

Leadership team building from the perspective of organizational characteristics analysis

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Abstract: with the rapid development of economic globalization, the market competition has become more and more fierce, and the market environment faced by all enterprises has become more and more complex, which makes the development of enterprises become a difficult problem. In this context, some enterprises that rely on personal leadership to operate in the past are no longer suitable for the current market environment. Therefore, enterprises need to operate in a team way. Relevant studies have shown that the change of organizational environment has a crucial impact on employees' behavior and leadership style. Therefore, how to build a leadership team based on organizational characteristics is the key to the current development of enterprises, and will also affect the development of China's social economy.

Key words: organizational characteristics; Lead the team; Social economy

The leadership team is the core of an enterprise, which is related to the operation and future development of the enterprise. However, at present, the construction of leadership team in most enterprises in China is not ideal, and even many enterprises still focus on personal leadership, and do not carry out the corresponding construction of enterprise leadership team. This situation leads to the lack of scientific planning and design for the operation and development of many enterprises, and the personal burden of enterprise leaders is too heavy, which eventually leads to the closure of many enterprises. Therefore, in order to realize the sustainable development of enterprises in the context of economic globalization, enterprises need to carry out the construction of enterprise leadership team, build a leadership team that meets the requirements of the times and meets the development of enterprises, so as to lead enterprises to move in a better direction. As the main factor affecting leadership behavior, organizational characteristics are the main conditions that enterprises need to consider when building a leadership team. Therefore, only by taking the organizational characteristics as the core to build the enterprise leadership team can we better build a high-quality and high-capacity leadership team, and realize the rapid development and continuous progress of the enterprise economy.

1. Organizational characteristics based on organizational environment analysis

Different organizational environments require different leadership teams. According to the leadership contingency theory and situational leadership theory to analyze the organizational environment, the organizational characteristics can be divided into three dimensions, namely, organizational power, organizational climate and business environment. Different dimensions can also be divided into different small indicators. For example, the indicators of organizational power include organizational rights, resource acquisition priorities and strategic value. The indicators of organizational climate include the relationship between superiors and subordinates, employee cohesion, employee maturity and so on. The business environment mainly refers to the complexity of the environment faced by the organization in the process of business processing. This dimension is mainly to investigate the complexity of the organization's business, because different levels of business complexity also have different requirements for the leadership team, including different indicators such as business diversity, environmental dynamics and specialization. On the other hand, the dimension of business environment needs to consider the environmental difficulties faced by the organization in its development, including the degree of regional economic development, internal problems left over by history, and so on.

In the dimension of organizational characteristics, the organizational climate can be evaluated according to good and bad, the business environment can be evaluated according to clear and unclear, and the organizational power can be evaluated according to strong and weak. The three can be combined to determine the type of organization. For example, organizations with clear business environment, strong organizational power and good organizational atmosphere are high maturity organizations. However, organizations with poor organizational climate, unclear business environment and weak organizational power are low maturity organizations. In high maturity organizations, employees have strong quality and ability, good relationship between superiors and subordinates, and have a clear business environment and strong organizational ability. On the contrary, low maturity organizations are in a poor state in these aspects and cannot provide effective support for the development and progress of enterprises.

2. Leadership team building strategies from the perspective of organizational characteristics analysis

2.1 Scientifically match leading members and maintain a reasonable structure

A reasonable leadership team structure is the key factor for the construction of leadership team, and it is also an important way to shape,

practice and culture. An excellent leadership team needs to reasonably design and adjust the number of members, professional background and age structure, so as to ensure that it can cultivate suitable successors and convey the correct entrepreneurial spirit. Moreover, the construction of the leadership team also needs to be reasonably matched with the type of organization. The person in charge of the enterprise needs to adjust the membership structure of the leadership team according to the organizational characteristics, so as to build a leadership team that meets the needs of the enterprise and lead the enterprise forward.

