

A Study on Three Qualities of Leading Cadres in the New Era

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Abstract: The theories and practices of socialism with Chinese characteristics in the new era have set higher and more extensive requirements for the fundamental qualities of leading cadres. They are called upon to cultivate sound ideological conduct and noble virtues in terms of moral cultivation, capability building and psychological quality. In practice, they should grasp the essence of facts, integrate theory with practice, be willing to assume heavy responsibilities and take the lead. Ideologically, they must keep in mind their original aspiration and mission, remain indifferent to fame and fortune, and write magnificent chapters of life with outstanding achievements.

Keywords: Leading Cadres; Qualities; New Era.

1. Introduction

Literacy refers to the intrinsic cultivation and extrinsic conduct formed by a person in daily life. The basic literacy of leading cadres is primarily embodied in moral character, pragmatic ability, and knowledge reserves, representing their inherent qualities. The development of the times poses comprehensive tests and challenges to leading cadres. The changing social conditions require the ability to adapt to various changes. Changes in national conditions and social contradictions have raised higher requirements for work ability, work methods, and so on. Currently, profound changes are taking place in social, national, and societal conditions: globalization encounters countercurrents, international competition is becoming increasingly fierce, and geopolitical conflicts bring many uncertainties; domestic reforms have entered a deep-water zone, with arduous tasks such as industrial upgrading, rural revitalization, and grassroots governance. Old and new contradictions are intertwined and superimposed, and the masses' aspirations for a better life have raised higher standards. These changes not only bring development opportunities but also pose comprehensive tests on the performance ability of leading cadres - they are required not only to possess practical abilities such as overall coordination and emergency response, but also to master cutting-edge knowledge such as digitalization and legalization, and to have moral determination to resist temptation and adhere to the bottom line.

In this context, comprehensive moral integrity, overall capability, and excellent psychological resilience have become essential topics for leading cadres. Moral integrity is the foundation for personal conduct, requiring cadres to always have a heart for the people, adhere to the bottom line of integrity, and win the hearts of the people with a public-spirited attitude. Overall capability is crucial for achieving success, necessitating the cultivation of hard skills in practical situations for overall planning and problem-solving. Psychological resilience is the foundation for withstanding pressure, requiring a mindset that can face setbacks head-on, respond calmly, and maintain clear cognition in complex situations. Only by laying a solid foundation in these three key areas can leading cadres maintain their composure and direction in the face of complex changes, truly achieving

"calmness and serenity" in the face of risks and challenges, and shouldering the heavy responsibilities of the times with excellent qualities. Comprehensive moral integrity, overall capability, and excellent psychological resilience have become essential components for leading cadres, forming the foundation and prerequisite for maintaining "calmness and serenity" in the face of problems and contradictions.

2. Moral Quality: Upright as Plum Blossoms, Refined as Crabapple Flowers

Our party's leading cadres occupy official positions, and their performance is based solely on the social division of labor for different positions and individuals with different abilities. Personality and official ethics are unified, as "one may choose not to seek officialdom throughout their life, but one cannot be without ethics as an official for even a single day." Moral integrity, as the inherent cultivation and standard of leading cadres, reflects the foundation of their conduct and behavior in the new era. General Secretary Xi Jinping has clearly required that leading cadres in the new era should uphold political ethics, cultivate great virtue, observe public morality, and manage private morality. They should stabilize their mentality, transform their state of mind, and purify their soul.

Adhering to a scientific worldview and methodology serves as the philosophical foundation for the moral cultivation of Communists. Leading cadres must uphold the political direction of Marxism and the ideal of communism, equip their minds with a scientific worldview and methodology, maintain a clear political awareness and spiritual cultivation, and guide practice through correct methodology. Adhering to the basic position of historical materialism and materialist dialectics is the foundation for leading cadres to follow the right direction, maintain the bottom line, and respect rules. Communists are materialists and atheists, clearly distinguishing themselves from idealists and believers in ghosts and gods. Being confident without being superstitious, conscious without being lax, leading cadres who do not believe in Marxism-Leninism but in ghosts and gods, or in science but in theology, demonstrate a lack of ideals, a spiritual "calcium deficiency," and a disoriented soul.

