Research on the Current Situation and Construction Strategies of Leadership in Listed Companies

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Abstract. At present, more and more companies realize that the leadership-building strategy has an important impact on the company's development, and begin to focus on how to reasonably build leadership in the company. This article studies the status quo and construction strategies of leadership in listed companies, hoping to summarize and analyze the successful experience and shortcomings of listed companies in leadership construction strategies and give suggestions and methods for improvement. It will help more companies gain more experience in leadership building. This article adopts the case analysis method and analyzes the status of leadership building in the listed society and the problems and causes in the current leadership strategy building of listed companies by analyzing the cases of different listed companies. At the same time, this paper gives solutions to the following problems in listed companies: strategic planning and leadership development, employee diversification, and brain drain. Finally, this article summarizes the experience of many companies that want to build leadership. It also provides solutions and strategies for currently listed companies to improve their leadership-building strategies and status quo.

Keywords: Leadership; Listed Companies; Performance Management; Employee Motivation.

1. Introduction

1.1. Research Background

How important is leadership to the development of a company? According to a global survey by McKinsey & Company, nine in 10 chief executive officers plan to increase investment in leadership development because they see it as the top talent issue facing their companies [1]. This means that more and more companies are paying attention to the construction and importance of leadership in the company. Therefore, studying the construction of leadership in the company is significant. In a company, leadership runs through the entire company. For the management, the leadership of management employees deeply affects the company's decision-making implementation and long-term development. The management is like the brain of a company, and the leadership level greatly affects the company's development. At the same time, the lack of leadership will often cause the company to face the serious problem of retaining excellent employees and cultivating excellent management talents. At the same time, for grassroots employees, a company without sufficient leadership will cause them to lose their sense of belonging and confidence in the company, which is not conducive to the unity of the company.

1.2. Literature Review

Hoganand Kaiser argues that leadership is a real phenomenon with a long history and analyzes the necessary impact of leadership on organizational groups [2]. This article analyzes the importance of leadership to organizations from the perspective of humanities and history. It lists some positive and negative examples to prove that leadership has a greater impact on organizations or groups. Hughes proposed leadership development interventions in the public health nutrition workforce and focused on analyzing the definition of leadership and the importance of leadership in many situations, such as driving change and achieving organizational goals [3]. Although Hughes' article analyzes the importance of the public health nutrition workforce, it also reflects leadership's important influence and role in organizations. Susan Adams analyzed the Hey Group released its latest "Best Companies for Leadership" survey. This article lists the top twenty Best Companies for Leadership and polled

7,000 people at more than 2,300 companies worldwide through Hay Group's online questionnaire. These survey data reflect some of the same characteristics of these best leadership companies [4]. Most of the best leadership companies listed in this article are listed companies that have existed for a long time. Some excellent and long-term listed companies often attach great importance to cultivating the leadership of management talents in the company. For these listed companies with excellent Leadership, Leadership runs through the company's grassroots, middle, and top management. At the same time, these listed companies with excellent leadership also cultivate a certain scale of reserve leadership talents.

Most articles analyze and research the importance of leadership to organizations and groups and the importance of leadership in companies. Still, few articles discuss the current status of leadership construction in listed companies and how these outstanding listed companies build their own leadership structure step by step. Leadership is of great significance to the company, but how do those successful listed companies build a sound and efficient management system, and how does it enable the company's management to have sufficient leadership to face the various challenges the company encounters in decision-making and management? At the same time, leadership runs through the company's grassroots, middle, middle, and top management. Building corporate leadership from top to bottom is extremely complicated and worth analyzing for a huge listed company.

1.3. Research Framework

Therefore, this article will focus on analyzing the status quo of the leadership of listed companies and the specific methods of building leadership strategies for listed companies. First of all, this article will analyze the leadership management system of the relatively successful listed companies at present, explore how these companies cultivate the leadership of their employees, and analyze the leadership status of these companies. Secondly, this article will combine specific company cases to analyze Listed companies' strategies for building corporate leadership from the grassroots to the top. Finally, this article will summarize the successful experience of these listed companies in building corporate leadership. It will provide more companies and companies with experience and references for cultivating excellent management talents and developing the company for a long time. At the same time, more companies will realize the importance of leadership in the company.

2. Methods: Case study method

A case study is a detailed study of a specific subject, such as a person, group, place, event, organization, or phenomenon. This article will take the existing listed companies as the case analysis object, analyze the status quo of the leadership of different listed companies and the construction methods and strategies of leadership in the enterprise, and summarize the similar characteristics and differences of these listed companies building leadership strategy.

3. Results

3.1. Leadership Status of Listed Companies

At present, many listed companies attach great importance to the cultivation and development of corporate leadership, because leadership development and structure strategy will have an important impact on many aspects of listed companies. Mei and John's analysis of the board leadership structure of listed companies in China show that companies with a CEO dual leadership structure have higher expense ratios than matching companies with independent board leadership structures [5]. This shows that leadership plays a very important role in the senior management organizations of listed companies. The study also points out some problems in the current leadership structure of the boards of listed companies in China. Bai et al. have demonstrated in their empirical research on Chinese listed companies that companies with high governance have high market value, and investors are willing to pay a considerable premium for well-governed companies [6].