Facing the complex environment, enterprises also need to consider the environment faced by enterprises when building the leadership team, and then adjust and allocate the number and structure of the leadership team according to the organizational characteristics. Finally, the age structure, knowledge structure and personality structure should be reasonable. Specifically, the first thing is to adjust the character structure of the members of the leadership team. Only when the characters are complementary can the effect of the leadership team be brought into play. For example, if the organizational climate of an enterprise is not good, you can choose to configure some peacock leaders. The so-called peacock leadership refers to strong interpersonal skills and strong driving ability, which can drive the enterprise atmosphere and motivate employees to work harder. In addition, peacock leaders also like to interact with employees in their daily work and life, which can create a good relationship between superiors and subordinates, and play a good role in promoting the operation and development of enterprises. After considering the character structure of the leadership team, it is the construction of the knowledge structure of the leadership team. For the construction of the knowledge structure of the leadership team, we also need to take into account the organizational characteristics. According to the needs of the organizational characteristics, we should select members with different knowledge structures to enter the leadership team. When selecting members, we should try to avoid members with high homogeneity of knowledge structure, so as to ensure the heterogeneity of the knowledge structure of the leadership team and maximize the effectiveness of the leadership team, Promote the normal operation and development of enterprises. Finally, we need to consider the age structure of the leadership team. Leaders of different ages have great differences in experience, ability, behavior, thinking mode and values, which will have different effects on the operation and development of enterprises. Therefore, enterprises need to select members of different age structures to enter the leadership team, so as to provide different opinions or ideas for the leadership team when making decisions, so that the team decision can remain flexible and innovative, and ultimately achieve the purpose of promoting the rapid economic development of enterprises.

2.2 Design reasonable operation mechanism to ensure operation specification

The power operation mechanism is a measure to ensure that the leadership team does not exceed its authority, does not appear blind spots, and can fully play its role. In the construction of enterprise leadership team, reasonable operation mechanism is also an important part of leadership team construction, which is related to the effectiveness of leadership team. Therefore, when building a leadership team, an enterprise needs to design a power operation mechanism that conforms to the organizational characteristics, so that the enterprise leadership team can understand its responsibilities and development goals, so that it can reasonably use its power to contribute to the development of the enterprise.

When building the power operation mechanism of the leadership team, the first thing enterprises should do is to clarify the power operation process of the leadership team, so that the leadership team can use power according to the operation process, so as to prevent the abuse of power and cause the chaos of the enterprise order. The second is to clarify the personal responsibilities and team responsibilities of all members of the leadership team, and distribute the power fairly, fairly and openly to the members of the leadership team with different needs. This can reduce the internal chaos or conflict of the leadership team due to the unclear division of power, speed up the operation of enterprise power, and ensure the normal development of enterprise operation. Moreover, a reasonable division of responsibilities and power distribution of the leadership team can create a good working atmosphere, so that the members of the leadership team can actively participate in the work, and maintain the vitality and innovation of the members of the leadership team, which plays a good role in ensuring the operation and development of the enterprise, and is also an effective measure to enhance the core competitiveness of the enterprise, It is conducive to the construction of enterprise leadership team.

2.3 Strengthen the supervision of the leadership team and improve the management

The superior units need to strengthen the supervision of the leadership team, and ensure the legal compliance of the leadership team in the use of power by setting up scientific and standardized supervision measures for the leadership team with clear rights and responsibilities. However, when designing regulatory measures, it is necessary to take into account the characteristics of different types of organizations. For leadership teams under different types of organizations, the focus of supervision is also different.

For example, for organizations with high maturity, the main direction of leadership team supervision should be efficiency supervision, which is mainly to supervise whether the duties and functions of the leadership team are faithfully performed and meet the standards. Because in high maturity organizations, the organizational atmosphere is good, the business environment is clear and the organizational power is strong, so there is no need to supervise and inspect these aspects. It is mainly to prevent the leadership team from performing its functions and responsibilities in place, and then correct the leadership team to help it further find its own deficiencies and problems in enterprise management, and then improve the relevant management work to ensure the normal operation and development of the enterprise.

