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Abstract of Graduation Thesis for the Degree of Doctor

On How to Succeed in Leadership Management

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《ON HOW TO SUCCEED IN LEADERSHIP MANAGEMENT》

---- Abstract ----

Chapter one

Understanding of Success in Leadership Management Objectively and Dialectically

I . Success is the result from a lot of factors' interaction

The success in leadership management should be determined by three major factors: gene, opportunity and effort, which can be demonstrated with a formula:

Success = gene + opportunity + effort.

Success comes from the interaction of three major factors: gene, opportunity and effort. Gene condition cannot constitute success without good opportunity; without efforts, can success not be achieved under good condition of gene or opportunity; lack of opportunity also prevents success from taking place in spite of hard work.

II . Gene is the inner condition for success

From the angle of philosophy, gene belongs to the field of matter, which has its own rules. The inner rule of our human beings is determined by gene. With the development of science and technology, the study on gene will not only be conducted in the field on matter, and but also will be expanded to the spiritual area. Gene test on a person can foresee his or her features in disposition, mentality, capacity and character, etc. Those features can tell us whether or not someone would make big and prosperous career success in leadership management.

III. Opportunity is the outer condition for success

Opportunity is the outer condition that is the chance or circumstance we may meet with during work-time or off-work time. Living in real world, we human, beings will be affected by many factors, but this kind of influence has its own rule with which leadership management success can be achieved.

IV. Efforts is a process of turning possibility into reality

The effort process is a period of time during which leaders and supervisors study or work ceaselessly, and know about, improve and surpass themselves continuously. In gene, lies in the "possibility" of man's development, which can be transferred into the "reality" only through effort.

Chapter Two

Self-Quality is the Foundation of Success

I . Character quality is the quality level of a person's thought and action

The character quality in leadership management field can essentially reflect the style of thought and action. Character quality mainly includes: disposition, mentality, capacity and nature, all of which therefore are the major factors determining character.

II . Disposition can determine a person's character type and career direction

Different methods should be adopted in psychology work according to different temperaments. For example, the way of 'hard against hard' should never be adopted for hot-tempered persons while persuasive and guiding method should be emphasized.

III. The application of disposition in leadership management

Bile-typed or the blood-typed persons should learn more from Confucian or Taoism theory. The Bile-typed person, known as hot-tempered, will become bolder and make things much worse if they learn from Legalism or Militarism. Technology -research or data processing work should be given to phlegm-typed or melancholy-typed persons because they are timid and attentive.

When dealing with relationships in society, the first thing you should do is to make it clear with which temperament type you are dealing. The bile-typed is usually impatient; the blood-typed is agile and kind, the phlegm-typed is steady and thoughtful and the melancholy-typed is introvert and sensitive.

IV. Attitude determines the speed to success

The state of mind is a psychological term, which refers to the psychological state when one deals with study, work, life, growth, money, frustration and pressure. It's also the reflection of a person's viewpoint system towards the world, life and value. A leader or supervisor can achieve success more quickly with the positive state of mind.

V . Ten states of mind a successful leader or supervisor must have

1. The sense of crisis or pressure

A leader or supervisor should turn pressure into driving force, crisis into challenge and challenge into opportunity.

2. Being active and enthusiastic

Enthusiasm is not only driving force but also attraction, it can even create a kind of chain reaction.

3. Having the sense of responsibility and duty

A leader or supervisor should be loyal to his career, active for his work; responsible for his higher-up, and serving his subordinates.

4. Having firm confidence and resolution

As a leader or supervisor, he or she should have self-confidence, persistence and perseverance.

5. Encouraging oneself constantly

A management supervisor must always encourage himself in mind and believe in his ability and performance.

6. Being a master of yourself, not a servant

Always remember that you're the master of your work that can make you grow and realize your value.

7. Cherishing the job chance

The point we should know is that no job needs us, we need jobs. Without jobs, the chances to realize our lives' value will be missed.

8. Never seek any excuse for your poor job performance

You should find the cause from yourself for your bad job performance and never make mind balance with excuse that might be the truth but not the reason.

9. Don't be afraid of facing your errors or faults

When a management supervisor makes a mistake, he should be able to stand out and say: "I am wrong. I will never make the same mistake again in the rest of my life."

