

A Review of the Research on the Mechanism of Strategic Leadership at the Organizational Level

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Abstract. In the more competitive business landscape brought about by the rapid development of globalization, strategic leadership has become the key to the long-term success of enterprise organizations, which has attracted extensive attention in the field of practice and research. It is not only now, but will always be an important and hot research field. In the development of social economy and the excellent enterprise, for enterprise leadership is crucial to the success of the strategy implementation, and strategic leadership as a combination of strategy and leadership functions, is more important, among them, we analyzed the strategic leadership performer refers to as an organization is responsible for determining the development direction and long-term development goals and promote the goals of top managers. Through the review and summary of relevant literature on strategic leadership, this paper discusses the effects of strategic leadership from different perspectives such as positive organizational behavior perspective and ambivalent learning theory, and actively introduces the theory of harmonious management to make up for the deficiencies of existing research on strategic leadership. Finally, the future research direction of strategic leadership is prospected, and my own views and suggestions are put forward, aiming to provide reference and guidance for the subsequent research.

Keywords: Strategic leadership, Strategic leader, Psychological capital, Theory of ambidexterity learning, Organizational performance.

1. Introduction

At present, China's economy is in a new stage of rapid development, with the vigorous development of marketization and urbanization. In the process of development, enterprises, as the main body promoting economic transformation, are of great significance to Chinese enterprises in grasping development opportunities and coping with transformation challenges through strategic thinking and implementation of enterprise leaders. However, there is still a lack of empirical research on strategic leadership in China, and scholars at home and abroad adopt different research perspectives on theoretical and empirical research results. This paper will also discuss the impact of strategic leadership of senior leaders on enterprises.

Leadership and strategy are naturally linked. Robert Hargrove believes that strategy is the key to destiny, and leadership is more important than strategy, among many leaders, the leadership of strategic leaders is particularly important [1]. American strategic management scientists Hitt, Ireland and Hoskisson believe that effective strategic leadership determines an organization's strategic intention and mission, strategic intention and mission determine strategic actions such as strategy formulation and strategy implementation, strategic actions determine strategic performance, and strategic performance is the embodiment of strategic intention, and a strategic leader is a senior leader in an organization who is responsible for determining the direction and long-term development goals and driving the realization of those goals [2]. By exploring the theory of strategic leadership, we found that the strategic leadership as a combination of strategy and leadership functions, its research focus on the senior leaders, and requires strategic leader has a system, overall, dynamic, broad strategic vision, a series of meaningful process and result oriented and decision-making activities, to connect the past, present and future of the enterprise [3].

Therefore, strategic leadership should pay attention to the call of senior leaders and realize the combination of leadership theory and practice to a certain extent. This paper will focus on the

connotation of strategic leadership and the shortcomings of existing research. Through the research of different theoretical perspectives, different theoretical models will be established. It is found that strategic leadership has different degrees of influence on corporate work performance and team activities, and its influence mechanism is analyzed to constantly improve the theoretical basis of strategic leadership, so as to lay the groundwork for subsequent research and development.

2. Analysis of relevant literature

Strategic leadership has always been an important field, and its research covers three major topics: CEO, executive team and board of directors. This paper mainly studies Strategic Management Journal (SMJ), an influential foreign Journal of empirical research on strategy, and collates the number of articles on Strategic leadership published in Chinese Social Science Citation Index (CSSCI) of influential journals in China in the past ten years from the way of knowledge network. In the search process, this paper searched the keywords "CEO", "executive team", "board of directors" and "strategic leadership" on CNKI, and searched the keywords "CEO", "Top Management Team (TMT)", "Board of Directors (BOD)", "Strategic Leadership" and other keywords on SMJ website to specifically analyze the trend of Strategic Leadership field at home and abroad in the past decade. It is found that there are differences in the research on strategic leadership at home and abroad, not only in the research time, but also in the published articles. Among them, the quantity of published articles will be affected by the quality of journals and the difficulty of publication. This paper mainly analyzes the three themes of strategic leadership and the development trend of systematic research on strategic leadership itself from 2010 to 2021. The following table summarizes the specific situation of published articles in the past decade.

Table 1. Publication of Strategic Leadership in SMJ and CSSCI (2010-2021)

Year (s)	Research topics									
	SMJ (articles)					CSSCI (articles)				
	CEO	TMT	BOD	Strategic Leadership	Total	CEO	TMT	BOD	Strategic Leadership	Total
2010	26	29	20	27	102	92	67	244	1	404
2011	27	27	20	28	102	85	69	270	1	425
2012	31	34	23	38	126	108	67	228	0	403
2013	74	57	59	72	262	90	93	210	6	399
2014	59	44	56	57	216	108	112	220	2	442
2015	52	38	42	51	183	117	107	193	0	417
2016	62	36	45	40	183	140	106	221	1	468
2017	51	44	36	49	180	153	121	177	0	451
2018	51	39	46	49	185	134	128	171	1	434
2019	54	50	44	51	199	162	149	190	0	501
2020	56	59	46	54	215	152	137	135	1	425
2021	41	26	32	42	141	114	102	143	0	359
Total	584	483	469	558	2094	1455	1258	2402	13	5128

