Research and Countermeasures on leadership development of growth thinking model leaders in Chinese high technology enterprises

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Abstract

Dweck, a famous American, put forward the theory of growth thinking mode, which is widely used in education, enterprise management, leadership training, personal career development, humanistic management, performance management, organizational change, medical care and other fields. The author spent five years on the empirical research of three typical science and technology enterprises in China, using literature research method, workplace observation method, structured / unstructured interview method, questionnaire survey method and working group discussion method to collect data. This paper explores the evolution of growth thinking mode and leadership theory, the impact of growth thinking on leadership, the cultivation and promotion methods of core traits of growth thinking leaders, and the activity law of the impact of leadership and organizational performance results. This paper has strong application value

for the talent team leadership training and innovation of Chinese high-tech enterprises, the application of growth thinking methods, the implementation of organizational learning and development, the promotion of the strategy of rejuvenating the country through science and technology of Chinese high-tech enterprises in the 14th five-year plan, and the policy-making of cultivating people-oriented Chinese high-tech innovative talents.

Keywords: leadership, innovation, empirical research, growth thinking, enterprises

I.RESEARCH BACKGROUND OF GROWTH THINKING AND LEADERSHIP

In real life, cadres are in the same organization, with a unified position level, and also receive a set of leadership system training and counseling program. The leadership inventory level is close, the performance is close, the ability is close, and the cognition is close. Why do some great changes take place after leadership training and counseling, the leadership influence is enhanced, the team business results are improved, and the team is at its peak, quickly promoted, some almost unchanged, the team operation results are mediocre and the working state is low. Why do cadres with the same tutor and almost the same qualification have a large gap in ability, change and counseling results after counseling? The author attempts theoretical and practical research to find out the essential characteristics of managers' leadership; leadership and what key factors affect the results. Starting with the mode of thinking, combined with Dweck's growth thinking and fixed mode of thinking theory, the author explores the speed and quality of individual, team and organizational leadership development, and the impact of individual growth, organizational value creation, team vitality and organizational effectiveness.

II. THINKING MODE AND LEADERSHIP CURRENT SITUATION AND ANALYSIS

1. **Dweck's Mode of Thinking**.

He believes that people look at their own and others' character's qualities and the whole world from a fixed perspective. People attitudes towards thinking are divided into two types: growth thinking mode and fixed thinking mode (also known as growth mentality and fixed mentality). She believes that the personal quality of people with growth thinking mode can be cultivated through continuous efforts. Therefore, they believe that their quality is constantly developing, are enthusiastic about learning, and believe that challenges and adversity are opportunities for learning. Even if they will expose their weaknesses, they are willing to accept and correct them. The second view is that, on the contrary, everyone has a fixed intelligence and personal quality, which is difficult to change through efforts. Therefore, he can prove his ability and cover up his shortcomings.

2. Traceability of Leadership

Maxwell, the famous American, defined leadership in his five levels of leadership (2012). The first level is position power leadership, which they have to follow you, the second level is identified relationship leadership, which is willing to follow you, and the third level is production leadership, which is willing to follow the results of outstanding contributions to the organization, The fourth level is leadership, which is willing to follow because of altruistic efforts to cultivate them. The fifth level is peak leadership, which is willing to follow because of who you are and the spiritual soul you represent. Kouzes and Posner (2014), the famous American leadership, in his book leadership - how to achieve excellence in the organization,

believed that leadership is regardless of geographical location and cross-cultural. He believed that leadership is a title and will not create a leader. What makes you different is that your behavior is the most key. The leadership of leaders, their commitment and investment in work, age, education, gender, educational background, position, working years, company size and industry have only 0.5% impact on leadership. Therefore, the book refers to the six core behaviors of leadership, that is, setting an example, sharing a vision, challenging the status quo, making people do, inspiring people and creating different things.

