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Compare and Contrast Command and Innovative Leadership Styles

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Abstract: The main source of knowledge creation and technology dissemination is an important means for enterprises to improve their competitiveness. More and more enterprises rely on innovation to improve their core competitiveness and gain new profit growth points, laying a solid foundation for the survival and development of Evergreen. The Influence of leadership on enterprise innovation. Leadership is considered to be the most critical one among many factors that affect the future development and success of an enterprise. Among the many factors that affect organizational performance and innovation behavior, leaders are generally considered to be the key factors to improve employee satisfaction and organizational performance, and to promote organizational change and employee innovation. On the basis of defining the basic meaning of leadership and leadership style, this paper integrates, combs and discusses the relationship between different leadership styles and employee innovation behavior and organization and team performance.

Keywords: Leadership Style; Innovative Behavior; Organizational Change.

1. Introduction

A large number of studies at home and abroad have shown that many leadership behaviors such as transformational leadership and empowering leadership can improve the innovative behavior of employees and the innovation ability of enterprises. Here, we introduce the influence and role of a leadership behavior based on traditional Chinese culture on the innovation ability of enterprises. This kind of leadership behavior is dialectical leadership behavior.

Dialectical leadership behavior refers to the leadership behavior of senior managers to pay attention to and analyze changes in the environment and differences between employees from a dynamic perspective, lead the coordinated operation and development of the enterprise with a global view, and adjust the corporate strategy and manage the leadership behavior of employees in a contradictory and integrated manner.

This leadership behavior is rooted in traditional Chinese culture, especially the Taoist mode of dialectical thinking. In today's business management practice, dialectical thinking is also richly reflected. For example, someone once asked Ren Zhengfei, "Huawei is doing so well, what do you think is most important?" He said six words: "grayscale, tolerance, compromise." Regarding "grayscale", he believes that there is no black and white in management, and many things gradually find a clear direction when they are not clear. Regarding "tolerance", he believes that no one is perfect, we must be tolerant of others, there must be a fault-tolerant mechanism, so that people have a space for innovation. Regarding "compromise", most people think that to be a business is to persist, but Ren Zhengfei believes that only compromise is the best persistence, it is precisely because of many compromises, but still as always moving towards the goal, so that success can be achieved. These ideas are the best evidence of dialectical leadership behavior.

Regarding dialectical thinking, a well-known domestic entrepreneur put it more bluntly: "An enterprise that can think dialectically is a good enterprise." China's "two unwavering" policy also fully embodies dialectical thinking, and "two unwavering" is a high-level summary of our party's successful experience in adhering to and developing the basic economic system over the years. The entrepreneur believes that business management is to constantly weigh the current benefits and long-term development; Look dialectically when thinking about change and immutability, and solve the relationship between change and immutability; Weigh the relationship between big goals and small goals; Recognize that difficulties are not permanent, and that the most difficult time may be the darkness before dawn; Have a preference for thinking big.

Dialectical thinking consists of three principles: change, connection, and contradiction. The principle of change holds that the world is dynamic and constantly changing, and problems should be viewed from the perspective of development; The principle of connection believes that everything in the world is related, emphasizing the connection between things from a holistic and global perspective, if it is only limited to the thing itself, and ignoring its surrounding environment, it is difficult to see the essence and whole picture of things; The principle of contradiction holds that the world is complex and full of contradictions; The two opposing sides will be interdependent, attracted and interconnected.

2. Innovative Leadership Style

In the real social organization, if people observe carefully, it is not difficult to find that there is such a phenomenon that the appeal is incompatible with the authority: although some leaders have higher positions and powers, they often do not command well, no one listens to orders, and no one helps them. And some leaders are not in high positions and have little power, but the work is carried out handily, command freely, and respond to every response. Why is that? This is what the "three forces" of the leader affect, that is, the power, ability and influence of the leader. Power, also known as authority or leadership, is a power acquired according to the needs of the leadership position he holds; Ability is determined by the leader's own conditions such as knowledge and wisdom; Influence is the prestige of the leader, but it is determined by the leader's personal morality, talent, emotions