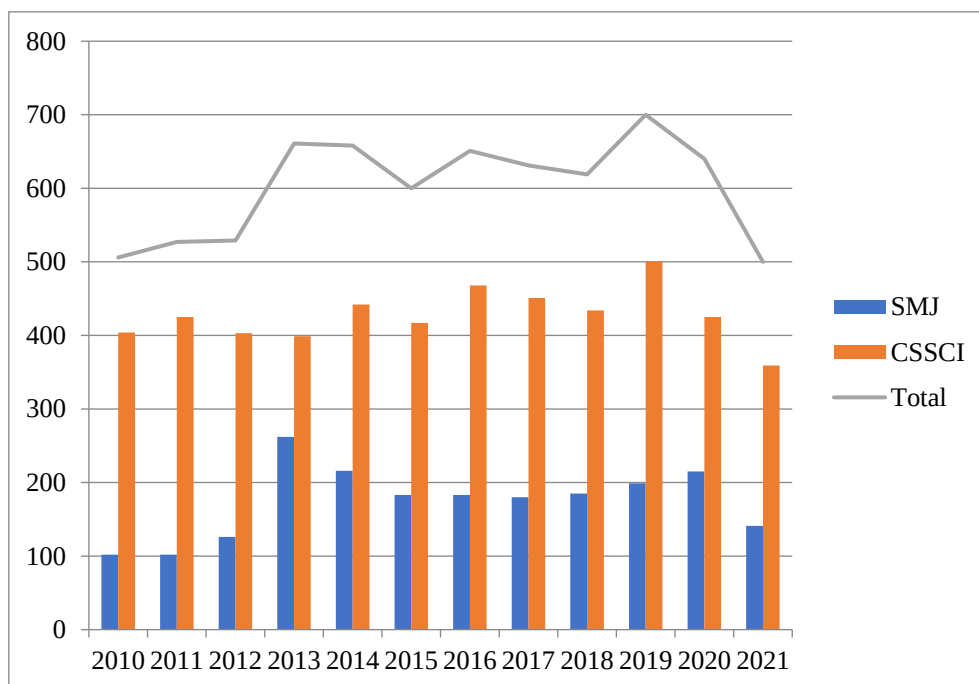


Figure 1. Strategic Leadership published in SMJ and CSSCI (2010-2021)

As can be seen from the above figure, due to the different quality and difficulty of publication, the number of articles published in CSSCI journals is more than that in SMJ. However, according to the publication situation from 2010 to 2021, the overall number of articles was on the rise before 2019 when several keywords of strategic leadership were integrated. However, the number of published articles decreased from 2020 to 2021. The reasons may include the impact of the epidemic, but the specific reasons need to be further explored.

Table 2. Publication of different keywords of strategic leadership in SMJ and CSSCI (2010-2021)

Research topics	SMJ (articles)	CSSCI (articles)
CEO	584	1455
TMT	483	1258
BOD	469	2402
Strategic Leadership	558	13

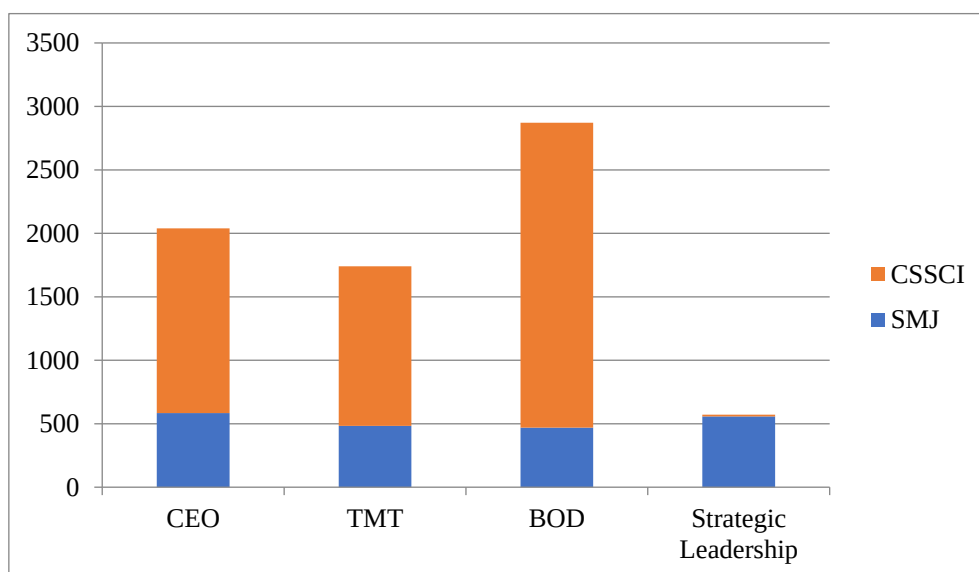


Figure 2. Publication of different keywords of strategic leadership in SMJ and CSSCI (2010-2021)

Table 2 summarizes the literature of the research subject, this article mainly from the keywords "CEO", "the senior management team (TMT)", "the board of directors (BOD)" and "strategic leadership", the number of search related articles, respectively, by above knowable, in terms of key words "strategic leadership", study of foreign journals more, less domestic articles relative research. This indicates that the strategic leadership at the system level has not been fully studied in China, and further development is needed. Comparing the development of different topics, it can be seen that the development of board of directors is more in-depth in China, and the number of articles published is more than that of other aspects, while foreign studies on these topics are involved. Therefore, compared with domestic and foreign countries, domestic research on strategic leadership system level still needs to be strengthened. In addition, this paper will mainly start from the overall strategic leadership, sort out the definition of strategic leadership and analyze the mechanism of strategic leadership on organizations.

3. Theoretical basis

3.1. Strategic Leadership

The previous relevant literature is sorted out, and the main content of strategic leadership is included in the following table. By referring to the previous relevant research, this paper divides the connotation into several parts to discuss. We distinguish, definition of the concept, main tasks, main characteristics and nature to explore several aspects, such as dividing, in concept to distinguish among them, mainly from the Angle of the level of organization to illustrate the definition of strategic leadership, in the definition, we mainly from the perspectives of ability, process and style three angles to define its connotation. On the whole, related studies from the perspective of process and ability tend to be theoretical, while those from the perspective of style tend to be empirical. From the perspective of process and capability, researchers mainly focus on exploring the conceptual connotation of strategic leadership. From the perspective of style, researchers focus on the empirical measurement of strategic leadership and do not dig deeply into the conceptual connotation [4].

Table 3. Contents of strategic leadership

Angle of attention	Research perspectives	Literature sources	The specific content
Concept to distinguish	Level of organization	Hunt (1991) [5]	In a sense, the leadership of the supervisory theory is related to the leadership of the organization, while the leadership of the strategic theory is related to the leadership of the organization.
		Storey (2005) [6]	It emphasizes the distinction between organizational leadership and organizational leadership, and identifies three key issues concerning strategic leadership: structure/relationship, function, and legitimacy.
		Philip (2008) [1]	It is believed that leadership can be possessed by managers at all levels of the organization, while strategic leadership can be possessed by senior leaders at all levels of the organization.
		Dong Mei (2019) [7]	The strategic leadership theory is significantly different from the previous traditional leadership theory. It believes that strategic leadership focuses on the macro strategic perspective, emphasizing that strategic leaders should always have an insight into the changes