Peter Drucher (1993), the father of world management, believes that leadership is all about results. Based on his long-term practice, the author agrees with his definition and the essence of leadership from the perspective of practice. Other scholars are from the aspects of leadership cognition, concept, brain neurocognitive development law, personal characteristics, behavior process, skills Explain the concept of leadership from the perspective of evaluation. The famous American Ulrich, Zenger and Smallwood (1999) put forward that the essence of leadership is that leaders obtain performance results. They put forward the leadership formula: effective leadership = trait (Leadership) x performance (results) (effective leadership = attribute results). The author believes that the essence of leadership of Ulrich and other scholars answers that any leader has different so-called excellent and excellent characteristics and different standards of excellent behavior. They all focus on directly obtaining the performance results in the problem-solving field, directly related and building a direct causal relationship. Otherwise, the beautiful names and exciting behavior descriptions of various characteristics of leadership are empty talk, "Competence theory" and "behavior empty talk theory". His

leadership concept distinguishes all scholars; concepts and models of leadership, and other scholars are more academic and theoretical.

3. New Model of Leadership Development S-HPL

Therefore, the author believes that the leadership theory and practice perspective of Professor Drucker and Ulrich has more practical and theoretical guiding significance. After more than 20 years of research and practice, the author believes that the leadership development of Chinese enterprise leaders must link the p-performance system and the organizational humanistic spirit system (h-humanity system). The three systems are based on the s-strategy system (see the figure below)To complete the leadership reminder, that is, organizational performance results are the starting point motivation of leadership drive, leadership characteristics and ability development accurately obtain performance results, organizational humanistic spirit temperature and energy shape, stimulate and surpass organizational, team and individual performance results, and organizational strategy is the cornerstone of the above three system capabilities. This is the effective leadership of S-HPL in Chinese science and technology enterprises proposed by the author The force model is consistent with Ulrich's idea.

Strategic results and capability oriented leadership model - S-HPL

Based on the above, the author finds that although the definitions of leadership are different, they all have common characteristics: first, the motivation of leadership is to realize stakeholders (individuals, customers, organizations and shareholders) Second, leadership is to achieve goals by influencing the behavior of others. Third, leaders influence the behavior of others through the leading personal characteristics, quality, thought and other intangible qualities, abilities and results. Fourth, leaders influence others to achieve goals by making others automatically, spontaneously, non-material and other forced intervention Fifth, the connotation of leadership includes leaders' leadership; quality characteristics, leadership ability, leadership behavior and leadership common sense. Sixth, the essence of leadership is to obtain excellent results and peak process state.

III. STRATEGIES FOR ACCELERATING LEADERSHIP DEVELOPMENT OF LEADERS BY GROWTH THINKING

1. Cognitive strategies: the behavior of solidifying the thinking mode hinders the development of leadership and makes "excellent" fall into the dilemma of "mediocrity".

On the contrary, the behavior of growth thinking mode accelerates the development of leadership from "ordinary" to "excellent".

Leadership master Bennis studies the global outstanding leaders. The behavior and results of outstanding and mediocre leaders are quite different. The difference between different leaders is not the good or bad behavior of positive outstanding and mediocre leaders, but to explore why excellent organizations have excellent performance and long-term foundation, and why some organizations are on the verge of bankruptcy and mediocre performance， For example, Enron company and Ford company. Exploring the differences in the thinking mode and behavior of leaders of different organizational results can give us some reference for Chinese enterprises. Therefore, the author explores the thinking mode and behavior of leaders of excellent and mediocre organizations.

