Leadership Capability: “What We Do As a Leader”

**Abstract:** As Roberto Goizueta in "From transactional to transformational leadership” [1], most of the leaders always desire to bring success to his organization. The problem is that how much extent of success reaching to, when it will come at, and whether it creates a turning point, a breakthrough for individual leaders, organizations, and community or not. If an organization's success primarily depends on effective work of each employee, the role of a leader is like a catalyst which contributes to the efficiency to bring the organization to success. It is so meaningful to understand who we are and what we want to be. Understanding the “Develop Our Leadership Capability” is the first step helping us to recognize whether we have any traits or factors of a leader or not, and what is the leadership model we own? In this paper, we are trying to self-reflect those major keys learning on the author’s real aspects and ambition to identify her own potential leadership model and developed it. We applied P.E.S.T.L analysis stands for Political, Economic, Social, Technological, Legal and Environmental to analyze those models we belong to and which may come at various time with various situations. During the course of our life, we are absolutely encouraged to make a plan for future stable life. Hence, it is believed that this paper is useful in helping one of us definite which our leadership model is.

**Keywords**: leadership capability; leadership model; organization; management; effective work.

**INTRODUCTION**

Entering the twenty-first century, the world has brought about enormous global changes. In the last two decades of the twentieth century, humankind has witnessed the rapid development of information technology, the revolution in biotechnology and especially the changes in the concept of relationships. Human - Human in social relations, the role of human is more important than ever. Nowadays, there will be no land for the existence of a director who just at his seat, waiting for customers to buy products made by their own businesses and ignore the needs and aspirations of customers. And no other leaders just screamed, shouted and waited for subordinates to follow. Thus, in the new context of global development, in which Viet Nam needs to integrate, it has laid down a fundamental requirement for new technical, technological, training and thinking changes in leadership and management. A good future leader must have a more realistic view of his value to the organization he manages [2]. He will have to exploit the most human resources such as energy, intellect, enthusiasm, etc., around him. In order to achieve this, the leader must have an important weapon in his or her hands, which is the style of leadership.

Organizations need both managers and leaders to succeed [3]. The right style of leadership is the style in which leaders and managers meet both the needs of customers, employees; developing individuals and collecting within the organization [4, 5]. The direction is a totally concrete phenomenon, not repeated in the other person fully with detail. It is unique, unique in the way of conducting leadership. Leadership style also affects the reputation of a leader and his organizational reputation [6, 7], given that leadership style is the disclosure of qualities; capacity is crystallized in the behavior of the brave leader. Leadership style is decided by virtue of the overall quality of the leader largely. The development of qualities and leadership capacity will be the decisive premise to perfect the leadership style [8-10]. Clearly, the leadership style is not spontaneous. It is a process that is constantly evolving under the influence of objective and subjective conditions. There is a misconception that innate behavior does not need to be trained but also to be a good leader. The style is formed and developed by education, personal activity and training [11]. Each leader must cultivate the ability to apply a flexible and rational system of proven leadership methods and techniques through hands-on practice. Like other psychosocial factors, the managerial style of the manager is the product of social life, which reflects the functioning of the society, including the management mechanism.

In our country, in feudal society, patriarchal leadership, assertiveness, and imperialism are predominantly because feudalism is a centralized regime. In a centralized subsidy mechanism, collective style prevails and this mechanism attaches importance to collectivism. The new management mechanism requires the leader to be determined, energetic and mentally dare to take personal responsibility highly [12]. Thus, the decisive style of leadership has been replacing the collective management style. This transformation is an indispensable necessity suitable for the market economy. The market economy requires the leader to have a decisive style expressed through the qualities of confidence, dare to think, dare to do, dare to serve, and dare to take responsibility. It has been suggested that leaders must have this qualification to be successful [13, 14]. An assertive style does not coincide with authoritarian style and patriarchal. Needless to say, from assertiveness, confidence to patriarchy domination is only a very short distance. If the leader is not clear, it is straightforward to become authoritarian autocrats [15, 16]. In the globalization, leaders need to develop their own style, but shouldn’t try to pick or imitate any one style [17].  The more a leader motivate and empower people, the more he takes the most positive aspects of each style and incorporates the followers into his own [18, 19]. So studying the leadership factors to find common rules, finding out the factors influencing and branding the leader is very necessary. Employees can find a leader who fits their style to assist and vice versa in order to have the most effective interaction in and the common goal for our organization.