			of the external environment of the organization, formulate strategies from the organizational level, point out the direction for the future development of the organization, and lead organizational reform.
Definition of concept	Ability to view	Ireland & Hitt (1999) [8]	Strategic leadership is the ability to anticipate, envision, remain flexible, and motivate others to create needed strategic change. And includes the following contents: (1) determine the strategic direction; (2) Explore and maintain the core competitiveness; (3) Develop human capital; (4) Maintain an effective organizational culture; (5) Emphasis on ethical practice; (6) Balance organizational control.
		Boal & Hooijberg (2000) [9]	The integration model of strategic leadership is proposed, which emphasizes that strategic leadership promotes information sharing and vision sharing through management wisdom, absorptive capacity and adaptive capacity, and motivates members to make efforts to realize the vision.
		Huo Guoqing (2009) [2]	Strategic leadership is the ability of leaders to propose and fully promote the realization of vision based on systematic analysis of stakeholders, self and strategic context.
		Agyapong & Boamah (2013) [10]	Strategic leadership is a complex of personal characteristics, thinking mode and effective management, which is concentrated in strategic thinking ability.
		Zhang gang (2020) [4]	At the individual level, from the perspective of ability, it can be found that if strategic leadership is regarded as a kind of personal ability, its most important elements are future-oriented learning ability, reform ability and incentive ability.
	Process perspective	Hosmer (1982) [11]	In the field of academic research, the concept of strategic leadership can be traced back to its origin. Hosmer clearly distinguishes between leaders and managers and believes that leaders must always consider the relationship between organizational strategy and external environment, while leadership is a higher-level ability to develop strategies and promote strategy execution. Strategic leadership is the process of establishing an overall sense of purpose and direction in an organization to guide the formulation and implementation of integrated strategies.

		House & Aditra (1997) [12]	Strategic leadership is to organize the creation of meaning and purpose of existence, the main content of strategic leadership include: making strategic decisions, selecting key managers, configuration, key resources, determine the goals and strategies, and indicate the organization development direction, planning and organization structure, coordinating the key stakeholders and communicate with them.
		Boal (2004) [3]	As a combination of strategic and leadership functions, strategic leadership focuses on senior leaders and is a series of process-oriented decisions and activities located at the center of the organization, including organizational structure design, human and social capital development, and meaning construction in response to environmental volatility and ambiguity.
		Elenkov et al. (2005) [13]	Strategic leadership is a process in which the senior leaders of an organization formulate and deliver the organization's vision, motivate the organization's members, and exchange strategic support with the organization's members.
		Goldman et al. (2015) [14]	Strategic leadership involves the process of shifting the focus of the entire organization in order to improve competitive advantage.
		Simsek et al. (2018) [15]	Strategic leadership is a collective effort that requires a complex network of relationships between senior managers and other parties.
	Style perspective	Vera & Crossan (2004) [16]	Strategic leadership is a combination of transformational leadership and transactional leadership at the top.
		Carter & Greer (2013) [17]	Strategic leadership is a framework that integrates different leadership styles. There are certain components of each leadership style that are particularly relevant to strategic leadership.
	The main task	D.F.Abell (2006) [18]	The main tasks of strategic leadership include six aspects: (1) balance the short-term objectives and long-term objectives of the strategy; (2) Clear mission and vision before formulating strategy; (3) To abandon the popular "resource-based strategy" and seek the matching of resources, future opportunities, leadership intention and leadership responsibility; (4) Redefine the strategic core based on the analysis of internal and external environment; (5) to re-understand competition from the perspective of supply chain; (6)

		Strategy formulation should go deep into the level of single product and market segments.
	Huo Guoqing (2009) [2]	Freedman and Tregoe believe in the book Strategic Leadership that the core task of strategic leadership is to formulate a strategic vision that fills everyone with confidence, make the strategic vision recognized by all members through sufficient communication, and persist in realizing the strategic vision without violating the strategic commitment.
	Hinterhuber & Friedrich (2002) [19]	Strategic leadership is the ability of leaders to establish vision, model and create value for the company. It is the art and science of turning vision into results. The tasks of strategic leadership mainly include three aspects: (1) putting forward vision, mission, strategy and policy; (2) Improve survival motivation, culture and image; (3) Create value for key stakeholders.
	Shen Xiaobin (2019) [20]	From an organizational perspective, strategic leadership results in a smarter organization and a healthier organization. The core content of strategic leadership is from strategy design to strategy implementation and implementation.
The main characteristics	Huo Guoqing (2009) [2]	The concept of strategic leadership has the following characteristics: (1) Strategic leadership emphasizes long-term goals such as vision; (2) Strategic leadership pays more attention to the overall balance of the organization; (3) Strategic leadership emphasizes the role of the leader's own example; (4) Strategic leadership focuses on outcomes rather than processes; (5) Strategic leadership emphasizes the control of the situation rather than the influence of the led.
	Chen Qinlei (2010) [21]	As a subset of leadership, strategic leadership is the sum of leadership abilities that leaders as strategists should possess. It is the strategy for organizations to formulate and implement strategies. Its core lies in the construction of dynamic capabilities of organizations, and its goal is the sustainable development of organizations. The characteristics of strategic leadership are as follows: first, it emphasizes long-term compound goals such as vision; Second, pay attention to the overall balance of the organization; Third, emphasize the role of leaders by example; Fourth, focus on the outcome, not the process; Fifth, emphasize

		situational control rather than influence on the led.
Explore nature	Li Zhenning (2011) [22]	Strategic leadership, in addition to refers to the enterprise leaders and the leaders on the power of a division, also includes business leaders to the enterprise strategic choice, the enterprise development direction, the enterprise culture construction, enterprise management, the spirit of enterprise and so on various aspects of the comprehensive ability to lead, the meaning of the essence and core is the enterprise the core of strategic leadership.
	Wu Tao (2013) [23]	Strategic leadership mainly refers to the leadership that combines the position power and non-position power of strategic leaders. The essence of strategic leadership is the core leadership of strategic leaders (or every leader). Strategic leadership includes three levels: first, the quality of strategic leaders, including experience, knowledge, creativity and cultural and moral cultivation; Second, the ability of strategic leader to interact with the led and their team; The third is organizational leadership, that is, the influence of strategic leaders on organizational structure, mechanism and its culture on organizational members and social environment.
	Boal&Hooijberg (2000) [9]	The essence of strategic leadership is based on cognitive complexity, behavioral complexity and the absorptive capacity, adaptive capacity and managerial wisdom formed by social intelligence.
	Hitt&Duane (2002) [24]	Based on the resource view, the author holds that the essence of strategic leadership is to effectively utilize human capital and social capital of the organization. Strategic leaders must have astute interpersonal skills, in addition to being able to identify tacit knowledge needs, evaluate and develop tacit knowledge, and establish and maintain a climate of trust and cooperation within the organization.
	Thomas& Schermerhorn (2004) [25]	Long-term sustainable development of enterprises is bound to be related to corporate ethics; To accept and agree with this view and act under the guidance of this view is the most essential characteristic of strategic leadership.