After studying a large number of literature and practice, the author summarizes that the thinking mode of leaders of excellent organizations and mediocre organizations has four core aspects. **First**, the career motivation of leaders. Career motivation is what leaders use to obtain a sense of work achievement and value satisfaction to influence others, inspire people and inspire others to complete organizational goals and missions. **Second**, the personal morality of leaders, which refers to A leader morality, natural upbringing forms internal character characteristics. Some acquired cultivation obtains moral characteristics. He shows the leader talent, and has influence on others, has a sense of trust, follows for a long time, is willing to strive for long-term goals, and condenses the core of the team. **Third**, the leader values are not the leader natural talent, but formed by more acquired training, training and cultivation. He is an excellent leader The values of leaders affect the work style, decision-making style, close team

cooperation, team learning speed, team innovation and efficiency effect, and the state of team work, atmosphere, emotion and energy field. **Fourth,** the personality traits of leaders are the natural and gifted traits of leaders, which are inherited by parents and family genes and have special personality characteristics. There is no difference between good and bad. It reflects the multiple personality characteristics of leaders, responds and adapts to different behaviors, and people with different personality traits also appreciate the following of leaders with different personality traits, which affects the organizational culture, communication mode, way of life, working methods and work results. The author summarizes the organizational characteristics and leader thinking mode of Chinese science and technology enterprises as follows:

Thinking mode and characteristics of leaders of Chinese science and technology enterprises

Serial number	Core elements of thinking mode	Leaders of excellent organizations	Leaders of mediocre organizations
1	Motivation: the driving force of doing business	All thoughts that drive behavior by achieving organizational mission and realizing dreams	Everything is centered on proving personal success or greatness, driving behavioral thinking
2	Morality: personal character characteristics	Modest, tolerant, tough and honest	Selfish, arrogant, arrogant, stubborn
3	Values: Principles and attitudes	Struggle, long-term ism, trust, listen, respect, altruism, positive attitude towards the world	Take shortcuts, short-term interests, doubt, obedience, self-interest and negative treatment of the world
4	Personality: inherent personality characteristics	Open, cheerful, perceptual, optimistic, big pattern and innovative	Closed, shackled, rational, worried, self-centered and conservative
5	Best typical case	IBM Gerstner, Huawei Ren Zheng fei, GM Jack Welch, China Mobile Wang Xiao chu	Aikeka, CEO of Ford, Jeffrey Skilling, CEO ; an company, and former CEO of Guangdong Mobile

The author shares the leadership of a real growth thinking model leader of IBM high-tech company - Gerstner, who led IBM how to move from difficulties to success and glory. In the late 1980s, IBM faced the same situation as Enron, but they were a little different. IBM directors realized that their company had been in trouble. Gerstner has taken four measures of growth thinking: First of all, Gerstner opened up the company's communication channels from top to bottom, and the growth thinking behavior from "closed" to "open" communication. Secondly, Gerstner attacked elitism and changed from "bureaucratic privilege" to "listening to employees as the center. Third, Gerstner attaches importance to teamwork, from "minority-based interest doctrine" to encouraging the growth thinking behavior of "maximizing the altruistic value of teamwork. Fourth, Gerstner attaches importance to customers' feelings. Finally, the results of growth thinking behavior leaders.

 Through the research on successful and failed leaders such as IBM Gerstner and three typical cases and relevant literature, the author compares the behaviors of growing and solidified thinking leaders, summarizes the seven dimensional model of facing challenges, difficulties and obstacles, efforts, criticism, success, learning and results, and develops behavior KPI index scale is helpful for us to effectively identify, manage, cultivate, use, intervene and evaluate the thinking characteristics of leaders. See the following scale for details.

