), and, at the highest stage, a perception of what will transpire within the foundation in the future (level 3 contextual awareness). With this enhanced awareness, managers and leaders can get things done more swiftly and efficiently. Situational awareness is a key ingredient in agile leadership. It's defined as knowing what needs to be done and getting it done quickly and efficiently, taking into account the character of the company and its people (Gedik, 2020). Analysis of the environment, anticipation of tasks, prompt decision-making, and the creation of unique and strategic applications are all necessary for situational awareness (zgenel & Yazici, 2020).

### **Human Relations**

Organisational management has a responsibility to improve employee performance, and one of its responsibilities is human relations. Relationships and clear channels of communication are crucial for fostering cooperation among workers. This will help managers lead their teams with a strong sense of organisational responsibility and the ability to swiftly settle any interpersonal problems, all of which will speed up the attainment of corporate goals. Human interactions play a role in enhancing performance (Angreini et al., 2016; Moh et al., 2016). Human relations programmes that are integrated into organisational policy are more likely to inspire workers and boost output. A range of formal and friendly connections between managers and workers as well as amongst personnel with coworkers is necessary to develop an intimate and harmonic collaborative culture and work atmosphere (Siagian, 2004) that will allow for the successful completion of goals. In order for an organisation to function in a way that is in line with its stated aims, human relations implementation is vital since it may solve challenges in work settings that are connected to human factors. The elimination of misunderstandings and the promotion of a positive work environment are two additional benefits that have been linked to increased productivity among employees (Anonymous,

2016). Positive relationships with employees and other stakeholders in the company are fostered by leaders who make an effort to understand their feelings and point of view (Deniz, 2020; zdemir, 2018). As a leader, you should be fair and compassionate, take pauses when you need them, involve other stakeholders in decision-making, and be patient with those who have different opinions than you (zgenel & Yazc, 2020).

### **Competitiveness**

The concept of "competitiveness" lacks clarity, consistency, and acceptance as a phrase. From an economic standpoint, competitiveness is seen as a way to acquire an advantage over competitors in a given market, as stated by Benes (2006). Similarly, Pitra (2001) links competitiveness with an attribute that helps a business thrive in a cutthroat market. According to Chajdiak et al. (2011), competitiveness entails keeping pace with the competition while producing results that are on par with, or even better than, their own. According to the author, one must make more money and maintain a more dominant market position in order to be competitive. According to Hudáková (2009), a company's competitiveness may be measured by its ability to maintain a strong presence on both the domestic and foreign markets, as well as generate profits and expand its market share. However, according to the Department of Trade and Industry (DTI, 1998). Business competitiveness is the ability to produce the right goods and services at the right time and price. It requires going above and beyond what rival companies do to satisfy customers' demands. According to Chikan (2008), a firm's competitiveness lies in its ability to fulfil the needs of its customers while still turning a profit. This can be achieved by differentiating your company from the competition by offering superior products and services to your clientele. That can only happen if the company can anticipate and adapt to shifts in the marketplace and provide solutions that competitors can't.

### **Differentiation**

Differentiation is a key strategy for companies to use in today's market (Allens & Helms, 2006). According to Koskela (2000), one way a business can set itself apart from the competition is by excelling in a particular area that is highly valued by customers. Differentiation, as defined by Murphy (2011), occurs when a company makes an effort to render its service or item more appealing for clients than its competitors', which may result in a higher price. Making one's offerings or goods stand apart from the crowd is what we mean when we talk about differentiating them from the competition. Design, brand image, technology, features, customer service, and a strong dealer network are all great ways to set yourself apart from the competition. Differentiation criteria can be broken down into three classes (Allens & Helms, 2006). To begin, a company can set itself apart from the competition through features, complexity, launch timing, or even physical location in relation to the product (or service) in question. Second, a company could prioritise its connections to its customers, whether through individualised service, targeted advertising, or widespread name recognition. Finally, differentiation can be implemented by emphasising the interconnectedness of a company's internal activities, the interconnectedness of the company with other enterprises, the interconnectedness of the product mix, distribution routes, and service supporting. Differentiation, then, is developing a product or service that stands out in the eyes of the target audience. The term "differentiation strategy" was coined by Porter (2008) to describe a business's efforts to stand out from the competition. The goal of any successful differentiation strategy is to provide a company a clear performance edge over its competitors.