and other qualities and levels, which is an invisible spiritual force that makes subordinates admire and believe, which can help leaders enhance cohesion and appeal and effectively perform their leadership functions. The relationship between power, ability and influence is: power comes from position, position comes from prestige, and prestige comes from ability and quality. However, among the "three forces" that already exist, the influence of leadership is in a prominent central position. Because the influence of leadership includes political influence, moral influence, business influence, ability influence, comprehensive influence, etc., it is also called comprehensive prestige, that is, it not only refers to a certain aspect, it must have a variety of elements and morality. As a leader, you must first have noble personal character in order to win the heartfelt respect of your subordinates, obey your orders, and obey your commands. To learn talent, it is necessary to organize and direct subordinates to carry out their work and guide them to keep moving forward, and they should be slightly higher than their subordinates in order to serve the public, and their prestige can be established. Performance, the conductor should be in the success of the business in the public. At all times, people aspire to continue to achieve career success under the leadership of an ideal leader. No one wants to work with a boss who does nothing. Seniority, although qualifications do not equal actual work ability, but what people have experienced, whether it is success or failure, is a rare and valuable asset for the future. Emotions, emotions are the basis for establishing interpersonal relationships Only by handling the relationship between people, between departments, superiors and subordinates, unity and cooperation, and full cooperation, can all work be carried out smoothly.

Leaders must conduct administrative command in accordance with actual conditions in order to continuously improve their command ability

Command ability refers to the ability of leading subordinates to comprehensively arrange established objectives and tasks according to established decision requirements on the basis of completing basic functions. As the saying goes, "A strong army and a strong horse will be invincible." "So, leadership is very important." Without a good commander-in-chief, no matter how strong the executive ability is, it will not play its due role. The measurement criteria of the strength of leadership mainly have the following points: first, to see whether the subordinates can maximize their initiative to mobilize their own initiative to play their role; The second is to see whether their actions can do the most effective uniformity, can play the biggest overall effect.

The third is to see whether it can effectively use all conditions and give full play to its maximum efficiency in work; The fourth is to see whether they can flexibly use various means and methods to handle all kinds of internal and external relations, so that the set overall goals can be smoothly and satisfactorily realized.

To improve the leadership's command ability, there are mainly the following aspects: To have cohesion and cohesion, is to be good at uniting all aspects of the team's strength together, to form a comprehensive ability to achieve the goal of decision-making. To rely on their familiar management knowledge and experience, adjust the relationship between various factors. Arrange and supervise each work according to the overall goal of the decision; Be good at playing the role of competent cadres in key positions, starting from the characteristics and prospects of the department. Can supervise the enforcement of law. Can make a correct evaluation of the merits and faults of subordinates, reward and punishment clearly, to suppress the right to support the evil. To see the big picture. We should be good at fully mobilizing the enthusiasm of all members, starting from the general goal, and condense the strength of all staff into work practice. You must be able to change your mind. High command ability is the unity of emergency and organization and management ability. Have the courage to command, good command. We must act quickly and dare to command and assume responsibility. It requires both strategic vision and strategic strategy. All things must be seen clearly, do not fight unprepared, do not blindly bossy. We must proceed from reality and not care about one thing or lose another.

3. Types of Leadership Styles

3.1. Classic Leadership Style

The classic leadership style is still used today. According to AVY, classic leadership theory refers to the model in which an organization controls decisions, conducts internal affairs, and achieves organizational goals, led by an elite team or higher. Typical behavior mode refers to the behavior mode that leaders give instructions to the organization and then employees implement them. Disobedience can have consequences. But at the same time there are certain flaws. First of all, focus is a leadership ability that a leader must possess. A leader is always an elite person in a leadership position, leading the development of the organization. Secondly, the individual's ability is limited, and the leader's instructions are impossible for all subordinates to obey. As organizations grow in size and the environment becomes more complex, leaders' leadership can be greatly weakened if they are able to handle more than the leader can handle.

3.2. Transactional Leadership Style

Transactional leadership theory is essentially based on the real-time exchange between leaders and subordinates to achieve organizational goals through rewards, through which leaders can influence the transaction or exchange process to achieve organizational goals. Short-term, mutually beneficial relationships between leaders and members based on benefits.

Bass and Avolio believe that transactional leadership includes two dimensions: discretionary compensation and excellent management. Variable compensation is about enhancing intrinsic motivation, stimulating work action, giving appropriate rewards when appropriate, and avoiding punitive measures as much as possible (interprise leaders often identify what they want to achieve before developing incentives to motivate employees to achieve organizational goals.