Not only that, we also need to strengthen the audit of economic responsibility, so as to give full play to the role of the audit department and standardize the violations of the leadership team. For organizations with low maturity, when conducting supervision and inspection, it is necessary to give full play to the role of democratic supervision, so as to more comprehensively understand and master the behavior of the leading team and complete the supervision responsibility. The reason for supervision and inspection in this way is that organizations with low maturity have complex business environment, weak organizational power and poor organizational atmosphere. Therefore, for the supervision of the leadership team under this organizational feature, in addition to the efficiency supervision and inspection and economic responsibility audit, we also need to be able to find more aspects and contents of supervision. However, considering the limited personnel and energy of the supervision department, it is unable to do this. Therefore, the way of democratic supervision can be brought into play. Democratic supervision can be carried out through the workers' Congress, the openness of factory affairs, etc., so as to better play the role of supervision and build relevant leadership teams that meet the organizational characteristics. Moreover, the adoption of democratic supervision can create a good combination atmosphere, which has a good effect on changing the organizational environment and is also conducive to the development and progress of enterprises. In addition, the superior unit also needs to determine the performance appraisal method of the leadership team, so that more members of the leadership team can more actively participate in the enterprise operation and management, play their own functional utility, and truly make contributions to the enterprise, so as to encourage the members of the leadership team to better achieve the performance objectives and achieve the purpose of building a good leadership team, Promote the development and progress of enterprises.

2.4 Strengthen leadership team training and improve team ability

The superior unit or the person in charge of the enterprise should strengthen the training of the leadership team and improve the ability of the leadership team, so as to ensure that the leadership team can keep pace with the times and play its own ability for the operation and development of the enterprise. However, in the training of enterprise leadership team, it is necessary to adjust the training content according to different organizational characteristics, so as to ensure that the leadership team under different organizational characteristics can learn the knowledge and ability they need, and ultimately promote the operation and development of the enterprise.

For organizations with high maturity, the training content of their leadership team should mainly focus on the training of responsibility awareness and management concept. Because the leadership team of this organization has good management ability, there are few mistakes in operation management, which is why organizations with high maturity have good atmosphere, high power operation and clear business environment. Therefore, for the leadership team under this organizational feature, it is necessary to strengthen the training of their sense of responsibility and management concept, so that they can pay more attention to their responsibilities and tasks, and can devote all their energy to the enterprise operation and management, so as to truly exert their ability. The training of management concept can help them better integrate with the times, change the management mode according to the changes of the market and the characteristics of the times, improve the operation efficiency of enterprises, and finally lay a solid foundation for the operation and development of enterprises. For organizations with low maturity, in addition to the above responsibility awareness and management concept training, the training of their leadership team also needs to be related to their management ability, especially their interpersonal skills, power application ability and business processing ability, so that the leadership team can better help enterprises to improve organizational maturity, So as to create an efficient and high-energy enterprise operation mechanism and promote the operation and development of enterprises. Therefore, reasonable training according to the leadership team under different organizational characteristics is an effective measure to build a high-quality and high-capacity leadership team, which is conducive to the development of enterprises.

In a word, organizational characteristics are not only related to the operation and development of an enterprise, but also the core basis for building a leadership team. Therefore, the person in charge of the enterprise or the superior unit needs to really understand the content of the organizational characteristics and how to distinguish the organizational characteristics of the enterprise. On this basis, the person in charge of the enterprise or the leader of the superior unit can carry out the construction of different leadership teams for enterprises with different organizational characteristics. We should scientifically match the leading members, design a reasonable operation mechanism, and strengthen the supervision of the leadership team

And strengthen the training of the leadership team, and finally build a leadership team that meets the requirements of the times and the needs of enterprises, so as to really help enterprises carry out operation and development and promote the progress of China's social economy.

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