The transformation trajectory of those who lack faith, have their beliefs collapse, and lose confidence is a manifestation of negative spiritual influence, insufficient moral cultivation, and poor methodological positioning. Continuously learning theories and supplementing spiritual "calcium" are requirements for implementing scientific theories into practical work, strictly adhering to ideological and moral defenses, and enhancing political discernment. They are also important manifestations of drawing a clear line and distancing oneself from negative thoughts and behaviors in deep consciousness. Leading cadres should enhance their political literacy and party spirit cultivation, and be models of adhering to politics, observing rules, and complying with regulations. "They must strictly adhere to the six basic conditions that party members and leading cadres must possess as stipulated in the party constitution, improve their own qualities and abilities, and regularly examine and rectify their own shortcomings."^[1] To enhance one's moral character, one must remain clear-headed in the face of right and wrong, unmoved by temptation, and unyielding in the face of challenges. It is essential to understand the overall situation of society, grasp the overall situation of work, and comprehend the necessity of strengthening moral cultivation with a materialist spirit.

Adhering to a scientific style of behavior is an important aspect of moral cultivation for Communists. Moral cultivation involves pursuing lofty ideals and self-improvement. It requires learning from examples, enhancing the awareness of alignment and following in the wake of others, and staying away from vulgarity, strengthening discernment and a sense of position. In society, "comparing oneself with the superior can broaden one's virtue, while comparing oneself with the inferior can lead to chivalrous deeds; comparing oneself with the virtuous is a stepping stone for advancement, while comparing oneself with the wicked is a source of regression." It is necessary to correctly select reference objects and comparison dimensions. In the spiritual, moral, and ideological dimensions, advocating high standards, the more one compares, the stronger one's conviction becomes, the higher one's moral character rises, and the purer one's heart becomes. In the material, enjoyment, and acquisition dimensions, advocating thrift, the more one compares, the less one desires, the more selfless one's behavior becomes, and the broader one's mindset expands. We should advocate diligence and abhor extravagance, guard against righteousness and despise greed, and foster loyalty and despise evil thoughts. Leading cadres must clearly face the essence of power in their hands. This power originates from the people and carries the expectations of the masses. Its essence is responsibility rather than privilege, service rather than a private tool. It must never be used as a tool for personal gain. It is necessary to abandon erroneous cognitions from the ideological roots, resolutely overcome the "reward consciousness" of "paying must seek return", the greedy concept of "holding power should be for gain", and the "taking mentality" of "having power means occupying". Always remember that power is "public" rather than "private", and the exercise of power must adhere to the responsibility of serving the people and strictly abide by the boundaries of justice. It is even more important to draw a clear line between right and wrong, resolutely put an end to the privilege mentality of "face is above law", the flexible thinking of "human relations dilute systems", and the circle culture of "relationships determine attitude", always adhering to the

principle that statutory duties must be fulfilled and nothing can be done without authorization. Let power operate within the framework of the system and norms, and let rules become the only yardstick for behavior. Faced with various temptations and traps in society, leading cadres need to build a "firewall" of profound cultivation to resist corruption and prevent degeneration. They should use their lifelong moral cultivation to be indifferent to fame and fortune, precipitate their character, and not be disturbed by vanity and fame, nor be tempted by sensual pleasures. They should remain calm and composed in the face of gains and losses, honors and disgraces; they should use inner tranquility and peace to adjust their psychology and resolve anxiety, face temptation tests with a mindset of "not being happy with things, not being sad with oneself", and maintain inner peace in the face of complex world affairs. We should actively emulate the sages and ancestors, absorbing their noble character of cherishing virtues and integrity, and their wise philosophy of maintaining integrity and self-discipline. Through immersion in classics, we can cultivate our temperament and elevate our realm. Furthermore, we must take the painful lessons of corrupt officials who met their downfall and destruction as a mirror, constantly alerting ourselves, guarding against small faults, and abandoning greed and respecting boundaries from the depths of our minds. Only by embracing poverty, staying true to our original aspirations, and enduring loneliness to hone our character, can we stand firm in the face of various temptations, and conduct ourselves with dignity, serve as officials with integrity, and handle matters with clean hands. We must face up to the power in our hands, overcome the "reward mentality", the concept of taking, and the "taking mentality", and resolutely prevent the negative mindset of putting face above law, diluting systems with personal relationships, and letting relationships determine attitudes. In the face of various temptations, we should cultivate a detachment from fame and wealth, adjust our mentality with tranquility, nurture our temperament with the noble character of the sages and ancestors, and be awakened by the painful lessons of corrupt officials. We must embrace poverty, endure loneliness, conduct ourselves with dignity, and serve as officials with integrity. Making friends and handling affairs is also crucial for self-cultivation. Leading cadres must be cautious in choosing friends and maintain proper friendships, adhering to the principle of "making friends based on shared principles, gathering together based on shared aspirations, and connecting based on shared hearts". They should actively approach virtuous and capable individuals who embody the qualities of a humble and gentlemanly person, and wholeheartedly cultivate good mentors and friends who are honest, upright, virtuous, and of high moral character. Through mutual encouragement, we can cultivate noble sentiments and forge a strong work ethic. We must resolutely stay away from slanderous and frivolous individuals who are arrogant and disrespectful, and maintain high vigilance against those who harbor ulterior motives, engage in opportunistic behavior, and have poor character. We should consciously purify our social circles, living circles, and friendships. At the same time, we must uphold the principle of scientific decision-making, not be bound by human relationships and social conventions, nor trapped by networks of connections. We should always act with a public-spirited heart and maintain integrity. We should adhere to our stance by distinguishing between right and wrong, cultivate our character through diligent and practical work, and let noble