**METHODOLOGY**

In order to get the most comprehensive information for this article, a number of methods are used, including:

* Reflection, we conducted some face-to-face interviews with co-workers and peers. General background and resources of this information are studied and fully collected.
* Research information collected was mostly from academic books, Google Scholar, management news, and websites of various universities.
* Analyzing: We started the analysis by considering expectations of a leader and their followers. Applying the theories of leaderships such as Carl Jung’s theory, Multifactor Leadership Questionnaires Form 5X-Short, Leader- Member Exchange Theory (LMX).

**RESULT AND DISCUSSION**

**Reflection on Leadership Models**

When we were a child, we may never think of anything else about leadership. As for the author, when she was at 18 years old, she only wanted to become a doctor but she was not confident to entry into the University of Medicine and Pharmacy. Hence, she chose Veterinarian Medicine Surgeon Doctor and she passed the entrance examination with total scores that she could pass it at the University of Medicine and Pharmacy. After 5 years working, she wanted to pursue her studying but why it is Leadership but not any another one? She decided to apply for the Master of Science in Leadership Course to find out her potential leadership in. She started to dream of leadership. In her thought, a leader is the biggest and respected in front of all but still remains "something" unclear, she cannot distinguish the difference between "leadership and management until she reaches its definition in [11]. From [11], we could find 5 traits of leadership including intelligence, self-confidence, determination, integrity and sociability. Hence, what leadership or management is and how relevant it could be recognized the best leader or best manager, especially” *leadership can be observed in leaders’* behaviors and can be learned", which shown in chapter 1, page 8 in [11]. This point absolutely encouraged the author to continue her studying. Secondly, the measurement of technical, human, and conceptual emphasized in competencies of leaders and managers. There are three major competencies such as problem-solving skills, social judgment skills and knowledge from page 48 to 52 in [11]. The problem-solving skill is the ability in solutions to organizational problems at short-term and long-term goals. The social judgment is a capacity to understand people and social system on page 46 in [20]. Knowledge has a positive effect to how leaders deal with solving matters or troubles to increase successful opportunity. Generally, the theory gave us clearly the requirements for the type of leader that we want to become; how fantastic is to be learned that“a leaderstops to think the right and a manager acts the right think." Then, she always reminds herself of doing something that "thinking first and doing then". Thirdly, “power" which has a close relation to leadership, and management mentioned by the author; it's quite true, even a leader does concern his chair because it shows his power in. However, power should be use and apply in right way to create a positive influence in front of others.

Usefully, the theories, many more surveys, and leadership cases study in [11] bring us to more detail reflection on each leadership model. This progress helps us to recognize our leadership model truly and what the connection between leaders and staffs is, how we are in our employee’s eyes, what we should improve and change to become an effective leader. From our real experience, we agree that a leader cannot lead by using a single style, he must willing to change their style to meet the requirements of the situation, understand his employees act differently when doing different tasks; and the style belongs to various situations because there is a link between styles and situations, how the company's organization is going on. In fact, situations are always easily changed to match the leader’s style. Carl Jung’s theory at chapter 13 in [11], which helps a leader reflect his personality types by many detail factors from the awareness, thought, behavior, expression of action such as Functions and References, Extraversion and Introversion, sensing and Intuition, thinking and feeling, Judging and Perceiving and she is interested in "External and Internal” traits. As previous research, an internal leader often uses his ideas and thoughts, listens, thinks and acts later [21]. The case 9.1 at page 206, Mr. Harold’s situation- A vision Failed is extremely interesting [11]. That is really a practical case for those will be a leader. It seems we are inside Harold’s matters. The case helps us to recognize the importance of a key learning which helps us to definite problems and find a solution. We think Harold is so hurried in his changing. To a new leader in a new organization, matters evaluation and its relevant factors are essential. There is a famous statement from Uncle Ho that who knows people who win people, hundred battles hundred wins and Dale Carnegie wrote in his book named "How to win friend and influence people" are evidence for Harold's case [22]. We think that who wants to become a true -good leader, they should keep this book beside and read it carefully to get learning about work and life experiences.