Typical behavior and evaluation scale of growing and solidified thinking leaders

Serial number	dimension	Solidified thinking behavior	Behavior evaluation	Growth thinking behavior	Behavior evaluation
1	Attitude towards challenges	In the face of new job challenges, uncertain opportunities in the future hesitate, avoid challenges and avoid behavior	A. Yes B. No	Facing new challenges, positive and optimistic, willing to accept, as a new opportunity for growth, focus on the process, experience non results and meet challenges	A. Yes B. No
2	Encounter difficulties and obstacles	Afraid of difficulties and obstacles, will set limits for self-protection and give up easily	A. Yes B. No	In the face of difficulties and obstacles, we are not afraid of setbacks, do not give up, have high fighting spirit and persevere	A. Yes B. No
3	Attitude towards effort	Think hard work will not have good results, cannot change the status quo, believe in talent and intelligence	A. Yes B. No	Think hard work can make perfect, ability can be cultivated, do not depend on the day after tomorrow	A. Yes B. No
4	Attitude towards criticism	Ignore useful negative feedback from others, stubborn or passionate behavior	A. Yes B. No	He is always good at listening, learning from others; criticism with an open mind, and thanking others for their behavior	A. Yes B. No
5	When you succeed to others	Threaten or interfere with the success or excellence of others	A. Yes B. No	Learn from the success or outstanding performance of others, get inspiration and appreciate it	A. Yes B. No
6	Attitude towards learning	Meet the comfort zone, have a sense of burden and pressure in learning, and learning will not bring happiness	A. Yes B. No	Not satisfied with the status quo, daily learning habits, adhere to learning can change themselves	A. Yes B. No
7	Attitude towards results	Ignoring the summary of results, successes and failures, you can't achieve what you have the potential to achieve	A. Yes B. No	From the results of self-reflection on the experience and laws of success, I have made great achievements in giving full play to my potential	A. Yes B. No

2.Training strategy: leadership training strategies and methods of growth thinking mode

1): many leadership scholars believe that the leadership training of leaders focuses on the leadership process. Some scholars pay attention to the cognitive training of the internal core characteristics of leadership, some scholars emphasize the leadership behavior training of leaders, and the representative scholars of Ulrich in the United States emphasize the research and methods of leaders' leadership; leadership performance results. In the practice of long-term strategy implementation and cadre leadership training of Chinese high-tech enterprises, the author finds that there are common problems in the leadership training of non-growth thinking, which are summarized as follows. **Problem discovery**: a) The "short-term" behavior of organization managers makes leadership training become the training of "general skills" and "management skills". b) The organization lacks "four links" in the cultivation of cadre leadership, linking strategy, linking business unit development and standards for measurable results, and linking the characteristics in leadership into behavior. c) Why do employees lack the training of "internal growth exploration" because of their professional motivation of "exquisite self-interest" and "random cold and heat disease". d) The organizations "KPI" performance results are good and bad culture, and evaluates the excellence of employees, which as lost the true trust between teams and between superiors and subordinates, and the culture of "maintaining the relationship". e) The organizations "KPI" performance appraisal measurement overemphasizes the thinking of horizontal comparison and judgment, which makes the team anxious and grow up, resulting in false data exaggeration, killing the goose to lay the egg and corruption

2) Case finding:

2016-2021In, the author personally tutored three high-tech enterprises in the research and practice of leadership management counseling in Chinese high-tech enterprises for five years, and lagged behind the operation to the excellent operating companies in the province. The organizational vitality was activated and strong new vitality was stimulated. The author used the growth thinking model to reshape the leadership of the three units, build the organizational combat leadership, and achieved remarkable results. The specific research is summarized as follows:

An overview of empirical research on leadership of growth thinking

Serial number	case name	Research objective	Operating performance Before counseling	Research time	Operating performance After counseling	Research method	Research cycle	Research conclusion
1	Yunnan Wenshan Mobile	1.What is the value of growth thinking to leadership improvement? 2.What is the impact of employees at different levels of the organization on the leadership training path? 3.What are the potential laws of organizational culture and management style on growth thinking habits? 4.Explore the whole process law of leadership of growth thinking leaders?	The 17 prefectures and cities in the province ranked behind	2018year	Top 3 of 17 prefectures and cities in the province	Workplace observation method Structured interview Questionnaire survey method Secondary data collection method	2018January 2019 - February 2019	1.The more grass-roots employees, the poorer the growth thinking mode is, and the faster the application effect is obvious; 2.The more senior managers are, the more solidified the growth thinking mode is, the slower the application effect is, the less obvious it is; 3.Find advantages and non-problems, shape leadership, accelerate the stimulation of individual to team positive energy, cultivate a sense of temperature leadership field, surpass goals, and obtain high commitment and action 4.The thinking that hinders leaders' leadership; growth stems from distrust 5.Leaders' leadership; growth thinking is lost in the long-term guidance of the external concept of "KPI" and turns to the fixed thinking habit 6.New employees tend to have growth thinking talent and cultivate effective leadership guided by "performance results" 7.It lacks the whole process training of growth thinking leadership, and the effect is very little.
2	Yunnan Baoshan Mobile		13 out of 17 cities in the province	2020year	Top 2 of 17 prefectures and cities in the province	Workplace observation method Structured interview Questionnaire survey method Secondary data collection method Benchmarking	2019December 2012 - December 2020	
3	Zhejiang Lishui Mobile		14 cities in the province ranked last	2016year	Top 1 of 14 prefectures and cities in the province	Workplace observation method Structured interview Questionnaire survey method Secondary data collection method	2015October 2017 - January 2017	

3) Cultivation path

After five years of follow-up observation on three cases, the author explores the above four problems, and summarizes the "model of double guidance and closed-loop improvement of leadership and organizational scene of results and beliefs", which effectively guides high-tech enterprises to improve business performance. The strategic model is as follows:

A training model for improving leadership and organizational scenarios driven by

results and beliefs
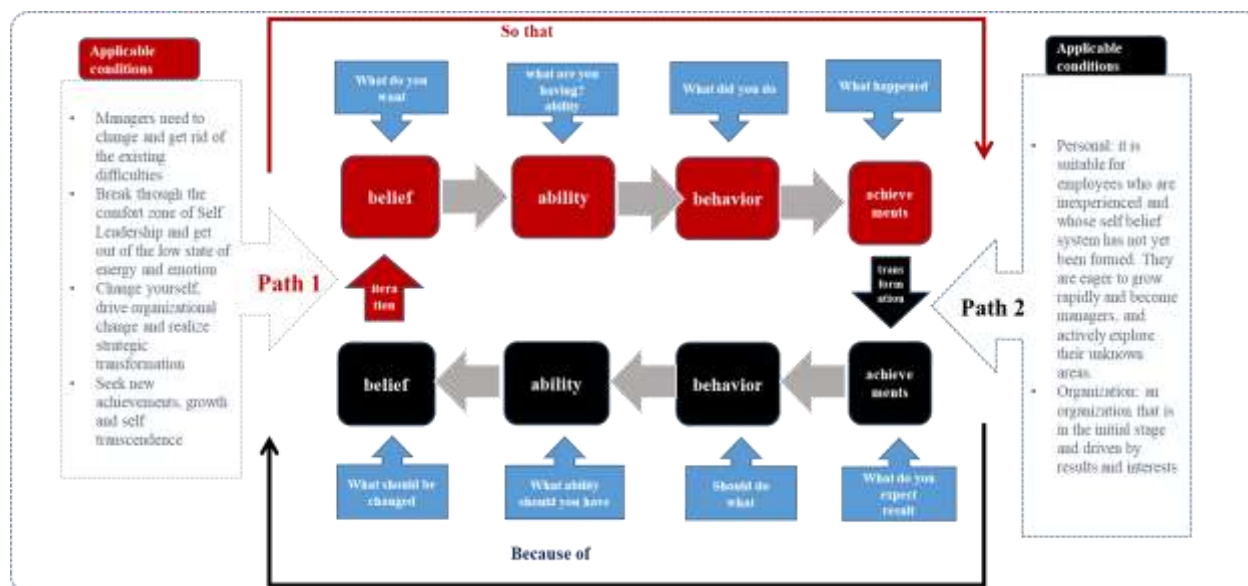
The above training model has two paths. The first path is the so that model. In the three case studies, there are about 150 cadres above the middle level, with an average age of more than 38 years, more than 10 years of working experience, long management experience, uneven performance and great pressure from organizational strategic transformation. The author finds that 30% of cadres are reluctant to accept new growth changes, and 40% of cadres are uncertain about themselves Due to the influence of the outside world and the surrounding environment, 30% of cadres are willing to accept their new growth and changes. The author adopted path 1, first change the core characteristics of cadres; internal leadership, the transformation of their internal mind and values, enlightenment, change and change their new work driving motivation in their hearts, pursue the meaning of work, freedom, mission and responsibility as the driving force, and take coach dialogue and one-step training With guidance and self-reflection, three months later, they changed from fixed thinking to growth thinking, and their actions changed.