character become the distinct foundation of our work and entrepreneurship. Leading cadres should be cautious in choosing friends and make scientific decisions. They should be close to virtuous and humble individuals, and keep away from those who are insincere, frivolous, arrogant, and disrespectful. They should associate more with honest, kind, virtuous, and trustworthy people, nurture their sentiments through self-improvement, and cultivate their character through diligent effort.

Adhere to cultivating good virtues through actions that serve and benefit the people. Persisting in nurturing excellent virtues through practical actions that serve and benefit the people is the core embodiment of the moral qualities and character cultivation of leading cadres, and it is also an inevitable requirement for fulfilling their original mission. Leading cadres should focus on cultivating virtues of dedication, self-restraint, and integrity, transforming their feelings for the people into concrete actions, and interpreting the essential requirements of "using power for the people, caring for the people, and seeking benefits for the people" through practical deeds. Cultivating virtues of dedication, self-restraint, and integrity is an important way to truly reflect the moral qualities and character cultivation of "leading cadres". The power of leading cadres originates from the people, and "loving the people is easier said than done". Having a heart of loving the people does not necessarily mean fully expressing actions for the people. To truly put people's livelihood, public sentiment, and public opinion first, it also requires the ability to act, noble cultivation, and a desire to serve. Leading cadres should consider their duties, consider the outside world, and consider their worries. For "the moon shining through the poor eaves at night", one should always have a sense of shame and a heart of striving. One should feel ashamed of whether there are still omissions in their work, and strive to solve the demands of the masses faster and better. Always pursue "benefiting things and helping people", regard the suffering of the masses as their responsibility, regard the shortcomings of people's livelihood as the focus of their work, take the initiative to move forward, and implement precise policies. As for the achievements during their term of office, they need to remain humble and low-key, never claiming credit for others' achievements and keeping them for themselves. They should always remember the subjective position and creative power of the masses, uphold the realm of "not necessarily succeeding in my own right, but definitely succeeding with my contribution", not being wild and unrestrained, not making wild statements, and regard dedication to the people as their duty. One should have a sense of shame and a heart of striving, always consider benefiting things and helping people, and regard the suffering of the people as their own fault; for the achievements of one term, one should not claim credit for others' achievements and keep them for themselves, but should think of the creation and contributions of the masses, not be wild and unrestrained, not make wild statements, and regard dedication to the people as their duty. It must be noted that "self-restraint is the most difficult, and it is best to start from the difficult"; when facing situations, "be vigilant and self-disciplined, and make it a habit through practice". It must be noted that "self-restraint is the most difficult, and it is best to start from the difficult"; self-restraint is a lifelong task for leading cadres. Facing various temptations and tests, we must always maintain a reverent and vigilant attitude, temper our determination in daily work, cultivate habits through long-term practice, and