## **Responsiveness**

Companies' responsiveness, defined as their capacity to meet customers' needs while also meeting their deadlines for delivering those needs, is a key factor in exceeding consumers' expectations (Kumar & Charles, 2010). Organisational responsiveness and internal information utilisation are associated, as shown by Kohli and Jaworski (1990), who use a market information process approach. These include both response architecture (the formulation of plans based on marketing data) and response execution (the actual implementation of those plans). Many concrete examples of organisational reactivity have been identified by Kohli and Jaworski (1990). These include the selection of target markets, the creation and delivery of products and services that meet customers' current and anticipated needs, and the execution of activities such as production, distribution, and advertising in a way that elicits favourable reactions from customers. To be proactive means to be ready and willing to give solutions to clients quickly, with the goal of meeting or exceeding their expectations through the use of market intelligence. On time deliveries generate a good impression with clients, which increases the likelihood that they will continue doing business with the company. Client demands responsiveness is a crucial competitive component in today's global and unstable marketplace (Danese, Romano, & Formentini, 2013), characterised by an increase in product variety, a dynamic in customer preferences and tastes, shorter lengths of the lifespan of products, and more severe rivalry.

## **Empirical Review**

Agile Management and Reported Professional Achievement: The Mediating Factor of Job Integration is a topic explored by Akkaya et al. (2022). The study used a descriptive research strategy and a survey for data collection. The information was gathered from Turkish healthcare workers across three different sizes. The hypotheses were evaluated using structural equation modelling (SEM). SPSS and AMOS were used to analyse the data. Agile leadership traits were found to increase professional performance. Furthermore, job embeddedness mediates the connection between agile leadership and professional achievement. Agile managers increased their chances of professional advancement through methods including collaborative decision making, creative issue solving, clear and persuasive communication with colleagues and customers, and flexible response to change.

The impact of agile leadership on educators' growth and productivity was investigated by Yalçın and Zengin (2021). Data were acquired from 575 educators using the relational survey approach. The information was analysed by means of the t-test, analysis of variance, correlation, and regression. The results showed that educators' impressions of principals' "agile leadership characteristics" strongly predicted and favourably influenced educators' perspectives on continuing education and their work. Furthermore, it was found that educators' perspectives on professional growth were highly predictive and positively impacted their results.

A field research of administrative leaders at University of Samarra's colleges by Shamani and Abbas (2020) looked at the impact of agile leadership on stress levels in the workplace. Fifty participants were selected to reflect the study population at large, and the descriptive and analytical method was used to analyse their responses. The hypotheses were evaluated using Cronbach's alpha. The most notable findings represented an extremely strong connection at the larger scale between flexible management and work stresses in the different areas addressed by the study. This was demonstrated with an established sense of trust within higher authorities and employed folks by focusing consideration to their viewpoints, incorporating them, and engaging in difficult tasks. Agile leadership was found to have a

significant impact on achieving work-life balance and reducing stress for employees, notwithstanding the existence of challenging circumstances.

### 3.0 Methodology

To accomplish its aims, this study used a cross-sectional survey methodology. The population of this study consists of 150 management staff members (managers and Supervisors) from various telecommunications companies. The research was a census. In order to collect the necessary data from the study's sample elements, a structured questionnaire was used. Agile leadership was the independent variable, whereas situational awareness and interpersonal skills were the operational variables. Differentiation and Responsiveness were used to evaluate the dependent variable (Competitiveness). There were 6 elements used to evaluate each concept. The validity of the variable was tested using the Cronbach alpha. Questions on the survey were graded from 1 (strongly disagree) to 4 (strongly agree) on a 4-point Likert scale. The previously stated hypotheses were analysed using the statistical instrument of the Spearman Rank Order Correlation Coefficient. The bivariate hypotheses were analysed with the help of SPSS 25.0.