3.2. The Problems and Causes of Leadership Structure Strategy in Listed Companies

At the same time, some listed companies seriously influence the company's development due to the problems in the structure strategy of leadership. The following are some examples provided in this paper. Juliet Chin analyzes the gender discrimination and harassment issues exposed by Uber in 2017 and analyzes the negative impact of this situation on this company [7]. Uber's leadership may not have paid enough attention to and addressed issues of sexism and harassment in the company's culture. The leadership lacks an effective management and supervision mechanism, resulting in improper employee behavior not being corrected and punished promptly. It also discourages employees from reporting misconduct, exacerbating the problem. Sex discrimination and harassment within the company have become common and persistent, which means that Uber leadership has neglected important diversity issues in the construction of leadership within the company. The construction of supervision and management mechanisms is not perfect. Both are missing leadership-building strategies. Herman Aguinis, Ryan K. Gottfredson, and Harry Joo analyzed Facebook's recruitment of Google executives, analyzed the impact of performance management on a talent competition, and proposed that performance management is an important tool to retain effective talents [8]. In listed companies, talent competition is very common, and the strategy of the company's management may lead to the loss of key talents. Insufficient corporate leadership in this area can make attracting and retaining good leadership talent difficult if the company is not adequately structured and has the right strategy for incentives and performance management. At the same time, many listed companies ignore the importance of leadership training and development plans, which means that the company does not have enough backup leadership talents, and it will also lead to incumbent leaders who cannot improve their ability and quality, making strategic decisions that are not conducive to the company. In the end, the company could not survive in the ever-changing environment, did not actively seek changes and breakthroughs, and eventually lost its core competitiveness. Kodak used to be the leader in the camera market, but due to the lack of flexibility of the company's leadership, the company's leadership structure strategy is too rigid, lacking the flexibility to adapt to change and innovation. This will make the company unable to respond quickly when facing new challenges and opportunities, unable to adapt to changes in the digital age and lead to company bankruptcy. Kotter, J analyzed the reasons for Kodak's downfall and believed that the main reason for Kodak's downfall was a big problem in its leadership [9]

3.3. Summary of Problems

Based on the above companies, this paper believes there are still many problems in the leadership-building strategies of listed companies, mainly as follows:

1. Lack of strategic planning and leadership training. Many listed companies lack long-term strategic planning and leadership training. This leads to a lack of direction for the company's development and insufficient leadership reserves, and it is unable to cope with future market changes and competitive pressures. At the same time, the leadership training and development mechanism is not perfect, which cannot improve the level and quality of leadership.

2. Insufficient diversification. Some companies ignore the diversity of grassroots employees and management employees in terms of gender, race, culture, experience, etc., in terms of leadership structure strategy, which makes the company team unable to think about decision-making in multiple ways, resulting in the company's employees to the leader's way of thinking and behavior is relatively limited. This affects the innovation and adaptability of the company. This situation may be because the company's recruitment channels are not wide enough or the company has recruitment preferences and cultural intolerance.

3. The problem of brain drain. Some companies often face the problem of core talent loss, which makes the company unable to retain outstanding talents, thus affecting the overall development of the company. The core reason is that the company does not pay enough attention to performance management in the leadership-building strategy. At the same time, In the absence of effective communication and feedback mechanisms, employees may feel that the company does not care about

their work and career development, thus losing their enthusiasm for work. The commonality of these problems involving different aspects of the company is that companies cannot infiltrate leadership building into all aspects of the company, no matter the management of different functional positions. Or how to effectively enable the team to communicate better and collaborate, etc. At present, there are still loopholes and problems in these leadership-building strategies in some listed companies.

4. Discussion

4.1. Strategic Planning and Leadership Development

Many listed companies lack strategic planning and leadership development in their leadership structure strategies. This article puts forward the following suggestions to help listed companies better solve this problem through the leadership structure: 1. Formulate a clear strategic plan: companies need to clarify their long-term and short-term goals and formulate corresponding strategic plans. These plans need to be formulated according to the company's actual situation and market environment to ensure that the company can effectively respond to various challenges and opportunities. 2. Strengthen teamwork: A united and cooperative team needs to support excellent leadership. The company needs to encourage communication and collaboration among employees, establish a cooperation mechanism, and form a culture of teamwork. 3. Establish a performance evaluation mechanism: Companies need to establish a performance evaluation mechanism to assess employee performance and adjust incentives based on performance. This can motivate employees to work hard and promote the company's development. 4. Continuous learning and improvement: Leaders need to continuously learn and improve their leadership to adapt to the ever-changing market and corporate environment. Companies can encourage employees to participate in training and learning, and provide learning resources and opportunities so that employees can continue to grow and progress.