achieve "habituation through practice." We must resolutely refrain from indulging our desires through the use of power or satisfying our selfish desires through the opportunity of our positions. We must always use rules as a yardstick and bottom lines as boundaries, adhere to our original intentions in self-restraint and public service, elevate our character through pragmatic service to the people, and make our excellent virtues stronger through day-to-day practice. When faced with temptation, we must not indulge our desires through the use of power or satisfy our selfish desires through any opportunity. "Integrity and self-discipline are the bottom line for Communists in their official careers and political pursuits." [2] Cultivating a desire for integrity and incorruptibility lies in purifying our inner desires and spiritual minds, actively eliminating material desires to nurture virtue through frugality. This is not a passive suppression of "asceticism" in a feudal sense, but an active choice made by leading cadres stemming from their party spirit cultivation, representing their inner moral consciousness and joyful sentiment. Without being swayed by greed or burdened by material desires, we must adhere to our original intentions in making choices and gain calmness through self-control. To purify our minds and eliminate desires, and to nurture virtue through frugality, this is different from the cultivation method of "asceticism." Instead, it is the joyful sentiment and moral consciousness born from the hearts of leading cadres. "Living high and sounding far is not by relying on autumn winds." A reputation for integrity and credibility does not come from the enhancement of power and status, but from the adherence to one's own character and the practice of serving the people. For leading cadres, serving the people is an unshakable fundamental principle, and personal interests must be unconditionally subordinated and served by the overall and long-term interests of the masses. This does not negate reasonable demands, but requires that interest demands always adhere to the "triple bottom line": content must be reasonable and in line with job responsibilities and legitimate rights; methods must be legal and comply with institutional rules and legal procedures; and approaches must be harmonious and moderate, without competing with the people for profits or harming collective interests. We must always handle matters with a public heart and establish ourselves with righteousness, allowing our desire for integrity to become stronger through dedication to serving the people. Serving the people is of primary importance, and personal interests must be subordinated and served by the interests of the masses. The interest demands of leading cadres must ensure the rationality of the content, the legality of the expression method, and the harmony of the pursuit method.

3. Face Setbacks with Equanimity, Remain Indifferent to Personal Gains and Losses

Major and minor issues, as well as virtual and real matters, are all relative terms. Major and minor issues, as well as virtual and real matters, have always existed in a dialectical unity, with no absolute boundaries. Only by relying on and complementing each other can we achieve the complete picture of a career. The ancient saying, "Although the nest of an ant is small, it can breach a thousand-mile-long dike; although the dust is fine, it can build a nine-story tower," vividly illustrates this principle. For leading cadres, the so-called "major issues" may be strategic deployments related to

regional development or major policies benefiting people's livelihoods; while "minor issues" may be a small road at the doorstep of the masses, a document urgently needed to be processed, or a patient response to a request. Seemingly insignificant "minor issues" are actually "barometers" of public sentiment. Although the nest of an ant is small, it can breach a thousand-mile-long dike; although the dust is fine, it can build a nine-story tower. Major and minor issues complement and rely on each other in their interactions. Calmly cultivating one's character and engaging in practice may seem illusory and unreal, but in reality, they can be externalized as strength and support in real-life work. Leading cadres serve the people by focusing on the big picture and starting from the practical, doing their best in major and minor issues, and handling virtual and real matters well.

Firstly, we should have insight into small matters and not neglect them just because they seem insignificant. "The sea does not reject small streams, hence it can become vast; the mountain does not reject fine soil, hence it can reach great heights." Many major events originate from small beginnings. From a development perspective, small matters can also be the starting point and key to achieving great things. Being overly ambitious and neglecting details is likely to lead to errors of even the slightest magnitude, resulting in a vast difference. When leading cadres look far ahead, they should also pay attention to details and observe them carefully. Details determine success or failure. We should start with small things, handle every minor matter with the ambition of handling major ones, work diligently, avoid seeking empty fame, and start from the present, from the subordinates, and from the details. Details are the foundation for achieving things and the bridge to the people's hearts. The so-called "details determine success or failure" is not an exaggeration but a truth verified by countless practices. When leading cadres work and start businesses, they should not only possess the vision and ambition to handle major matters but also uphold the patience and perseverance to handle small matters, handling every minor matter with "embroidery craftsmanship". Whether it is the wording and phrasing of policy documents, the control of project progress, the recording and feedback of public demands, or the attitude and behavior at service windows, all require diligence, excellence, and avoidance of empty fame and perfunctory actions. We must truly implement the principle of "starting from the present, starting from the subordinates, and starting from the details": when facing public inquiries, provide more patient explanations; when handling grassroots issues, take one more step to conduct on-site visits; when implementing work tasks, consider one more level of risk. These seemingly insignificant "small matters" are precisely the touchstone for testing the responsibility of cadres and reflecting the quality of work. "The interests of the people are not small matters." Compared to promoting socialist modernization, the "vegetable basket" and "money bag" of the people seem small, but they are not. For the people, these are the top priorities that affect their livelihood and happiness. If these are not handled properly, it will affect the relationship between the people and the government, and even affect social stability and development. We should correct our mentality and correctly handle the relationship between "public and private interests." We should take "the people" as the center, rather than self-centeredness, and put the interests of the people first. We should be busy for the people, work for the people, always have a heart of loving the people, and abide by our duties."Be a close friend of the

