

PRELIMINARY STUDY ON THE CORE COMPETENCE OF A LEADER

Jiang Yang *

Chen Shuwen **

Zulfiqar Haider ***

Abstract

Across the globe, the development of any organization, the leader is the emerging important element of the core competitiveness of its construction that shaping the competitive world edge. This is one of the key ideas that have a very important significance integrated the view of the origination with leadership confidence and innovation. In many of the leaders, the core competence of the leader is a key role in different situations can do uniquely well and become more effective leaders. Through analyzing and summarizing the existing leadership related research and defines the concept of core competence of leaders, extracted from the 20 leaders' core competence by using the critical incident interviews that aspiring leaders with developing the competencies, skills, and abilities that are associated with leadership effectiveness.

Key words: *Leadership, Core Competence, Organization, Theories of Leadership, Leadership Skills, Ability, Critical Incident, Psychological Characteristics, Ancient China and Key Event Interview*

* Faculty of Management and Economics, Dalian University of Technology, Dalian, China

** Faculty of Humanities and Social Sciences, Dalian University of Technology, Dalian, China

*** Faculty of Social Sciences, Department of Public Administration, University of Sindh, Jamshoro, Pakistan

Research on Leadership in a General Environment

The traditional trait theory of leadership can be understood as a natural ability, is a "gift", and modern trait theory that leadership qualities and ability really a dynamic process gradually formed. Summarize the various scholar's views on leadership, can points for insight into ability, adapting ability, control ability, analysis and judgment ability, creative ability and interpersonal skills. From the 1940s to 1960s abroad, there are many scholars have conducted the research on the leadership behavior theory. The Contingency theory, House (1977) think that charm is caused by followers in long horizontal loyalty, itself and imitation[1]. McGill University Conger and Kanungo's (1987) of charismatic leadership do more comprehensive exposition, the charismatic leadership model 13 hypotheses, and the charisma leader has the following characteristics: hope to achieve the ideal goal.[2].

The China's national culture is profound, from the ancient heritage of a lot of culture can be found on the leadership of the idea, such as "know the enemy and know yourself"; management of "inaction" etc. Scholars on the leadership ability: He Xiao Gang and Li (2005) based on the survey data of 277 domestic enterprises to determine the four dimensions of measuring the ability of the entrepreneur, namely, strategic capability, management capability, government ability, social ability[3]. Lin Fei (2007) in his book, for the enterprise, the leader needs to have the ability to change the thinking, sustained innovation, cultural reconstruction ability[4]. Tian yun (2012) in the use of 360 degree performance appraisal method to carry on the appraisal to the enterprise leadership to leadership is divided into the following six dimensions: Command and coordination ability, the ability of making scientific decisions, interpersonal communication ability, innovation ability, the ability of strategic thinking, foresee ability and information[5]. Wang Laijie (2014) believes that the constitution of leadership, including forward looking, determination, control, execution[6].

Leadership Skills in Leadership Behavior Theory

From the 1940s to 1960s abroad, there are many scholars have conducted the research on the leadership behavior theory, basically leadership behavior into two dimensions, caring dimensions, and care work dimension. Although different

scholars have different descriptions of different dimensions, they are essentially the same; Table 1.1 gives the description of these two dimensions [7]

Research scholar	Caring dimension	Caring for working dimension
Bales 1949	Social security aspects of emotion	Facilitate work tasks
Katz 1950	Employee orientation	Production orientation
Hemphill 1957	Understanding, caring and feeling	Stress production
Kahn 1960	to meet the needs of subordinates, paving the way to obtain the target	Correction staff to achieve the goal
Cartwright 1961	Group maintenance	Active structure and achieve goals
Likert 1961	Principles of supporting relationships, management team approach	High-performance goals, professional knowledge planning, and Implementation
Blake & Mouton 1964	Care for people	Care for people Care for work
Mann 1965	Interpersonal skills	Administrative management and professional skills
Bowers & Seashore 1966	Promote, support and interact	Emphasize the goal of promoting work

The dimension of the working heart needs a leader has the following capabilities: strategic planning ability, verbal expression ability, innovation ability, strain ability, decision-making ability, grasp the overall situation of ability, development ability, the ability to command, learning ability, selecting by ability.

Contingency theory of leadership in leadership

The study mainly from the charismatic leadership theory to obtain the contingency theory of leadership in leadership. House (1977) is a compilation of the sociology and political science literature about charm description that charm is caused by followers in long horizontal loyalty, itself an imitation. Under the condition of pressure or difficulty calm and strain ability, dare to create a stress scenario to motivate subordinates [8]. Bennis (1985) of the 90, one of America's finest and most successful leaders, find they have four kinds of common ability: a compelling vision and sense of purpose, clearly expressed the goal, subordinate to understanding, pursuit of this goal is shown a consistency and systemic heart

investment [9]. McGill University Conger and Kanungo's (1987) of charismatic leadership do more comprehensive exposition, the charismatic leadership model 13 hypotheses, and that has the charisma leader has the following characteristics: they have a hope to achieve the ideal goal, this goal a full physical and mental devotion and dedication even at the expense of self-interests, anti-traditional, very stubborn and self-confidence, spokesman for radical change is and is not a traditional status purists [10].