Extremely, reading [11] & [23], which would guide us finding out a career’s sweet spot of the COP model (Competence – Opportunity – Passion). To create and perform this sweet spot to the employees in an organization, a leader must firstly have a vision and a competency to lead to what strategies or a business operation will take place and develop a relationship which most of the leaders want to approach a dyadic relationship from a stranger to an acquaintance and mature relation. Besides, the theory of a servant leader and an authentic leader be spread over chapter 10 and 11 [11] which put us in a query whatever a tomorrow leader not only has a characteristic of authentic leader but also added from a servant leader. With many more followers “co-create value for the community” like Dr. Paul (Kidder, 2013) at page 239 of the case 10.2 "Doctor to the Poor" [11] & [24]. A successful leader or a successful organization is one must know "sharing" by joining in social activities and charity where the poor or children, disables are in need deeply so that the life is more meaningful [25, 26]. These activities will also bring to a leader the worth life experience, a leader can apply this into the running system too. The highest moral value of a leader that reminds the author is the human culture/ humanism. She thinks that a tomorrow leader will be kept in the followers' heart forever when he gets a heart of "listening" and sharing." Surely, "trust" must have if you are in the top of leaders and want to hire a senior leader. And it's a luckiness to which organization could possess this type of leadership/ type of person who can make you believe one hundred percent, that is your hand remains.

Especially, according to the report in United Nations in Viet Nam, Cambridge, Viet Nam Women's Leadership Program that approximately 6.8% of directors are women and 12.4% of vice-directors are women [27]. This demonstrates the international phenomenon where women can reach vice-director positions but there is a significant gap between the percentage of women in vice-director positions and director positions. It shows that female leaders are more prevalent in lower levels of the government. Therefore, for the female leaders face many challenges when they take a role as a leader. Women are trying to balance professional work and personal life.They may be un-encouraged by their husbands because most of husbands want their wife to do housework, take care of baby, etc., and do not get more social relation than. Women often face unbalance in sharing responsibilities so as to perform their professional work and personal life.Despite country’s improvements in gender equality, Vietnamese women or women are lagging behind their male counterparts as it comes to political and economic leadership in Viet Nam. Only one-fourth of the members of the National Assembly are women, and women are underrepresented in the leading bodies of the Party. Although women are very active in economy and businesses they head, usually make less revenue than those headed by men. Nowadays, it is said that women might rarely promote because of their weaknesses. Having read “Lean In” of Sheryl Sandberg which may help the reader to find out the answer themselves, taking action in order to seat on a leading table as Sheryl [28]. The case study of Pregnancy as a Barrier to Job Status, chapter 14 in [11] reflects a real matter in Viet Nam. It has happened to several women that holding a position as a team leader or management, and they are in so worried when they are pregnant. What will happen then taking a 5 -month leave absence? Subsequently, women are less return to work with a number of individual reasons. Perhaps, a mismatch in expectation between employer and employee cause to ineffective works. At this point, we believe that "motivation" will create value for an organization in general, for the leader privately.

Researching Uncle Ho’s Leadership style, help us to study the truthful leader portraits. Uncle Ho was known as a great leader of Viet Nam Government from dependence to independence, freedom, happiness and peace most of the time in over the world. We have learned that Ho Chi Minh is a "determination" person shown during his leadership journey history, a great vision strategist, a transformational leadership, an invariant-wise leadership and a servant leadership also. It has pulled out that the effective leaders possess many different outstanding traits but others [29-31].