people, adhere to the fundamental principle of serving the people wholeheartedly, consciously implement the Party's mass line, keep the people in mind, bring benefits to the people, ... truly keep the people in mind, love the people, and serve the people."^[3] In practical work, personal affairs are minor, while the interests of the people are paramount. When it comes to matters concerning the masses, we must put ourselves in others' shoes and empathize with them, rather than being obsessed with personal affairs and neglecting important matters for the people. "No small matter concerns the interests of the people." This is our party's consistent governing philosophy and a value standard that leading cadres must adhere to. Compared to the magnificent socialist modernization drive, the "vegetable basket" of the common people contains price fluctuations, the "money bag" is related to income increases and decreases, the "rice bag" is linked to food security, and the "medicine box" is tied to health care. These seemingly trivial "minor matters" are actually "top priorities" that affect countless households, directly related to the people's well-being, happiness, and sense of gain. If we ignore these "minor matters" and shirk our responsibilities, it will not only cool the hearts of the masses and damage the credibility of the party and government, but also erode the close bond between the party and the masses, and even affect social harmony and stability. On the contrary, if we can handle these "minor matters" effectively, well, and with warmth, we can gather a powerful force to overcome difficulties and build a solid foundation of public support for the development of various undertakings.

Secondly, one must dare to undertake great undertakings without being intimidated by their magnitude. Those who achieve great things not only possess the ability to observe minutely and clearly, but also the courage to be the first in the world. Celebrity artists who attract people's attention rely on their outstanding talent and charm, while leading cadres who dare to undertake great undertakings must have a broad-minded demeanor and a vast vision. China's great feat of gradually standing up, becoming wealthy, and becoming strong from the bitter pain of being poor, weak, and bullied is a great innovation of the Communist Party of China (CPC), which aims high, seeks advice humbly, strives to become stronger, and pioneers in the world. It is also the deep foresight of leading cadres who practice what they preach, seek truth from facts, and have noble character, who are down-to-earth, brave in taking on heavy responsibilities, keep pace with the times, and conform to the trend of the times. When faced with unexpected events, one should remain calm and handle them coolly. In a complex and ever-changing environment, one can still remain calm and composed in the face of unexpected events. This is the basic quality required to handle emergencies and disasters. To achieve great undertakings, it ultimately comes down to small details. Leading cadres who aim for great things should not only focus on the big and neglect the small, but also coordinate the relationship between focusing on the small and neglecting the big. They should not be overly ambitious or overestimate their abilities. Starting from the direction that benefits the people and their hearts, even though there are countless tasks at hand, one cannot personally handle every single one. However, one should not be careless or muddle through things, nor should one lose elegance for petty gains or compromise their principles for trivial fame. Spread the wings of an eagle to reach the sky, stretch the neck of a wild animal to cry out.