4.2. The Diversity of the Company Staff

John Ryan, James Hawdon, and Allison Branick believe that a diverse workforce is beneficial to business by studying the initiatives and nature of the prevalence of diversity in Fortune 500 companies [10]. In modern society, employee diversity has become a common trend. Suppose a listed company lacks a diversity of employees. In that case, it may lead to problems such as the reduction of innovation ability, the simplification of corporate culture, and the lack of teamwork. So how should listed companies solve this problem at the level of leadership structure? 1. Advocate diversity: Leaders need to advocate diversity through their own words and deeds, actively promote the ideas and advantages of diversity, and let employees realize diversity's importance to business development. 2. Recruiting diverse talents: Companies need to actively consider the diverse backgrounds and characteristics of employees, such as gender, race, cultural background, education level, sexual orientation, etc., in the recruitment and employment process in order to build a diverse team. 3. Provide diversified training: companies can provide diversified training and development opportunities to help employees understand different cultural backgrounds and values, and better understand and respect each other at work. 4. Develop a diversity policy: Companies must develop diversity policies and measures to ensure employees are treated fairly in the business. For example, a fair salary and promotion opportunities, benefits and workplace safety, and so on. 5. Establish a diverse culture: Leaders need to establish a diverse corporate culture so employees can feel the company's diverse atmosphere and openness. For example, organizing activities with different cultural backgrounds, supporting employees in different social activities, etc.

4.3. Brain Drain

The Brain drain is also a major problem faced by listed companies. If it cannot be dealt with effectively, it will bring many negative impacts to the company, such as increased costs, decreased production efficiency, and impaired teamwork. The following are a few suggestions on how to solve

the problem of personnel turnover from the analysis of the leadership structure strategy: 1. Establishing a positive corporate culture is equally important. Leaders need to establish a positive, cohesive, and attractive corporate culture for the company. This can make employees feel a sense of belonging, enhance employees' sense of identity and loyalty to the company, and reduce employee turnover. 2. Pay attention to employee benefits: the company needs to provide reasonable salaries, benefits, and career development opportunities to attract and retain outstanding talents. At the same time, leaders need to establish a transparent promotion mechanism to make employees feel fair and just. 3. Provide career development planning: Leaders need to provide employees with career development planning and training opportunities to help employees improve their skills and knowledge. This can improve the career development willingness of employees and reduce the turnover rate of employees. 4. Establish a good communication mechanism: leaders need to establish a good communication mechanism with employees, pay attention to the work and life of employees, understand the needs and problems of employees, and take timely measures to solve them. This can enhance employee belonging and loyalty and reduce employee turnover. 5. Establish a sound resignation management system: Leaders need to establish a sound resignation management system to understand the reasons for employee resignations in a timely manner and take targeted measures to solve them. For example, through questionnaires to understand employees' dissatisfaction with the company, to formulate improvement plans, etc.

5. Conclusion

5.1. Key Findings

This paper summarizes and analyzes the current leadership status in listed companies and the possible problems in building strategies: strategic planning and leadership development, employee diversity, and brain drain. At the same time, after analysis and research, this paper puts forward corresponding suggestions for these issues: cultivating diverse and inclusive leadership. Build a diverse leadership team by recruiting and developing people with diverse cultural backgrounds, genders, and mindsets. At the same time, it builds an inclusive culture that encourages employees to participate in decision-making and share opinions. Develop strategic thinking and long-term planning skills. Leaders need to have keen insight and forward-looking thinking, be able to foresee market changes and future trends and formulate corresponding strategies and plans in a timely manner. To this end, leaders' strategic thinking and long-term planning capabilities can be improved through training and learning. Emphasis on employee engagement and communication. Establish an open communication channel to encourage employees to participate in decision-making and share opinions. Create a positive working atmosphere. Discussion and summary of these issues can encourage many companies to summarize and absorb the missing experience in the leadership structure. At the same time, the analysis of some specific practices of listed companies at the level of leadership structure can also enable the currently listed companies to improve and reflect on the company's leadership structure strategy, which will have a positive impact on the development of most companies' leadership structure strategies. Certainly inspired. The leadership of listed companies is one of the key factors for the success of enterprises. By adopting strategies such as diversity and inclusion, strategic thinking and long-term planning capabilities, employee participation and communication, etc., the leadership level of listed companies can be improved to provide strong support for the sustainable development of enterprises.

5.2. Limitations and Future Studies

There are still some limitations in the current research of this paper. This paper adopts the case analysis method for research, so only a few representative companies may be selected for case analysis, which may lead to insufficient generalization of the research results. In addition, this article may rely on literature analysis and individual in-depth interviews for data collection in terms of data collection methods. This approach may overlook other valuable data sources, such as questionnaires

or participant observations. In future research, this paper will take the following measures to make up for these limitations: 1. Expand the sample scope: the sample size can be increased, and more companies can be considered to enhance the representativeness and generalizability of the research results. 2. Use a variety of data collection methods: use a variety of data collection methods, such as questionnaires, participant observation, etc., to obtain more comprehensive and objective data.

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