### 4.0 Result

The managers and supervisors at 150 different telecommunications companies were given questionnaires, but only 140 of them were filled out in full and usable for the study. The significance level of the hypothesis test was set at 0.05 with a 95% confidence range. Acceptance of the null hypothesis occurs at a p value that exceeds 0.05, while rejection of the null occurs at a p value of 0.05 or lower.

**Table 1: Situational Awareness and Measures of Competitiveness**

		Correlations			
		Situational Awareness	Differentiation	Responsiveness	
Spearman's rho	Situational Awareness	Correlation Coefficient	1.000	.825**	.785**
		Sig. (2-tailed)	.	.000	.000
		N	140	140	140
	Differentiation	Correlation Coefficient	.825**	1.000	.724**
		Sig. (2-tailed)	.000	.	.000
		N	140	140	140
	Responsiveness	Correlation Coefficient	.785**	.724**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	140	140	140

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output, 2023

**Hypothesis one:** There is no significant relationship between situational awareness and differentiation of telecommunication firms in Rivers State.

According to Table 1, situational awareness is positively related to differentiation ( $p = .000$ ,  $\rho = 0.825$ ). This suggests that there is a substantial correlation between the two concepts. This suggested that a rise in situational consciousness would also result in a rise in discrimination. We reject the null hypothesis and reaffirm the significance of the link



between situational awareness and telecommunications company differentiation in Rivers State based on the p 0.05 decision criteria.

**Hypothesis two:** There is no significant relationship between situational awareness and responsiveness of telecommunication firms in Rivers State.

Table 1 also reveals a highly significant correlation between situational awareness and speed of reaction ( $r = 0.785$ ,  $p .000$ ). Increases in both situational awareness and responsiveness tend to go hand in together because of the positive correlation between the two. We therefore reject the null hypothesis, reiterating that there is a substantial correlation between situational awareness and responsiveness of telecommunication providers in Rivers State, using the  $p < 0.05$  threshold for rejecting the null.

**Table 2: Human Relations and Measures of Competitiveness**

		Correlations			
		Human Relations	Differentiation	Responsiveness	
Spearman's rho	Human Relations	Correlation Coefficient	1.000	.835**	.815**
		Sig. (2-tailed)	.	.000	.000
		N	140	140	140
	Differentiation	Correlation Coefficient	.835**	1.000	.795**
		Sig. (2-tailed)	.000	.	.000
		N	140	140	140
	Responsiveness	Correlation Coefficient	.815**	.795**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	140	140	140

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output, 2023

**Hypothesis three:** There is no significant relationship between human relations and differentiation of telecommunication firms in Rivers State.

Table 2's results show a positive and statistically significant correlation between human relations and differentiation ( $r = 0.835$ ), suggesting that these two concepts are intertwined. More interactions between people creates more distinctions between individuals. We conclude that there is a substantial association between human relations and differentiation of telecommunication enterprises in Rivers State based on the decision rule of  $p < 0.05$  for null rejection.

**Hypothesis four:** There is no significant relationship between human relations and responsiveness of telecommunication firms in Rivers State.

Human interactions and responsiveness are linked in a substantial way ( $p = .000$ ,  $\rho = 0.815$ ) as seen in table 2. Due to the positive correlation between situational awareness and responsiveness, improving one's interpersonal connections should result in an uptick in the latter quality. We reject the null hypothesis and reaffirm the existence of a substantial connection between human relations and responsiveness of telecommunication enterprises in Rivers State based on the decision criteria of  $p < 0.05$  for null rejection.