Third, we must integrate the virtual and the real, guard

against frivolity and impatience, and not fear hard work. To do things practically, we must be wholehearted, work hard, and give our all. Going all out is the foundation, and doing our utmost is the prerequisite. We must not engage in hypocrisy or engage in superficial activities. When facing small matters, we must be meticulous; when facing major issues, we must remain calm and composed; when facing difficult tasks, we must forge ahead bravely; and when facing arduous work, we must bear the burden without complaint. Doing practical things means emphasizing practical effectiveness and benefiting the country and the people. Any futile "face-saving projects" or "image projects" are superficial efforts driven by a desire for quick success and undue haste. To achieve practical results, perseverance is required. Those who have no lofty ambitions and are mediocre will surely waste their time and achieve nothing; those who pursue indulgence in alcohol and food and have narrow horizons will only fail to accomplish tasks and even cause trouble; those who do things in a superficial manner and give up halfway will only adhere to outdated conventions and be content with the status quo. To do things practically and thoroughly, leading cadres must have perseverance and the determination to face difficulties. They should not seek temporary praise by avoiding the real and pursuing the virtual. They must ensure that their achievements are well-founded and verifiable. We must be dedicated to practical work, and we should also emphasize effectiveness in abstract work. Practical work and abstract work are two interconnected fields of work. Abstract work focuses on theoretical propaganda and ideological construction, which is an indispensable part of promoting the sinicization and popularization of Marxism. Abstract work means transforming the "virtual" into practical power in action. Thoughts are intangible, but once grasped by the people, they become a tremendous driving force to promote the construction of socialism with Chinese characteristics. To integrate the virtual and the real, we must identify the connection point between the two and assess the situation, so as to achieve the right balance between the two. In abstract work, it may seem that we are grasping tightly, but in reality, implementation is lax. Slogans may sound loud and words may sound beautiful, but ultimately, they yield little results. Abstract work is not empty talk. We must make abstract things deeply rooted in people's hearts, close to life, and turn abstract into practical, so as to achieve the desired results.

4. Maintain a Positive Mindset, Keep in Mind Original Aspiration and Mission

"To do nothing is to make a mistake" and "to do nothing wrong is a merit" represent two completely opposite mindsets in doing things. These seemingly simple eight-character expressions actually reflect the distinctly different mindsets and value pursuits of leading cadres, and further highlight two vastly different psychological qualities and responsibilities. Behind these two mindsets lies a fundamental divide in their views on power and political achievements, which directly determines the actions and achievements of cadres in their positions, affecting the vital interests of the masses and the effectiveness of career development.

Cadres who uphold the mindset of "no fault is no merit" often embrace a philosophy of "seeking stability and avoiding mistakes, playing it safe". They regard "avoiding accidents

and making no mistakes" as the highest criterion for work, and consider "doing less and not causing trouble" as a survival technique for self-preservation. When faced with contradictory issues, they are accustomed to "taking a detour" and "passing the buck"; when encountering difficult work, they tend to "wait and see"; when dealing with the demands of the masses, they often "put off, delay, and circumvent" and act "coldly, hard, and arrogantly". However, they fail to realize that not fulfilling their duties and responsibilities in their positions is itself a hidden "fault". This "laid-back mindset" not only misses development opportunities but also cools the hearts of the masses and damages the credibility of the party and government. It reflects different pursuits of power and political achievements, and embodies two psychological qualities of leading cadres in their daily work. A positive and proactive leading cadre will not be held back by hard work and will not be sophisticated and worldly because they fear offending others. They maintain a correct mindset, face things calmly, take a detached view of gains and losses, work diligently, and do things that are praised and applauded by the people. Only then can they truly be considered "meritorious".

Firstly, we must have lofty ambitions and shoulder the heavy responsibilities well. Some leading cadres regard their work positions as a comfortable nest to avoid hard work, handle affairs passively, muddle along, and indulge in being a "peaceful official" who follows the beaten track. They do not work for the people or think for the people, completely deviating from the mass line and work purpose. It seems that they abide by rules, make no mistakes, and everything runs on the normal track. However, in reality, they have no heart to serve the people and no work achievements to speak of. This is a psychological portrayal under the wrong concept of "no mistakes are mistakes, all are achievements". In interpersonal communication, they flatter and ingratiate themselves, everyone striving to be a "good-natured person" who caters to the masses. They turn democratic life meetings into praise meetings, exaggerating the good aspects and avoiding the problematic ones, seeking to make peace and avoid trouble. They prefer not to mention opinions and offend colleagues, and would rather break principles than hurt feelings. The entire work environment seems harmonious and united, but in reality, it lacks vitality and ambition. The value of work is not to seek comfort or pursue prosperity, but to achieve one's own life pursuits and value goals in the process of work. To seek prominence and prosperity, only regarding work as a springboard for personal pursuit and profit, not only easily leads to the wrong path but also results in nothing. In the new era, leading cadres should have the lofty ambition of "soaring like a roc for tens of thousands of miles", treat their work with a strong sense of responsibility and full enthusiasm, maximize the marginal benefits of their authority, and dedicate their blood to the prosperity of the country, the development of society, and the happiness of the people. "Not being discontented with poverty and lowliness, nor eager for wealth and honor", they should regard the trust and support of the people as the touchstone for work quality, do more good things for the people, make more contributions to society, shoulder the heavy responsibilities entrusted by the party and the people well, enhance their sense of achievement and self-confidence through dedication and hard work, and fulfill their personal values and life ideals.