10. Being attentive and not selfish

We should focus our energy and thought on certain object carefully and deal with management affairs objectively and fairly.

VI. The key factors that affect the ability

The ability refers to the psychological and physical conditions through which certain activity can be finished. The ability has direct relationship with knowledge and skill. The key factors that affect the ability improving of the manager include: poor knowledge and unreasonable structure, worship and superstitious belief; thinking according to the model that is existed.

VII. Ten kinds of ability for a successful leader or supervisor

1. Thinking ability

Solve problems by using convergent thinking, divergent thinking, dialectical thinking, system thinking, empathy thinking as well as collective thinking.

2. Planning ability

We should make it clear what goal should be achieved by knowing such factors like the time, the place, the person and the way.

3. Organizing and coordinating ability

To organize means to combine resources effectively so as to produce the best result; and coordination means to achieve harmony, avoid conflict and achieve co-operation.

4. Decision-making ability

A successful decision-making goal is not one which seeks the maximum of value, but the one which can be realized most possibly.

5. Ability in dealing with human resources

Here, we should have a better understanding of the following: "one principle", "two things to be faced", "three reasonable things", "four tresses" and "five standards".

"One principle" refers to that we should allocate the human resources on the basis of the balance among workload and personnel number as well as performance capacity.

"Two things to be faced" means that whom and what should be considered when the assignment would be allocated.

"Three reasonable things" has the meaning that the rationalization of the structure of age, intelligence or character in the allocation of leadership.

"Four stresses" refers to the four important links in personnel management: how to select, train, use and continue to employ the person you need.

"Five standards" means the five requirements for the quality of the personnel: virtue, ability, diligence, performance and honest.

6. Ability to use incentives

It is necessary for a leader or supervisor to use various incentives like giving power, materials, encouragement, and chance to promotion or setting goals.

7. Communication skill

Communication is the effective way to improve the performance of leadership management. A leader or supervisor should be good at using formal, non-formal, one-way, bilateral, oral, writing, upward, downward and parallel ways of communication.

8. Endure capacity

A management supervisor should have courage to think and do something which others may be afraid of doing and bear the burden which others can not bear.

9. Creativity

This ability means sorting and re-grouping the current resources to produce new products, advanced system and up-to-date technology with profitable result.

10. Ability to control ourselves

We should control our desire for money, sex and power. Only if we can control ourselves, can we manage other people or an organization.

VIII. How to Improve our Ability in Management

The first way is to learn from excellent theory, from excellent - people, and from a failure or from work experience.

The second way is thinking. That is (1) to think forwardly: thinking about the future; (2) to thinking backwardly: thinking back and medication or meditation: thinking in depth.

The third way is to guide practice by theory and test the theory by practice

IX. Character determines quality of success

Character is a steady state of mind towards the reality. It's the personal psychology features reflecting the corresponding action patterns. Personal character is classified as outward types. The character features of a successful supervisor are like this: confident, aspirant, persevering, prudent, tolerating and honesty.

X. The character quality for a leader or supervisor

As a leader or supervisor, he or she should have five characters like virtue, capacity, diligence, achievement and honesty. Virtue here means the quality in job performance; capacity refers to the skill or intelligence level; diligence means loving the job and the position; achievement reflects the quality of one's work and honesty means rightness.

To sum up, if you are a leader or supervisor who wants to be successful, no matter what you behave in life, or handle affairs, or be an official or be in business, you'll have to be like an ancient Chinese copper coin with a square in the middle and a round profile. That means your character should be straight like a square and the ways you deal with world affairs should be smooth. Specifically speaking, you should have both principle and flexibility.

Chapter Three

Three major factors leading to success: IQ, EQ and AQ

I . Intelligence Quotient is the reflection of your true intelligence level

Intelligence quotient or IQ in brief, can test a person's intelligence level. It is the division number between true intelligence and average-age intelligence. IQ is an important figure index, reflecting a person's intelligence level.

Intelligence level is mainly influenced gene, material condition and cultural environment. Intelligence level will change with age. It usually develops in four stages: period of rapid

growth (age 3-17.), period of moderate growth (age 18-35), period of slow platform (age 35-65) and period of falling down (after age 65). There are special examples in the development of intelligence, that is, early-maturing and later maturing of intelligence.