It can also be seen from the above table that individual characteristics mainly correspond to the perspective of ability, emphasizing certain characteristics that belong to individuals and should be analyzed at the individual level. The products of coalitions composed of multiple individuals and the impersonal roles in organizations correspond to the process perspective, which emphasizes the role

playing and role interaction processes of individuals in specific organizational situations and the results of these processes, which should be analyzed at the organizational level [4]. It can be seen that the existing research has not reached a consensus on the connotation of strategic leadership. Although most researchers have their own understanding and interpretation of strategic leadership, they fail to systematically explain the core connotation of strategic leadership [5]. Based on the concept of Boal et al., that is, the essence of strategic leadership is to create and absorb management wisdom, absorptive capacity and adaptive capacity, this paper discusses the effect and effect mechanism of strategic leadership, including organizational performance and other derived results of the organization (such as organizational learning, organizational adaptation and innovation performance, etc.).

3.2. Strategic leader

From the perspective of leadership, strategic leadership and strategic leadership are a unity, that is, there is a strategic leader, there must be strategic leadership. As for the discussion of strategic leaders, different scholars will have different results from different perspectives. Hambrick (1989) believes that strategic leadership means that senior leaders manage the whole enterprise and are responsible for substantive strategic decisions. The tasks of strategic leaders are completely different from those of middle operation managers. Strategic leaders must take into account both the organization and the external environment to achieve overall control of the organization [26]. Hambrick and Pettigrew (2001) believe that the research object of leadership involves every level of the organization, while strategic leadership is limited to the top management of the organization [27]. Yu Kexin (2003) believed that the role of top managers in today's enterprises is facing a fundamental change, and they should no longer be centralists and comprehensive managers, but should become strategic leaders of the organization [28]. Boal et al. (2004) believe that research on strategic leadership focuses on senior leaders [3]. Sosik (2005) believes that strategic leadership is composed of a series of processes, with input factors involving senior leaders, employees, technology and information, financial resources, etc. Strategic leaders are "strategy-based leaders" [7]. Nahawinty (2007) of the United States believed that previous studies on leaders failed to distinguish differences in leadership levels. She divides leadership into macro leadership and micro leadership, and calls macro leaders who have an impact on the whole organization strategic leaders [1]. According to Leadership Research Group of Chinese Academy of Sciences (2009), strategic leaders are high-level leaders in an organization who are responsible for determining the development direction and long-term development goals and promoting the realization of goals, namely, leaders at the top of an organization, who are mainly responsible for the development direction and strategic management of an organization [2]. According to Wu Tao (2013), organizations of a certain size generally have three levels, namely, strategic leadership, operation level and team level. The leader in the strategic leadership, especially the main leader, is the strategic leader, so the strategic leader usually refers to the leading team members of an organization, especially the high-level main leader. In a broad sense, the strategic leader can refer to the leading members of an organization or team in general [23]. Dong Mei (2019) from a higher-order theory perspective, that compared with the general managers, senior managers to the organization's decision making and critical impact on performance, so the target from the general manager to senior managers, from individual and team level to explore leaders features such as cognition, values and organizational decision making and the relationship between the strategic choice, the research object of strategic leadership is the manager (CEO, executive team or board of directors) who is responsible for the whole organization [7]. According to Zhang Yan (2021), strategic leadership research covers three major themes: CEO, executive team and board of directors. To sum up, strategic leaders need to play a certain role in promoting the development direction and goals of the organization, and they need to be responsible for the entire organization. As for this paper, this paper is more inclined to study the influence of strategic leadership of senior leaders on the organization [29].

3.3. The importance of strategic leadership

In the 21st century, with the rapid development of information technology and globalization, frequent and unpredictable changes have brought about a more competitive business landscape. In this context, strategic leadership has become one of the important foundations for enterprises to seek sustainable competitive advantages, and has attracted extensive attention in the field of strategic management and leadership research [30]. However, our country is in the best period of development in history, so different scholars give different views on why companies should study strategic leadership. According to Zhang Xiaojuan (2005), building outstanding leadership is not only the need of leaders themselves, but also the urgent requirement of organizational development and social progress [31]. Zhang Wei (2008) believed that in strategy implementation management, the role of enterprise strategy implementation leader has been paid more and more attention, and the leadership of enterprise strategy implementation is the key to play the role of leader, which directly affects the effectiveness of strategy implementation [32]. According to the Leadership Research Group of the Chinese Academy of Sciences (2009), under the guidance of the Scientific Outlook on Development, some organizations began to conceive of leapfrog development strategies, and more organizations formulated the goal of pursuing excellence. However, according to the laws of the leadership, can achieve leapfrog development and bring up excellent organization, if a leader is the key to the organization and can improve their strategic leadership, and the contribution of this research is that for those dedicated to the pursuit of excellence and realizes the scientific development organization provide leadership theory support [2]. Chen Qinlei (2010), the author puts forward the concept of strategic leadership excellence, which is able to clearly identify the strategic situation, the characteristics of accurate and according to the situation, effective operation vision, path, different levels of the structure, balanced and sustainable, sensitive response to environmental changes, so that enterprises continue to produce excellent performance of strategic leadership, this "remarkable", is refers to the strategic leadership itself, it also refers to the ability of enterprises to cope with environmental changes and constantly adjust to the optimal state^[21]. Wu Tao et al. (2013) proposed that strategic leadership consists of three levels: first, the quality of strategic leaders themselves, including experience, knowledge, creativity and cultural and moral cultivation; Second, the ability of strategic leader to interact with the led and their team; The third is organizational leadership, which refers to the influence of strategic leaders on organizational structure, mechanism and culture on organizational members and social environment. The above qualities and capabilities play a role in the five tasks of strategic leaders [23]. Liu Zhihong (2019) believes that strategic execution and strategic innovation are important contents of corporate strategic leadership. The former is the fundamental guarantee for the smooth implementation of corporate strategy, while the latter is the vitality for the continuous updating and keeping pace with The Times of strategic implementation leadership, as a core component of enterprise strategy implementation capability, strategic implementation leadership can effectively improve the success rate of strategy implementation and ensure a leading position at the strategic level. Strategic implementation leadership is the core competitiveness of organizations and individuals facing the future [33]. Dong Mei (2019) believes that the increasingly intensified market competition and the complex and changeable external environment have brought unprecedented challenges to today's enterprises. Based on this realistic background, strategic leadership has attracted extensive attention from the academic and practical circles, and has been proved to be the source for enterprises to maintain competitive advantages in the complex environment, it has an important impact on organizational performance, organizational innovation and organizational culture [7]. According to Shen Xiaobin (2019), the more difficult the development of a team or an enterprise is, the more strategic leaders are needed. Only when leaders have strategic leadership can contradictions be effectively resolved and the organization can achieve higher performance. To sum up, it is urgent to study the topic of implementing strategic leadership in enterprises, which lays a foundation for the following research on strategic leadership in the development of enterprises [20].