Secondly, we should face up to challenges with equanimity and be indifferent to personal gains and losses. Advancement

and setbacks are common in work. Regardless of gains and losses, we must maintain a stable mindset and face challenges with equanimity. This is the open-minded sentiment expressed in the poem "Life is but a fleeting joy, all things pass like the eastward flowing water." Some leading cadres, however, fail to grasp the deeper meaning, becoming entangled in personal gains and losses, the ups and downs of positions, constantly focusing on when there will be an opening for a higher position, counting their achievements and contributions, anticipating when benefits and perks will increase, and complaining whenever their wishes are not fulfilled. They believe their future is bleak and lose confidence in their work. When they see others promoted and praised, their first reaction is to attack and accuse of hidden shady deals, unfair systems, suppressing others, and elevating themselves. They become depressed and unhappy amidst constant worries about gains and losses, believing that ability is the same and quality is unimportant. This leads to many misconceptions, psychological dissatisfaction, spiritual sluggishness, loss of confidence in themselves, society, and the country. This is actually a misunderstanding of personal pursuits by leading cadres, a misplaced focus, and a selfish mindset. Leading cadres should use a firm political stance to correct their life pursuits, putting public interests before personal interests and not abusing public office for private gain. When faced with the temptation of fame and fortune, they should have a clear judgment on what is feasible and what is not. Party spirit should come before selfish desires, and the people should come before self. Leading cadres should focus on understanding the public sentiment, following public opinion, doing practical things, and emphasizing hard work, without resorting to trickery, self-deception, breaking the bottom line of duties for material benefits, or giving up hope due to psychological gaps, flaunting "inaction" as a work philosophy.

Thirdly, we must maintain a correct mindset and keep our mission and original intention firmly in mind. Both mediocrity and ineffectiveness stem from the insufficient work ability and uncontrolled personal desires of leading cadres. When lacking work ability, it is difficult to grasp the focus of work, handle emergencies, and demonstrate excellent work ability and personal charm in a rapidly changing social environment. Leading cadres will appear to have the intention but lack the ability, making little progress in their work and achieving mediocre political achievements. When personal desires are out of control and selfish desires

prevail, leading cadres forget the source and origin of power, focus solely on "seeking benefits for themselves", turn their actions into show, pursue profits, and act falsely in their work. The mission and original intention of leading cadres is to serve the people wholeheartedly. "Our power is granted by the party and the people, and it is used to work for the party and the people. We must prioritize public interests over private ones, and it can only be used to alleviate the party's worries, work for the country, and seek benefits for the people." [4] In the new era, if leading cadres want to break away from mediocrity and achieve "outstanding achievements" in their work, they must maintain a correct mindset and keep their mission and original intention firmly in mind. On the one hand, they should start with their own abilities, be diligent in learning, keep pace with the times, focus on updating their knowledge system and improving their work methods, leverage the characteristics and advantages of the big data era and the internet era, integrate them into their work processes, strengthen network party building, grasp the pulse of the times, and stand at the forefront of the trend of the times. On the other hand, starting from their personal state of mind, leading cadres should hold fast to their compass and direction, have the firm will to "remain steadfast despite countless trials and hardships, and face any wind from east, west, north, or south," and always remember that the interests of the people are the starting point and end result of their work. They should cultivate a stable and healthy mindset, be open-minded without losing their original intention, decisive without being stubborn, optimistic without being aimless, humbly accept criticism, reflect on failures, maintain a correct mindset, maintain good work style and habits, keep their original intention in mind, and forge ahead with determination.

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