How can a leader or supervisor's IQ be improved? That's mainly achieved by improving the ability in observation, memory, imagination, thought and action, all of which are not mechanically be added up, but a whole organism.

II. Emotion quotient is the key factor for success

Emotion quotient or EQ in brief, can test a person's emotion level. It is the division number between true emotional force and average-age emotional force. It represents a person's ability in operation and controlling emotion.

How can a leader or supervisor improve his EQ level? That can be achieved through five aspects: knowing about himself, managing himself, inspiring himself, knowing about others' emotion as well as good human relationship.

III. AQ is a crucial factor for success in bad condition

AQ is the quotient that can test the anti-frustration level of a person's capacity of enduring, surviving and developing. When meeting with frustration or bad condition, people usually hold the following responses: attacking, setting back, being depressed, being persistent, giving up, analyzing, and being humorous and sublimating.

People with high level AQ will never give up when they meet with difficulties; however, a person with low level AQ would lose self-confidence and motivation, because they suppose that there are a lot of obstacles before themselves. We need to have much more belief in ourselves and be brave to face difficulties.

How can a leader or supervisor improve AQ level? That can be achieved through the controlling, recognizing, responding, affecting and lasting of frustration or difficulty.

To sum up, IQ, EQ and AQ are influenced and promoted by each other and all have their own roles in a person's growth. A leader or supervisor can obtain high level of IQ, EQ and AQ through training and practicing so as to have a good habit of emotion management.

Chapter Four

Knowing clearly about the human nature is the basic of success

As leadership management is concerning people. The management activity would come into confusion and the management theory on leadership management would lose the foundation if the hypotheses about human nature were not answered.

Human nature is also named as character, that is, human beings' true features, or original and hereditary needs. If we carefully observe those successful people, we will find out something in common about their success. They master, control and use human nature. That's their main skills for success.

I .The basic making of human being

From the angle of management psychology, a person is mainly dominated by body, desire and reasoning. We can find out the inner rule of success by studying the relationship of these three aspects. A person without desire and mind is a human vegetable; strong mind without desire means foolish; strong desire without mind means arrogant, and only desire and mind can make success.

II . A person life is generally divided into five sections

That is survival period (age 0-8), mature period (age 9-18), orientation period (age19-25), creativing period (age 26-65) and memory period (above 65). The study and research of those five sections of lifetime as well as the understanding of each section's feature can help to make good career plans for management supervisors and their subordinates.

III.The human nature hypotheses of western countries and China

There were four human nature hypotheses in ancient China: good-nature view; bad-nature view; mixed-nature view and environment-determined view.

There are six hypotheses in the western management science: economic individual, social individual, automatic individual, complicated individual, cultural individual and learning individual.

Completely understanding of human nature hypotheses is the foundation for applying management theory.

In a word, human nature is not simply the topic of the good or the bad. .In my opinion, human nature has three features: diversity, imperceptibility and variability. Understanding and grasping of the human nature features are the key skills for success. We should apply the features of human nature and implement the management strategy in management activities so as to improve the job performance.

Chapter Five

Dealing well with human relationship is the best way to success

There has come into a common sense in the management science field that good human relationship can improve the job performance. The staff does not simply need job, salary and

money award, they have needs for affection and friendship.

I .Six kinds of relationship that a leader or supervisor should handle

In western management science, the relationship between a supervisor and his work affairs or his subordinates has been emphasized, but the importance of the relationship between a supervisor and the society or his family has been ignored a lot. Therefore, a management supervisor should deal well with relationship with people, matter affairs, time being, the society and his family. The failure of any of these relationships will affect the job performance.

II . Apply "one-point and four-lines" measure to coordinate relationship

A management supervisor should apply well "one-point and four-lines" measure to coordinate relationship. "One point" means to implement "five-colors" methods: red, yellow, green, white and black. These methods should be focused on the person with decision-making authority. Red represents the requirement of achievement; yellow of feeling, green of health, white of honesty and black of frightening. "Four lines" means to handle well the co-ordination lines or ways of top, bottom, the inner and the outer. Top way refers to building up the relationship through one higher-position leader over another; bottom line through the hiding relationship of a leader; inner line through the family and children of a leader and outer line through the fiends of one leader.