4. The mechanism of strategic leadership

Research on strategic leadership is devoted to going beyond leadership in organizations and exploring how the organization as a whole exerts extensive and lasting influence in the external environment [34]. Since the effects of strategic leadership are always located at the organizational level and are often divided into two categories, namely organizational performance and other derived results of the organization, therefore, this paper will mainly discuss the mechanism of strategic leadership on organizational performance, team vitality and organizational innovation performance from different theoretical perspectives, and provide relevant theoretical significance and practical basis for leaders' training and management.

4.1. The mechanism of strategic leadership on organizational performance -- Based on the perspective of positive organizational behavior

4.1.1 Related Concepts

(1) Organizational performance

Hambrick (1989) defined organizational performance as effectiveness, efficiency and the needs of stakeholders [35]. However, Rowe (2001) interpreted it as tissue survival, growth and long-term viability [36]. According to Peng Yuke et al. (2012), organizational performance refers to the quantity, quality, efficiency and profitability of organizational tasks in a certain period [37]. According to Li Ping (2017), organizational performance, which refers to the task completion, revenue acquisition and quality of an enterprise within a specific time, is composed of individual employee performance [38].

(2) Psychological capital

According to the theory of positive organizational behavior, psychological capital in the narrow sense refers to psychological factors that can have a positive impact on performance. Luthans, Youssef and Avolio (2007) define psychological capital as a positive mental state displayed by individuals in the process of growth and development, which is composed of self-efficacy, hope, optimism and resilience. Psychological resource theory points out that researchers should analyze individual resource elements as components of a collective construct. The key resource theory emphasizes that key resource elements usually produce synergistic effects. Multiple resource theory and sense of coherence theory also believe that resources play a synergistic role [39].

West et al. (2009) published a study on the impact of team psychological capital on team cohesion, job satisfaction, team cooperation, team coordination and team conflict [40], which filled the gap in the research on positive organizational behavior at the team level and built a bridge between the research on positive behavior at the organization level and the individual level. The cross-level research conducted by Walumbwa et al. (2010) deepened the research on team psychological capital [41].

(3) Absorptive capacity, adaptive capacity and management wisdom

Absorptive capacity mainly refers to the ability to acquire, assimilate, transform and utilize knowledge [42]. Adaptive ability refers to the collective ability to adapt to change through change or remodeling. Adaptive ability mainly influences the psychological capital of subordinates through double-cycle learning. Management wisdom refers to the leader's ability to recognize and seize the critical moment. The ability to recognize includes the ability to perceive environmental changes and the ability to socialize. The ability to grasp critical moments refers to the ability to take correct actions at critical moments [9].

4.1.2 Mechanism of action

Meng Yao et al. combined positive psychological capital with strategic leadership, deeply explored the internal psychological mechanism of leadership's influence on subordinates' performance, and constructed a corresponding research model.

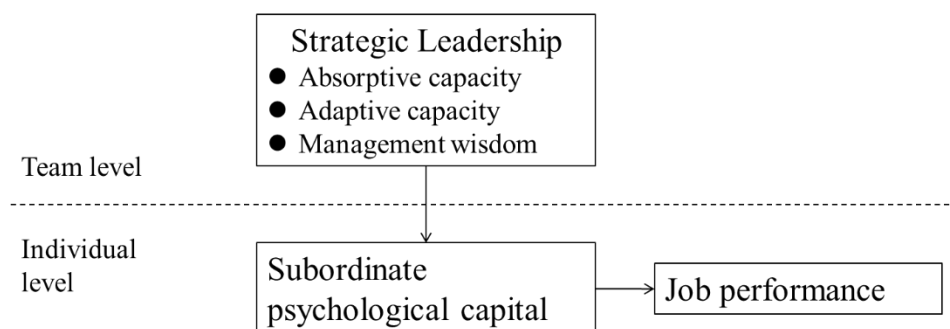


Figure 3. Basic research model [39]

Meng Yao et al. constructed a cross-level model and adopted the HLM analysis method to empirically test the relationship between strategic leadership and subordinates' work performance through subordinates' psychological capital, which revealed the role of subordinates' psychological capital in improving the effectiveness of leadership mechanism and explored the interaction between strategic leadership and subordinates' psychological capital in improving subordinates' work performance. The results showed that the psychological capital is not only beneficial to improve the work performance, and in the strategic leadership and staff performance plays an intermediary role, in addition, higher levels of absorption ability, ability to adapt and management talents to strengthen the effect of positive psychological capital, that is, from another side is pointed out that the subordinate psychological capital across hierarchy ascending way [39].

4.2. The mechanism of strategic leadership on team vitality - based on the perspective of positive organizational behavior

4.2.1 Related Concepts

(1) Team vitality

Team vitality can be regarded as the main component of team emotional response, including team member satisfaction, team cohesion, team commitment and team atmosphere [43]. Team vitality, the main team members to experience's satisfaction with the team and maintain high team members a willingness to exchange relationship is effective team process and obtain sustainable competitive advantage of core elements, plays an important role in the process of innovation team, team driven by emotions and feelings in the process of energy as a team at the heart of the child process, as more attention is paid to the sustainability and development of the team operation process, it has a good predictive effect on whether the team can maintain a high level of performance in the long term [44].