## 5.0 Discussion of Findings

Based on the above findings, the study realized

### **Situational Awareness and Differentiation**

Results on situational cognition and differentiation reveal a correlation of 0.825 at  $p = 0.0001$  and a regression coefficient of 0.681. This indicates that the two variables are positively and significantly related to one another. With a 0.681 coefficient of determination, we may infer that a 1 point increase in situational awareness can explain up to 68.1% of the variance in differentiation. Therefore, being aware of the context is crucial for setting yourself apart. Managers with high agility levels use strategies like group making choices, solving issues, effective communication with others, and adjusting to unresolved surroundings in order to boost their likelihood of success, which is consistent with the findings of Akkaya, et al., (2022). In addition, it agrees with the idea put forth by Smith and Hancock (1995) that situational consciousness is the consistent in the agent-environment architecture that generates the ephemeral knowledge and behaviour required to meet the goals established by an arbiter of overall achievement in the surroundings.

### **Situational Awareness and Responsiveness**

$\rho = 0.785$ ,  $p = 0.000$ ,  $r^2 = 0.616$ ; this is the data we have on situational perception and reaction time. This indicates that the two variables are positively and significantly related to one another. A 0.616 coefficient of determination indicates that as much as 61.6% of the variance in response can be attributed to variations in situational awareness. Therefore, being aware of the context influences how one reacts. According to the results, situational awareness is linked to responsiveness in the same way that Zgenel and Yazici (2020) hypothesised. This is because situational awareness necessitates a detailed analysis of the surrounding environment, foresight into what needs to be done, swift decision-making, and the development of unique and strategic applications. These results also demonstrated that teachers' perceptions of their school principals' agile leadership characteristics strongly predicted and positively influenced both their perspectives towards career growth and their performance.

### **Human Relations and Differentiation**

Human connection and differentiation research yielded the following results:  $\rho = 0.835$ ,  $p = 0.0001$ ,  $r^2 = 0.697$ . This finding suggests that interpersonal relationships are strongly linked to the concept of distinction. An  $R^2$  of 0.697 indicates that as much as 69.7% of the variation in differentiation can be attributed to variations in human interactions. Human connections are thus crucial to the process of setting apart. These results are consistent with those found by Shamani and Abbas (2020), who investigated the role of agile leadership in alleviating stress on the job. Agile leadership was found to have a significant differentiating effect on fostering work-life harmony and relieving stress for employees, even in the face of significant challenges.

### **Human Relations and Responsiveness.**

Human relations were found to have a positive, substantial, and statistically significant link with responsiveness ( $\rho = 0.815$ ,  $p = 0.000$ ,  $r^2 = 0.664$ ). Changing how people interact with one another can explain as much as 66.4% of the difference in how receptive people are. As a result, HR has an impact on how receptive an organisation is to change. The results corroborate the claims made by Anonymous (2016) that good human relations lead to a more favourable work environment and fewer misunderstandings, both of which can boost productivity.

## 6.0 Conclusion

Agile leaders are different from other leaders because they are flexible and open to new ideas, they maintain their composure in the face of uncertainty and change, and they place equal importance on learning from both successes and failures. The best leaders are adaptable and fast to seize new chances. Agility in leadership is crucial to an organization's success and competitiveness because it increases the company's capacity to stand out from the crowd and adapt quickly to changing circumstances. In order to increase their competitiveness and prosper, telecommunications firms need dynamic leaders who can analyse the current situation, determine their strengths and weaknesses, and devise adequate responsive measures that create differentiation within the industry.

## 7.0 Recommendations

1. Management must be nimble in order to allow successful competitiveness and retain a sustainable position.
2. Management should establish a human relationship that fosters differentiation and efficient responsiveness.
3. The firm should develop agile executives capable of being responsive, differentiating itself, and generating profit and significant market share.
4. The management team must be capable of and willing to adapt to change.
5. Management should be proud of their work and pay attention to any complaints that may impede efficient response.
6. The company should stay ahead of its competition by being proactive in responding to new market trends and acting accordingly.
7. The company must be able to consistently react to trends and changes in the external environment by expanding its capacity, competence, agility, and internal resources.
8. Management must be fluid in their leadership in order to position the organisation in a way that allows it to adapt to changes in the business environment.

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