III. Obtaining the authority power needs good human relationship

A leader or supervisor should have correct view of authority power. The aim of getting authority power is to get more resources, perform the job better; never is it the way to make personal interests. Leading power can be obtained through the following accesses: making excellent performance; getting near the authority center; building up the public basis; doing no harm to others; venturing facing the crisis; doing influencing work; being careful of seeking advisors and continuously improving personal quality as well as being good at promoting yourself.

IV. The new trend of dealing with human resources

Leaders or supervisors can be classified as two groups: one is called performance-based group who is developing themselves with their capacity and achievements; the other is called the material-relation group who is developing themselves with material and human relationship. With the social development, material is no longer the first need of people. The material-relation group's opportunity is getting less than before, and the performance-based group will be dominating the political stage instead.

In a word, human relationship is a kind of resource, a ladder to success and an access to

the success of leadership management as well as a propeller towards success. No matter you are in your group, in the society or in your family, if the relation is not good as expected, your growth and development will be affected badly. Those relationships are full of fairness and people take it for granted.

Chapter Six

Team spirit is the necessary condition for success

Leaders or supervisors are necessary to grow up and develop in an organizational group. Team spirit is the power and source of the development of an organizational group. Ignore the ego while serve your group. There is no perfect person in any team; all members more or less have some shortcomings or weakness. Only if group members absorb others' advantage and avoid his or her disadvantage, a team can make itself perfect and give play to its power.

I . The basic features of team spirit

Here are the features of team spirit: concordant idea, collaborating with each other, considering the overall situation, paying contribution to the team and making use of conflict.

II . The way to develop a team

Leadership management must depend on a group with team spirit. A team is not just a group, and it's an organism. The building up of a team includes: set up an effective organizational system, establish a scientific functional mechanism, absorb a large number of high-quality members; make advanced culture oriented.

In a word, being united is strength. Team spirit is the power and source of an organizational group. Forget selfish interests, put the group's interest on the first. An organizational group is a team made up of many members; there is no perfect member, only perfect team.

Ending words

I have been engaging myself in leadership management for over a decade and have had a lot of practice and obtained profit in the classical management theory of western countries and China. Although sometimes I had paid much effort with no profit, the reason is not the lack of theory, but the certain circumstances and the difference between China and western countries.

I . Several pieces of thought about the leadership management

1. The theory quality of Chinese leaders or supervisors needs to be improved

The theory quality of Chinese leaders or supervisors is different from each other. A lot of

them haven't grasped the basic theory, idea and method of management science. Under this circumstance, it's easier that some mistakes will come up when they use their management theory to direct the practice.

2. The Chinese management theory should be systematized more

At present, there are many types of management theory like traditional theory, the theory of those Chinese scholars who have studied abroad and those with practical experience, but the Chinese-featured theory of management has not yet been formed into a system, which possibly leads to the separation of theory and practice.

3. The Chinese management theory should be pragmatized

Both traditional Chinese leadership management theory and western leadership management theory have their limits. We should absorb the quintessence of traditional theory, and localize the quintessence of western theory, which should be selectively applied according to Chinese leadership management environment. There is no doubt we should develop an effective practical theory system.

II. The expectation to the study and application of leadership management theory

1. China's market economic system has been providing more and more conditions for the study and application of leadership management

With the establishment of the market economic state, there has been coming up environment conditions for Chinese traditional management theory and the western management theory to combine with each other. Chinese scholars in leadership management field have been absorbing the essence from the theory of Confucian, Taoism and legalism, and they have been using the quintessence of western management theory for reference. The basic shape of leadership management theory system with Chinese feature has been formed.

2. Chinese leaders or supervisors have made some progress in applying leadership management theory

At present, there are many leadership management scholars who have been keeping studying the western theory of leadership management under the principle of combining theory with practice. Many research institutes and consulting agencies are rising, and much progress has been made in the application of leadership management theory.

Keywords: Leadership management, Successful element, Quality and skill, Organizing team