(2) Team psychological capital

This paper will analyze the role of team psychological capital from three perspectives: collective efficacy, team optimism and team resilience. Collective efficacy is defined as "the shared belief that the group can achieve a specific level of achievement by taking necessary actions", which is the aggregation of team members' evaluation of team efficacy when completing a specific task. Optimism is described as an explanatory style that attributes success to stable, internal factors and failure to unstable external factors; Optimism can also be extended to the team level, as a reflection of the positive ability of the team. Optimistic teams have more perseverance, can realize the value of mutual help among team members, and ultimately improve the cohesion among team members. Team resilience refers to the ability and willpower to recover from failure, setback, conflict or any possible threat or even very positive and challenging things [45].

4.2.2 Mechanism of action

Liang Qiaozang et al. combined team psychological capital with strategic leadership, deeply explored its role in the effectiveness of strategic leadership, and deeply understood the internal process of improving team effectiveness by revealing the influencing factors of team psychological capital and its action mechanism on team vitality through the construction of a new research model architecture, and constructed the corresponding research model.

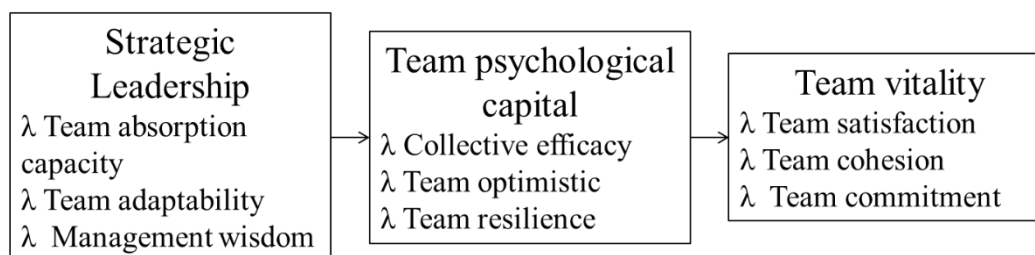


Figure 4. Research Hypothesis frame diagram [45]

By elevating psychological capital to the team level, this study studies the positive effect of each component of team psychological capital on team vitality, and explores the influence of its synergistic effect as a whole on team vitality. Specifically, team psychological capital (collective efficacy, team optimism and team resilience) is positively correlated with team vitality; Team absorptive ability, team adaptability and team management wisdom are positively correlated with team vitality. Team absorptive capacity and management wisdom are positively correlated with team psychological capital. Compared with teams with lower adaptive ability, teams with higher adaptive ability have higher level of psychological capital. Team psychological capital plays a complete mediating role between team absorptive capacity and team vitality. Team psychological capital partially mediates the relationship between team adaptability, team member satisfaction and team cohesion. Team psychological capital partially mediates the relationship between management intelligence, team member satisfaction and team cohesion. This study preliminarily discusses the relationship between strategic leadership, psychological capital and team vitality, which has certain theoretical and practical significance [45].

4.3. The mechanism of strategic leadership on organizational innovation performance -- based on the perspective of ambidexterity learning theory

4.3.1 Related Concepts

(1) Innovation performance

Cooper (1976) from the perspective of leaders lead organization innovation, creativity and innovation are analyzed the main "driving force" performance improvement, he thought innovation process related organizational decision making and management behavior often has important strategic significance, therefore the goal of strategic leadership guidance and leadership behavior will affect organizational innovation performance through different mechanisms [46]. Based on the "creativity/innovation process theory", creativity is the presentation of novel and useful ideas, which is the first stage to achieve innovation performance. However, only when these innovative ideas are adopted and effectively implemented by the organization, can innovation performance be improved. On the basis of synthesizing previous theories, Sears et al. (2011) regard innovation as a dynamic process and believe that the success of the innovation process means that new ideas can be transformed into actual innovation output, thus generating economic and social values and finally forming the foundation for organizational, technological and social change [47].

(2) Theory of ambidexterity learning

Going back to the source, Duncan (1976), a scholar in the field of strategic management, first proposed the concept of "ambidexter organization". He believed that in the increasingly volatile and complex external environment, enterprise organizations must not only effectively carry out current business to survive, but also need to continuously innovate to adapt to the future competitive environment [48]. March (1991) first proposed the theory of ambivalent learning, which mainly includes exploratory learning and exploitative learning [49]. Different from the concept of "ambidexterity innovation" (defined from the perspective of results, focusing on the novelty of innovation results), "ambidexterity learning" is defined from the perspective of process, focusing on individual and group thinking and behavior change activities [50]. Zhao Kai et al. (2016) summarized previous studies and concluded that organizational ambidextrous learning and R&D team

ambidextrous learning have different emphases. At the organizational level, exploitative learning should be the main focus, and exploratory learning should be the supplement. At the R&D team level, exploratory learning should be given priority to, supplemented by exploitative learning [46].

4.3.2 Mechanism of action

Based on several theories, Zhao Kai et al. used mixed-effect model in cross-analytic hierarchy process (AHP) to construct a theoretical analysis framework of the relationship among strategic leadership, multi-level ambidexterous learning and organizational innovation process.

