Problems and Countermeasures of Enterprise Leadership

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Abstract

In the face of today's global market competition and changing external environment, the global demand for leadership is growing. If modern enterprises want to survive and develop in the fierce struggle, enterprise leadership development is one of the indispensable strategies. Unfortunately, leadership is doomed to be short of resources. Although the leadership of foreign advanced enterprises has improved to a certain extent with the maturity of the leadership theory, there are still various drawbacks. The leadership development of domestic enterprises started late. Compared with foreign advanced enterprises, there is a huge gap in terms of quantity and quality. This article is intended to make modern enterprises attach great importance to the development and development of leadership, so that enterprises can find out the real source of the problem, actively explore the direction of leadership development, and improve and develop enterprise leadership. Leadership is the ability of leaders to motivate others to make outstanding achievements voluntarily in the organization. It is a kind of practice, a kind of interpersonal relationship, and everyone's business. If Chinese enterprises want to survive and develop in the global economic competition, and even stand out, the leadership development of enterprise managers is one of the indispensable strategies. Based on the research results of leadership in the field of behavioral science, this paper studies the factors of improving the leadership of enterprise managers, and then discusses the specific methods of improving the leadership of enterprise managers.

Keywords
Countermeasures, enterprise, leadership, problems

1. Introduction

Chinese local and foreign enterprises have always faced the challenge of scarcity of leadership talents. The leadership development maturity of Chinese enterprises needs to be improved urgently. Only by making adjustments and improvements in the development mode and other aspects can we effectively solve the bottleneck problem that has plagued enterprises and become a bottleneck for their further development and growth.

2. Analysis of the connotation and elements of enterprise leadership

Although different industries, enterprises and positions have different qualification requirements for managers, the
qualification requirements for leadership have similarities and commonalities (N A Dalisova, Dalisova N A, & Sharopatova A V, 2020). In a narrow sense, leadership can basically be understood as influence, that is, the ability to guide or change the actions of others. In a broad sense, we can understand the leadership of enterprise managers as the ability to guide and inspire others to "do the right thing", which can be summarized into the following behavioral descriptions:

2.1 Advanced prediction ability

In such a changeable business environment, prediction ability is very important. Superior foresight skills can help leaders get ahead of others, explore more business opportunities and make successful use of them. Being ahead of others not only means getting more profits, but also is the key to the survival of an enterprise. When an accident occurs, the prescient person can usually handle it calmly and control the overall situation. No matter what will happen in the future, an enterprise with foresight is ready to respond. Therefore, the ability of "foresight, vision building and direction pointing" is the primary ability of enterprise managers' leadership.

2.2 Reasonable planning, team building and system integration

After leaders have made clear their vision and direction, the first thing to do is to allocate their own resources through reasonable planning to make the vision and direction come true. Vision can gain the approval of subordinates, but if leaders always talk about empty vision, it will only arouse the disgust of subordinates.

With planning, leaders need to build their own teams, acquire relevant resources, and integrate them into a perfect combination through organization to produce results. In the process of integrating the system, leaders need to ensure six correctness: correct process, correct structure, correct candidates, correct information, correct decisions and correct rewards.

2.3 Continuous learning and innovation

Keep learning. One of the most important characteristics of all leaders is that they have the ability to persevere in learning throughout their career. This includes not only learning new skills, but also self reflection, and the ability to evaluate in an objective manner what aspects of their potential for further development. It also includes getting feedback from others and making appropriate adjustments (Andrej Dupa?, Patrik Richnák, Štefan Szabo, & Klaudia Porubanová, 2019).

To operate in such an environment, a company must be able to attract and retain those enthusiastic and creative managers, because they can not only create new ideas themselves, but also help others develop new ideas. Leadership development plays an important role in improving the short-term performance of enterprises and reserving long-term talents. At present, most enterprises have realized the importance of leadership development, but the level of investment in leadership development is insufficient and the effect is not significant enough, so it is still necessary to further deepen the work of leadership development.

3. Problems in the development of enterprise leadership in China

Most enterprises have five major problems in leadership development:

3.1 The maturity of leadership development being in need of improvement

Most enterprises recognize the importance of leadership development, but the current development mode is limited to the implementation of individual projects, which does not promote leadership development to the level closely related to business strategy, and does not clearly set the ability standards, create a leadership culture and integrate the talent management system (Petro Makarenko & Volodymyr Piľavsky, 2019).

In fact, enterprises of different sizes are faced with the same talent competition environment, so upgrading leadership development to the strategic level and improving development maturity is not only applicable to large enterprises, but also small and medium-sized enterprises need to use this to improve the key capabilities of the organization, such as innovation ability, operational efficiency, etc.