**Understanding ourselves through the prism of strategic leadership**

We could see the **“stop and think”** on page 108 in [32] that be useful to tomorrow leader. Although it’s short, its meaning is so wide. As aforementioned discussion, we might suggest other “red flags” to be on the lookout for. If we find ourselves thinking (or others saying), consider whether our biases are showing! The facts support our decision. Nothing bad will happen. We’re ethical, and would not do anything bad. We have already invested so much. We cannot afford to quit now.

**As for the cognitive biases,** we reflected on daily life, relationships, and do not often judge people from the first time. We often observes the partners for several times via communication, information and the way they express, behave and act, given that we believe our sense. This helps us more to identify team members while working with them and be an advisor for promotion with such key factors as questions: Do they keep an eye of individualism? Are they good communicators? Or Are they a straight person? It means that the author applied the prior hypothesis bias and a little of reasoning by analogy.

**As for the strategic making approach**

From the Figure 1.2 and 1.3 at the pages of 13 to 14, we completely agree with Henry Mintzberg and A McGugh that emergent strategies are often successful and may be appropriate than intended strategies [33]. In fact, the strategies of most of organizations are a combination of planned (intended) and emergent. In chapter 1, Hill & Jones helped her make better strategic decisions to achieve a competitive advantage in the future competitive environment.

**My personal leadership model**

During the research, we were known many leadership models and looked inside, compared with real experience we recognized and anticipated that task motivated leadership and relationship influence will be the most important and impactful in our future career, given that we are looking for the answer to our own question: how a task motivated leader can influence our followers best, in what way and what we should make a change, etc. The theory concerned that a task motivated leader intends to focus on tasks and far away relationship. The problem is where a sweet point for a leader’s career that the COPs model mentioned. For sure, most of the leaders always spend or face to troubles, means "stresses", and those stresses will occur to a task leader more often. Around these matters, the author does want to find solutions of “keep and change” mind for her potential leadership style in order to touch a sweet point in her career. For this reason, all points of chapters 6, 8, 9 and 13 were quite important in the proceeding of evaluation ourselves [11].

To be an effective leader with strong knowledge and leadership skills, we should concern about vision, long-term goals, standard, morality, ethics, caring and emotion. We recognize that “each individual will see the effective works if we put “virtue mind” into what we are doing”. Obviously, a great leader must have a virtue mind and outstanding traits. Accordingly, if he or she is an excellent talent but he or she is poor at ethics, everything will be meaningless. We think the transformational leadership style is the one we want to catch up with and follow. The transformational leaders perform through four factors such as Idealized influence, Inspirational motivation, Intellectual Stimulation and Individual Consideration [34]. The Multifactor Leadership Questionnaires Form 5X-Short for transformational leadership at page 213 in [11] to reflect leading capacity ourselves.

As herself-reflection:

1. Idealized influence (4): she considers the moral and ethical consequences of decisions and she goes beyond self-interest for good of the group. She thinks she is a potential leadership in future. However, most of the co- workers told her that she is so good at social relations but rather strictly with the internal relationship because she herself does not allow her to take so honesty or close relationship with staff, keep it at normal conversation is better to work together. She is good at negotiation and marketing mind, willing to share with others her experience; especially, she gets the trust from others as well. She is determination one, determine to finish tasks given though they seem to be hard. Besides, she often joins in social activities, volunteer program.
2. Inspirational motivation (4): Everyone has a reason for choosing work to do and most of the employees think that they go to work for life, to earn money, to get a higher position. Be a positive thinker, she often talks and motivate employee that they will receive equal what they contribute. It encourages them to contribute more to work.
3. Intellectual Stimulation (2): she tends to work independently and prefer to follow the existing procedure to do work. By this way, a person who creates procedure will feel valued and respected in ordered organization. However, she breaks a procedure, cut or jump over some steps in urgent cases. Sometimes, her employees do the same, and I feel alright with the results they achieve.
4. Individualized consideration (4):she helps and guides others to develop their strengths, their career*.* She is a good listener. To her, sharing is caring, so she often shares to her co-workers and friends how to solve the problems, what needs to learn to strengthen their competency.