More than 60% of the cadres recovered their new work passion and peak state, formulated new dream commitments, took the initiative to learn new abilities and realize new dreams, the team took the initiative to cooperate and take positive actions to achieve new performance results, and their leadership was refreshed. Professor Ulrish was also verified the theory of "performance-oriented leadership".

The second path 2 is because of mode: This training strategy is suitable for young cadres or managers whose minds and beliefs are vague or unclear, who are in the entrepreneurial stage of organization, and have a lot of fixed thinking and cultural precipitation. In the three case studies, the author found that grass-roots employees are younger, more active, their way of thinking is not solidified, eager to learn, grow and change, but lack leadership. The author takes "County company as team "To cultivate leadership from bottom to top, we adopted the way of path 2, starting from the dream results - giving practice opportunities to obtain new behaviors - obtaining new abilities - obtaining new beliefs and growth thinking abilities. Through effective intervention and introduction of action learning methods in each link, we stimulated the vitality of grass-roots teams. The eight grass-roots teams of Baoshan mobile ranked among the top 50 in the comprehensive performance ranking of 130 grass-roots units, and the grass-roots teams The team is in good condition, proactive, actively facing difficulties, and internalizes the elements of growth thinking of respect, trust, growth, value, commitment and care into a new culture of grass-roots teams.

4) Cultivation method:

Robin Stuart kozer, a famous professor of successful behavior (2009). The author believes that performance improvement is only related to behavior. Only changing behavior can help

individuals, teams and managers take the lead. The author agrees with him that the success of leadership training is not that leaders have excellent characteristics, talents or training characteristics, but that key leaders go all out to correct behavior and everywhere performance results. Therefore, the author is in three aspects. In the case practice study, how to effectively transform the high-quality characteristics and abilities of growth thinking into behavior, and what intervention methods or standards are there in the process? The author summarizes a set of four stage action learning method for growth thinking leadership training through practical research (see the figure below).