3.2 The effect of leadership development being mixed

At present, many enterprises are implementing or have implemented leadership development projects, and they all see the positive effect of corresponding measures on improving performance. However, the rising turnover rate of managers at all levels and the ability status of managers reflect that employees and enterprises are not willing to develop
and provide development opportunities.

In fact, the development of leadership needs to create a win-win situation so that employees and enterprises can grow together. In addition to actively improving the leadership of managers to meet the company's expectations, enterprises need to take retention measures for the middle managers with the highest turnover rate from all aspects of human resources. As employees born in the 1980s move to management positions, enterprises should comprehensively review existing human resource management practices and timely revise human resource policies that are suitable for this population.

3.3 Resource allocation for leadership development being in need of optimization

Most enterprises have corresponding capital investment and fixed staffing every year. However, the enterprise's investment in these resources needs to be evaluated, and relevant human resources and capital investment need to be flexibly allocated according to the evaluation results and business development requirements.

In fact, at present, the evaluation of the return on investment for leadership development needs to be further deepened. More scientific monitoring indicators and the corresponding leadership development project evaluation system should be set to guide the allocation of annual budget investment, and the investment for different groups needs to be adjusted according to the requirements of business strategy for talents.

3.4 The clarity of expectations for target leadership behavior needs to be improved

Although the method of "cultivating and shaping leadership by defining effective behavior requirements" has been widely used in enterprises, many enterprises still have no clearly defined behavior requirements. Leadership behavior requirements are closely related to business strategy requirements and play an important guiding role.

In fact, enterprises need to define and regularly revise their expectations for the behavior requirements of managers at all levels, so as to serve as the basis for talent "selection, employment, education and retention", and also serve as the basis for leadership development.

3.5 The talent training and leadership development system lacks integration and systematicness

The enterprise relies too much on a single development mode, lacks the combination of effective methods for different levels and development needs, and different talent management modules have not formed a consistent system.

It is suggested that enterprises consider implementing more effective leadership improvement plans, such as personal leadership plans, targeted induction training, job rotation projects and coaching (Toma.evi, Stevan M., & Jovi.Zoran D., 2019). At the same time, the leadership development system should avoid running alone and need to be coordinated with other talent management systems.

4. Measures to improve the leadership of enterprise leaders

There is no natural manager. Managers of enterprises, like generals of the army, need long-term training in all aspects of the enterprise. To be specific, we can start from the following aspects to cultivate the leadership of enterprise managers:

4.1 Training

That is to say, participate in the training courses within and outside the company or the training activities organized by professional groups in related fields. Enterprises can organize internal or external training courses for the purpose of promoting one or more leadership grants. In this way, managers can listen to the speeches of experts in relevant fields. In the company, senior managers with the same functions can share their leadership ideas and practical experience, and they can also invite their peers or senior managers with other functions to give speeches. Many multinational companies have set up their own leadership training centers as the carriers of training.

4.2 Education subsidy

Education subsidy refers to the recommendation or financial support for managers to continue to study various short-term or long-term courses in universities. Managers who participate in the education subsidy program can receive systematic management training in universities, and through exchanges with tutors and students in other industries, they will also expand their overall scope of knowledge and grasp more new trends. Continuous learning, reform and innovation is a funding requirement for leadership (Fengru Sun, 2018). Although education funding can not be targeted to improve some leadership funding, it is really helpful to improve the overall level of leadership.
Provide employee development opportunities through job rotation, assignment, mentor guidance, etc. After research, experts found that the improvement of employee support (including leadership) is mainly achieved through work. Therefore, whether it is promotion, work rotation at the same level, or assignment of special projects, it is the main way to improve the leadership of managers (Munonye, J.O,N.S Esiobu, 2019).

4.3 Succession plan

On the one hand, through the development of succession plan, managers with excellent leadership ability can train their next candidates as soon as possible to prepare for promotion to a higher management position; On the other hand, it also enables excellent managers to inherit their management experience and talent, create development plans for lower level managers, and maintain the stability of the company's management team.

5. Conclusion

In a word, at this stage, Chinese enterprises should return to their roots and attach importance to some basic work in leadership training. It includes establishing the leadership capability standards based on the enterprise strategy and corporate culture, conducting continuous evaluation and feedback for middle and senior managers according to the leadership capability standards, and more importantly, providing targeted development opportunities for managers at different levels according to the results of talent evaluation, especially focusing on on-the-job leadership training and development.

References