Many personality surveys helped the author to know who she is. The result was the command (ENTJ), Introversion, Intuition, Thinking and Judging at page 330 to 335 [11]. However, reading up to the sensor, the author still sees herself inside too, it’s right under assistant role, whereas, intuition reflects her own as operation management. Hence, whether the forming of personality type can be changed depending on the situation at that time or not? She is working both connecting to all Depts. and solving problem independently, directing matters; in operating management position, She has a right to make her own decision, so these chapters look helpful to her in influence followers. At present, the author thinks that the Leader- Member Exchange Theory (LMX) in chapter 8 reflected her relation that is in the middle of phase 2 and 3 [11]. Again, it is a chance to overview and re-clarifies oneself with LMX questionnaire to find the good changes in their behaviors, gradually changed toward the positive application, in detail:

1. Introvert: she is getting the energy from inside, getting information through reading or watching informative television shows. She prefers to listen more than talk.
2. Intuition: She tends to have more conceptual and theoretical which show that when she sees a matter, she prefers to see the overall picture, the connection to the dots, different ways to do things.
3. Thinker: She is a type of person to use data to make a decision. She looks the problem with the logic, objective and analytical. Any decision made based on a certain trustful information level.
4. Judge: She is decisive and deliberate. In the work, she prefers to work through guideline, procedure, process, and schedule. She requires clear target and objective and commitment from followers.

**CONCLUSION**

Leadership models may be defined as guides that suggest specific leadership behaviors use in specific environment or situation. In addition, they often use a graphic representation to visually show the required leadership behavior. According to John C. Maxwell, Developing the leader within you, there are more 4 models/ types of leaders such as a super leader, an erudite leader, a potential leader and a limited leader [35]. Moreover, similarities and differences of each type will be affected by others external environment factors because an organization is becoming influenced increasingly by the external environment that leaders create. Hence, we would recommend to apply P.E.S.T.L.E analysis stands for Political, Economic, Social, Technological, Legal and Environmental to analyze those models which may come at a various time with various situations [11, 32] [29].

In my viewpoints, the successful key is a capability to lead others to success. I had ever read the page of advice from the Hyatt’s Hotel Chairman on Newsweek magazine that what he had studied on service over 27 years, it was 99% of staff who wanted to do their tasks well, and they did simply criticize what their boss doing. Imaging and believing that a trainer has a right to change a footballer, who has a problem if the team couldn't get win; and if the whole team has a problem, the footballers will find a new trainer. These things mentioned above to show that a staff and a leader would be a judge each other. I recognize that leadership is a development, it is not a discovery, and we are in the discovery to develop our leadership capacity through course of life. As my personal leadership analysis, I am a decisive one with passion in work, focus on task, separate clearly between public affair and private affair, self-awareness, and with five traits found out such as pursuing my purpose with passion, practicing solid values, leading with my hearts as well as my heads, establishing connected relationships and demonstrating self-discipline, I guess that my model leadership is authentic leader plus servant leader a little because I do really like join in community activities when I have free time. As leadership has many voices, you need to be who you are, not try to emulate somebody else. In chapter 11 [32],which focused on an authentic leader *(*Kevin Sharer), I note that no one can be authentic by trying to imitate someone else. I can learn from others' experiences, but there is no way I can be successful when I am trying to be like them. People trust me when I am genuine and authentic, not a replica of someone else. Authentic leaders demonstrate a passion for their purpose, practice their values consistently, and lead with their hearts as well as their heads. The authentic leader establishes long-term, meaningful relationships and has the self-discipline to get results. I know who I am, and all of us have the spark of leadership inside our human beings. The challenge is to understand ourselves well enough to discover where we can use our leadership capacity to serve others.

**My Leadership Definition**

After analyzing all elements related to leadership model and its concept, the author has got that:*“Leadership is a capability of a person who has seductive behaviors with vision and marketing skills that able to transmit vision to others and inspire them to get cooperation but competition among members.”*

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