3.3. Transformative Leadership Style

Originating from the West, transformational leadership is generally believed to have four dimensions: charisma of leadership, inspiration of vision, inspiration of intelligence, and individualized care. After being introduced into China, Chinese scholars began to focus their attention on the localization of leadership. Chao-ping li thought, influenced by Confucian traditional culture of the Chinese people, should be with the western culture under the structure dimension of transformational leadership have essential differences, and then prepare the transformational leadership questionnaire

(Transformational Leadership Questionnaire, TLQ), Four dimensions of localization of transformational leadership are obtained: What is the structural dimension of transformational leadership? That is, virtue and role model, charisma, vision, individualized care, virtue alone.

3.4. Have a Model Leadership Style

The organic leadership style was developed by everyone after Drew came up with the idea. This style of leadership tends to involve collaboration between leaders and subordinates, not depending on their position in the organization, but breaking down the boundaries between leaders and subordinates. Employees have certain power in their hands, according to their own power basis to carry out their work. In this process, employees have the right to decide the affairs of the organization and change the direction of the organization according to the different environment. The staff work well together. There are many people who lead by example. Coordinated Many leaders In the immutable leadership style model, there is generally no formal leadership structure, but in order to better achieve organizational goals, there are coordinating roles, so that many parts of the organization can be well integrated.

The stereotyped leadership theory also has its shortcomings. Kanter (1989) argues that while increasing organizational uncertainty, by advocating independence, freedom, and excessive delegation, organic leadership styles can lead to uncontrollability and uncontrollability of organizational behavioral outcomes.

4. Organizational Performance and Innovation Behavior are Affected by Different Leadership Styles

4.1. The Impact on Job Satisfaction, the Impact on Performance

The Research on the Influence of Transformational Leadership Style on Job Satisfaction and Job Performance shows that the influence of transformational leadership style can significantly improve employees in terms of job satisfaction and organizational performance. Keller pointed out in 1992 that in large R&D organizations, transformational leadership styles have a more significant positive effect on team performance. At present, more and more researches are involved in the internal mechanism of its influence.

There is little research on organic leadership. Jing Feng (2013) believes that organic leadership plays a more significant role in improving organizational performance than the other three approaches. Under the influence of an organic leadership style, a joint decision-making partnership (partnership) between members of an organization with a high degree of power and a shared vision. Classic style and operation style have no significant influence on employee satisfaction and organizational performance. In classic leadership, leaders often make decisions without empowering or consulting employees. The passivity of the staff greatly limits the utilization of organizational resources.

4.2. Influence Employee Innovation Behavior

Change leadership, affecting the heart of innovation of employees. Ma Cailing and Zhang Lihua (2013) confirmed that both change leaders and transaction leaders have a significant positive impact on employees' innovative behavior. Liu Jingjiang et al. (2013) confirmed the positive correlation between change leadership and employee creativity in the Chinese context, and psychology can play a certain intermediary role.

Qu Rujian and Kang Haiqin (2014) further found that among the two dimensions of transactional leadership, variable compensation and excellent management have opposite predictive effects on employee innovation behavior, while variable compensation has a significantly positive predictive effect on employee innovation behavior. But management exception is negatively related to employee innovation behavior.

4.3. Influence Organizational Innovation

Transformational leadership and transactional leadership have always been the focus of debate among scholars, and most of the research focuses on the impact and mechanism of organizational change. Under the transformational leadership style, leaders focus on the construction of innovative corporate culture and strive to create an open, harmonious and relaxed office environment with the goal of enhancing employees' sense of commitment and satisfaction to the organization, stimulating their self-actualization motivation and promoting their innovative behavior. It is generally believed that classic leadership does not promote employee innovation significantly, but inhibits organizational innovation

5. Conclusion

Many new achievements have been made in the aspects of the influence of leadership style on organizations, but there are still many deficiencies. Scholars at home and abroad have been trying to carry out in-depth theoretical exploration and empirical research from various aspects. For example, people who pay too much attention to transformational and transactional leadership pay less attention to other leadership styles. Transformational leaders have not taken a dominant position in most Chinese enterprises, especially in small and medium-sized enterprises. Quite a number of enterprises still stick to the typical style of transaction-oriented leaders. Researchers should strengthen the study of different leadership styles, the interconversion between different leadership styles, and what kind of organizational environment is most suitable for each leadership style. Researchers have to deal with different leadership styles.

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