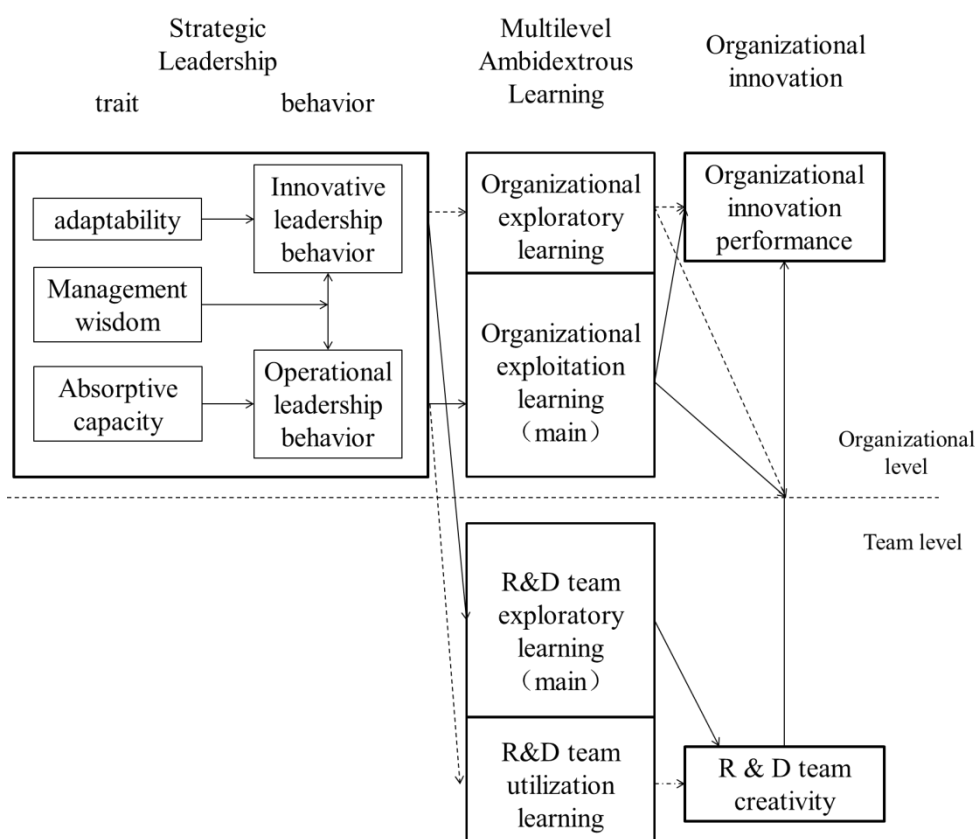


Figure 5. Theoretical framework of strategic leadership, multi-level ambidexterous learning and Organizational innovation [46]

Research shows that strategic leaders with core competencies (adaptive capacity, absorptive capacity, and management wisdom) can effectively integrate ambidexterous leadership behaviors (innovative/operational leadership behaviors), thereby promoting ambidexterous learning (exploratory/exploitative learning) of the organization and R&D team, and finally transforming R&D team creativity into enterprise innovation performance. Specific terms, strategic leader, the stronger the ability to adapt/absorbing ability, is good at using innovative leadership behavior/operation type, which is beneficial to promote organization and the exploration of the R&D team type/use of learning, and the higher the strategic leadership management wisdom, the more effective coordination, integrated innovation and operation of two kinds of leadership behavior, and the tension between exploratory learning and exploitative learning that is more conducive to coordination between the organization and the R&D team. Organizational ambidexterity learning positively moderates the relationship between R&D team creativity and organizational innovation performance. At the organizational level, when exploitative learning is more than exploratory learning, it is more conducive to the transformation of R&D team creativity into organizational innovation performance. In addition, ambivalence learning mediates the positive relationship between strategic leadership and innovation process. Therefore, strategic leaders of an organization need to learn ambidexterous management skills, flexibly use operational and innovative leadership behaviors, and mainly promote exploitative learning activities at the organizational level to build a complete innovation

implementation system, so as to facilitate the transformation of innovative ideas into innovative results.

5. Deficiencies of existing research on strategic leadership

In the complex, fast-changing, ambiguous and uncertain environment, the study of strategic leadership has become a hot topic for researchers to better cope with the management challenges brought by the current environment and gain real competitive advantage. However, some problems have also been encountered in the existing research. Jiang Tianying (2009) believes that strategic leadership behavior is a new concept in the academic circle, and its connotation definition and measurement methods need to be further discussed. He said that the existing foreign literature shows that strategic leadership behavior is related to learning orientation, knowledge integration, and organizational innovation performance. However, by reviewing domestic literature, he found that China's research on these issues, in particular, empirical studies are still lacking [27]. Meng Yao et al. (2013) believe that due to the limitations of research data, sample data and other aspects, there are still many shortcomings, and the data studied are all from the data of Chinese entrepreneurial enterprise teams. Cross-cultural research and further investigation of the influence of moderating variables can be carried out in the future, so as to make the research results more universal [45]. Allen et al. (2013) think that literature and one-sided emphasis on certain elements in different degrees and different extent artificially disserve the relationship between factors and ignores the defects such as comprehensive effect between the elements and think most of the existing research focuses on strategic leaders themselves, lack of strategic leadership impact on the organization process of psychology and sociology, not for strategic leaders and the interaction between the organization and the environment is an in-depth analysis of failed to give a strategic leader in today's complex and changeable environment, the complete picture of the organization's systematic strategic thinking, in general, the long-term development of the existing research on how to organize and short-term interests to stay on a call, to some extent, the internal unity of long-term and short-term interests of the organization is separated, resulting in a certain degree of disconnection between the research of different schools and management practices, and no in-depth and comprehensive discussion on how to coordinate long-term and short-term interests of the organization [5]. According to Shen Xiaobin (2019), strategic leadership is just like this, which is never achieved overnight, but a process of continuous learning [20]. Dong Mei (2019) believes that due to different research perspectives, existing scholars have great differences in understanding the connotation of strategic leadership, which directly affects the evaluation of the effectiveness of strategic leadership and the measurement of strategic leadership constructs, and is not conducive to the in-depth development of strategic leadership theory. Existing empirical studies adopt different measurement forms of strategic leadership, and the research conclusions are at different levels. Moreover, due to different measurement standards, it is difficult to verify each other's research conclusions. At present, management scholars pay more attention to the impact of strategic leadership on organizational outcomes, but few studies have explored the antecedent variables of strategic leadership, and current scholars know little about how the close links between various subjects in an organization are embedded in the organizational context, influence each other and evolve [7]. Zhang gang et al. (2020), says that although most researchers agree that strategic leadership leadership research significance, but also think the dominant theory of higher order inevitably brings the strategic leadership research limitations, and although the strategic leadership research is increasingly widespread attention, but about the connotation of the concept, academic circles have not reached a consensus, to a certain extent, this results in the fragmentation tendency of related studies [4]. According to Zhang Yan (2021), the field of strategic leadership is gradually shifting from demographic and structural methods to social psychological methods. When we dig deeper into these micro levels, it is more necessary to jump out and observe the role and impact of strategic leaders [29].