Action learning is an effective way to link leadership training into value
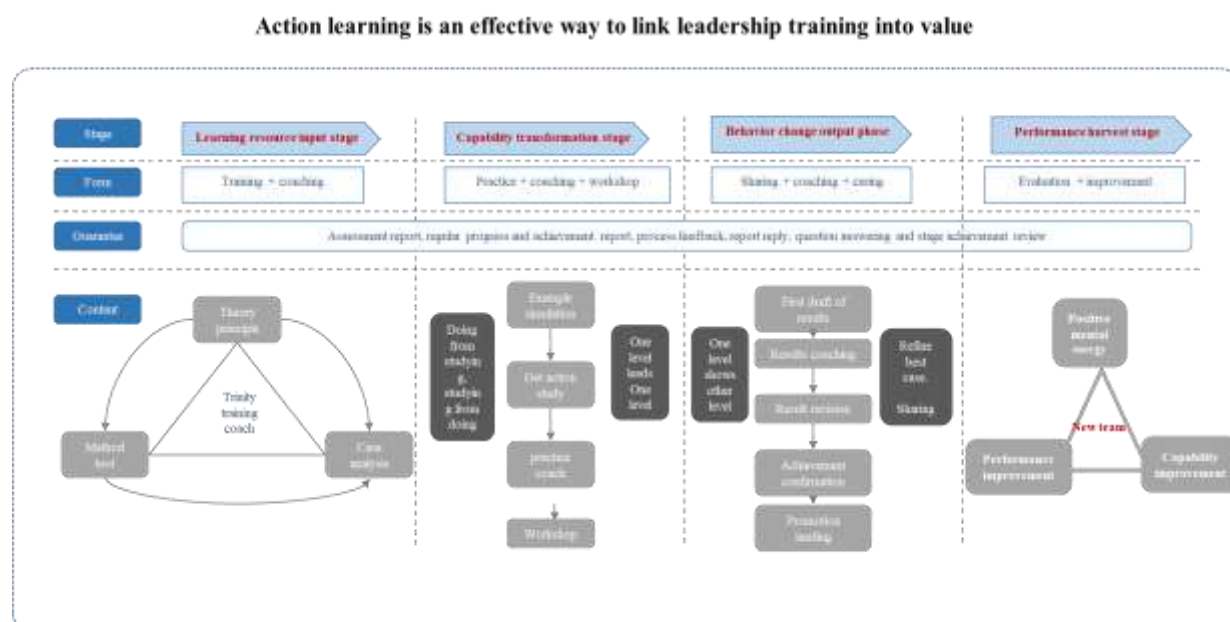
The author summarizes the source of the model, Dr. Kolb (1984) According to the theory of experiential action learning, he believes that experiential learning has four closed loops. The first step is to gain experiential experience through practice, the second step is to reflect on the feeling and thinking after experience, the third step is to summarize the abstract law from feeling and thinking, and the fourth step is to guide the action, participate in practice and solve

problems. The author believes that the four closed loops of experiential leadership learning are complete Process, interaction and interaction. In each link, the coach technology is used to stimulate the leaders' attitude and behavior of positive thinking, intervene in the whole process of human cognition, mental belief, action and performance results, promote the development of leadership and refresh the excellent performance results of behavior. To cultivate cadre performance-oriented leadership, the author touches on the key to transforming growth thinking behavior in four stages Point analysis:

The first stage is the introduction stage of new concepts, which introduces the positive energy theory and new concepts, clearly changes the goals and expectations, and allows learners to have new cognition. Case teaching method, topic explanation method and material reading method are adopted to lay a good foundation for deep cognitive reflection in the next step of action learning and subconscious cognitive learning.

The second stage is the ability transformation stage. The goal is to use the project or project team to simulate and experience practice, adopt the project action learning method, brainstorming, ten step action learning method, case analysis method, etc., repeatedly understand the new concepts and ideas in the first stage, repeatedly practice and train, enter the brain to the heart, and gradually form the ability.

The third stage is the output stage of behavior change. After continuous practical training, learners gradually develop the habit of growth thinking, form a team consensus culture and internalize it into the subconscious by using behavior labeling method, behavior list method, team consensus behavior and team cultivation cognition.

In the fourth stage, the performance is changed and improved again. Through the analysis of excellent performance results and problem improvement, learners find out the right behavior, invalid behavior, continue to do behavior and behavior analysis to be improved. By using grow method, fishbone diagram analysis method, advantage analysis method, three mirror reasoning method, learners enter the new growth closed-loop platform for secondary improvement.

IV. SUMMARY AND PROSPECT

Through five-year follow-up practice and research of three typical cases, combined with multi-disciplinary research such as behavior, mode of thinking, leadership and organization, the author found the results of leadership training and organizational performance of Chinese science and technology enterprises for the first time, found the characteristics and relationship between leaders of excellent and mediocre organizations and growth thinking, and summarized the typical behavior of growth and solidification thinking leaders This study provides an effective method and theoretical basis for the leadership training of leading talents in Chinese science and technology enterprises.

The future research on thinking leaders should combine artificial intelligence technology, build behavior database model, and use computer algorithm technology to explore a new research direction of intelligent growth thinking leadership.

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