6. Conclusion

6.1. Comprehensive Discussion

Through to the existing literature, we found that the strategic leadership research has a tendency to shift in the research content, growing from a focus on the CEO or senior management team members as the research object of individual level strategic leadership research turned to pay attention to the connotation of mining organization level strategic leadership studies, defines the concept of but now still didn't get a clear and unified, this is something that needs to be studied further. In terms of research methods, strategic leadership is shifting from theoretical research and empirical research based on secondary data to in-depth case study and multi-case comparative study, so as to more fully reveal the connotation and mechanism of strategic leadership and improve the practical guiding significance of relevant research.

As for the deficiencies of existing research on strategic leadership mentioned above, the introduction of harmonious management theory can make up for the deficiencies of existing research on strategic leadership to a certain extent and promote the development of strategic leadership research. On the one hand, the introduction of the theory of harmonious management can better reflect the characteristics of strategic leadership. The starting point of the theory of harmonious management is to analyze the characteristics of the organization as a whole, and identify the theme of organizational harmony based on this, which determines that strategic leaders should think about the organization as a whole from the beginning. In addition, the harmonious theme identification was led by the organization vision and mission, a series of organization evolution path of harmonious theme and its drift is in order to achieve the long-term goal, makes the strategic leader can simultaneously consider the organization's short-term interests and long-term interests, and attention to the problems of organization focusing on the future direction and current resources configuration organization, to some extent, it avoids the trap of superficial management and expertise. On the other hand, the introduction of harmonious management theory is conducive to promote the systematic and dynamic of strategic leadership research and the combination of strategic leadership research and management practice. This provides the direction and theoretical basis for our current research on strategic leadership, but how to apply the theory of harmonious management to the research on strategic leadership, and the feasibility of introducing the theory of harmonious management in the field of strategic leadership and the problems that should be paid attention to still need further research.

For the areas of strategic leadership practice, first of all, we need to know about the five steps of strategic leadership process, is to choose an important social issue, a clear mission and vision, strategies and tactics, execution, and fall to the ground, and reflect on learning and growing, every step of the process is not mechanical fixed, in practical work, they are mutually restrict and influence, it's an iterative and spiraling process of learning. Therefore, on the basis of the above research, this paper believes that enterprises need to understand these five processes in the process of implementing strategic leadership, take it as a learning process, and keep trying to find the strategic leadership style suitable for enterprises.

6.2. Personal Thinking

In this paper, we study the mechanism of action of strategic leadership, through to the existing literature and found that the existing literature are almost through empirical research to analyze the influence on the result of the organizations performance and other derivatives, and because the difficult to measure the effect of strategic leadership on organizational performance such as mechanism, the analysis of the existing literature quantity is less, it is difficult to get the overall mechanism of strategic leadership; Another problem is that although there are many analyses of strategic leadership in the existing literature, there is no clear definition of the connotation of strategic leadership. Different scholars have different opinions, so it is difficult to unify many definitions. Moreover, the systematic research on strategic leadership in China is not very in-depth. Many researches focus on the CEO, the executive team and the board of directors. Due to strategic

leadership compared to the previous traditional leadership theory is more focused on the macro strategic perspective, emphasis on strategic leader always insight of external environmental changes, standing on the strategic, organizational level for the organization's future development direction, from the perspective of the three models of sort out this article, the analysis of the strategic leadership from affect the performance of subordinates in the focus on team vitality, from the analysis of organizational level, it is not difficult to see that the research of strategic leadership should pay more attention to the organizational level in the future. From another perspective, the three models are viewed. Since strategic leadership is difficult to measure, the analytical models of strategic leadership compiled in this paper all introduce specific theoretical basis, such as: the theory of positive organizational behavior and the theory of ambidexterous learning can analyze the mechanism of strategic leadership by supplementing the lack of strategic leadership. Therefore, it is necessary to further improve the theory of strategic leadership in the future.

Because strategic leadership has the overall ability to control the development of things and has good foresight, subjective initiative and operability, the future research direction of strategic leadership needs to be further recognized. This paper mainly makes a plan for the future research direction of strategic leadership through the introduction above.

(1) Clear the conceptual connotation of strategic leadership. In the future, researchers need to define the concept of strategic leadership clearly, further clarify the connotation of strategic leadership, systematically think from the organizational level, pay attention to the change of external environment, and make it different from other leadership theories.

(2) Explore the development and cultivation of strategic leadership. The subsequent research should start with the formation process of strategic leadership, clarify the key elements that affect the formation of strategic leadership, put forward the ways and methods of strategic leadership training, promote the effectiveness of strategic leadership in enterprise practice, and realize the close combination of strategic leadership theory and practice.

(3) Improve the quality and ability of strategic leaders. As leader, enterprise strategy in the enterprise is the fundamental task of enterprise development strategy of leadership, to the development of enterprises to innovate, accurate positioning, for the development of the enterprise and make decisions for strategic accurately, make detailed plans, to plan the implementation in place. It needs to enrich the knowledge and creativity of strategic leaders and improve the quality and ability of strategic leaders.

(4) Build great leadership. In the urgent situation of organizational development and social progress, we should not only put forward requirements for strategic leaders, but also continuously improve the leadership of each level, each organization and each leader, so that the efficiency and effectiveness of the organization can be increasingly improved.

(5) Explore cross-level and multi-subject research perspectives. Future researchers should adopt a cross-level and multi-agent research perspective to explore how each agent influences each other, and how the strategic leadership at the organizational level influences the variables at the team and individual level from top to bottom.

(6) Combine different viewpoints at home and abroad. Known from the analysis of these data, the current in terms of overall strategic leadership research advanced study in foreign countries, therefore, the domestic scholars on the concept of continuous development at the same time, it is reasonable to combine foreign point of view, and achieve mastery through a comprehensive, continuous innovation, constantly explore, strategic leadership to make contribution to theoretical development and practical significance.

Through the collation of this article, the importance of strategic leadership in the process of enterprise development is understood, and the main role of strategic leader is also clarified. Strategic leader is an important factor leading the continuous innovation and development of enterprises. Therefore, how to cultivate or understand the quality and ability of strategic leaders is an important direction for future exploration. In conclusion, strategic leadership has been under a constant state of development. In future research, we not only need to pay attention to the above future research

directions, we also need to consider cultural influences. Different cultural foundations will lay the foundation for different development directions of strategic leadership. It is necessary and important to find the development direction of strategic leadership according to the conditions of our country.

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