Leadership Skills Required by the Business Community

The foreign business community has a detailed requirement to the leadership, and in Table 1.2 lists the standard of leadership in the United States, Japan, and the West.

America	Japan	The West
Impact and tax capacity	Thinking decision ability	To be loyal to his duty.
Organizational ability	Planning ability	Planning ability
Decision making ability	Ability to judge	Organizational ability
Empowerment	Creative ability	control ability
Strain capacity	Insight	Expression ability
Innovation ability	Persuasion ability	Decision-making ability
Respect for others	Ability to understand people	Creative ability
Self-model	Ability to solve problems	Command ability
	Ability to develop subordinates	Initiative ability
	Ability to mobilize the enthusiasm	Ability to use
		Grasp the overall goal

Foreign large companies under the leadership of the evaluation project

In the world many famous inside large corporations have for assessment of the leadership, the tests for the leader should have the ability to have a clear, such as American IBM company, international oil companies, at & T, IRS, SONIO company, Japan's Matsushita, Sanyo, Japan textile company and so on, this paper

collected the company's leadership evaluation project, to get rid of the same leadership, summary of the leadership as 1.3 is shown in the table:

Leadership skills required by foreign companies				
Verbal communication skills	Written communication skills	Ability of administration	Interpersonal skills	Stress resistance
Planned organizational skills	Self-knowledge	Delay gratification	Sensory analysis ability	Sensitivity to human
Practical operation ability	Plastic has the ability of self-discipline	Talent selection ability	Environmental control ability	Incentive ability
Empowerment	Business ability	Coordination ability	Decision-making ability	Creative ability

Research on Domestic Leadership

The Discussion on the Leadership Ability of Ancient China

China's national culture is profound, from the ancient heritage of a lot of cultures can be found in the leadership of the idea, in general, can be summarized from the following several leads. Decision-making ability, "know the enemy and know yourself, know yourself", small and big unknown ", victorious, nongood and good also, not war and flexor human soldiers, good and good also. As Tang Taizong Li Shimin said: "when will be more and the provincial officials, when any, is it". Strain capacity, Chuang Tzu's "etiquette testimonies, sometimes change their".

2.2 The ability of the party and government organs in our country to lead the leader.

The assessment of civil servants has clear requirements, the same for the leader also has a capability of the detailed requirements, and the leaders of different levels of ability is different, table 2. Lists mayoral level, director level and the leadership of the general level of leadership [7].

Mayor	Director	General leader
Innovation ability	The ability to distinguish between truth and falsehood	Writing expression ability
Overall ability	Interpersonal coordination ability	Ability to talk

Planning and decision-making skills	Communication skills	Judgment ability
Organizational command	Decision-making ability	Comprehensive analysis ability
Ability to use	Pioneering ability	Logical thinking ability
Strain capacity	Strain capacity	Foreseeability
Coordination ability		Insight
Information processing and forecasting		
Time operational capability		
Presentation skills		

Country's Scholars to the Leadership Ability

Lu Shengzhong (1985) through the study of the "business leaders should have three basic skills, namely, technical ability (or business ability), management ability, interpersonal skills. Decision-making ability has the following six factors: the ability of problem analysis ability, logical judgment ability, innovation ability, intuition judgment ability, determination of courage, organizational decision-making "[11]. Xu Liancang (1991) according to the specific situation of China, the preparation of the "leadership of the self-assessment scale". The scholars in the country Shi Baofu (1994) by the leadership structure of the leader's ability structure is concluded to, thinking ability, the ability to command, operational capabilities, comprehensive performance and operation ability. [13]. Red light (1998) that the market economy in the law of business leaders should have the ability to have the ability to have: decision-making ability, coordination ability, the ability to use, public relations ability, and strain capacity [14]. Emily, Liu Suping (2000) proposed the modern leaders need to have the capacity of three are innovation ability, forecasting, and information ability, innovation ability includes concept innovation, thinking innovation and knowledge innovation. [15]. Li Liping (2001) summed up the leader of the five kinds of ability: the command ability, will ability, behavior ability, coordination ability, expression ability, innovation ability [16]. Yichi Zhang (2002) in the post-WTO leaders nine new ability "put forward: the core competitiveness and strategic leading interactive ability. [17]. Scholars Liu Meng (2004) will be the leader in three categories: administrative management, personnel management, self-perfection. Chinese Academy of Sciences leadership research group in the leadership five competitive forces model research clearly put forward leaders need to possess the ability of

five: foresight, charisma, influence, control, and decision [18]. He Xiao Gang and Li (2005) based on the survey data of 277 domestic enterprises to determine the four dimensions of measuring the ability of the entrepreneur, namely, strategic capability, management capability, government ability, social ability [19]. Wang Huilin, Shan Yuquan (2006) in the conference papers also made it clear that leaders need to have overall insight, seek more and listening ability of, weigh the decision ability careful organization ability, the ability to harness, improving environment coordination ability, sensitive feedback strain ability, pay attention to the binding capacity to inspire [20]. Lin Fei (2007) in his book, for the enterprise, the leader needs to have the ability to change the thinking, sustained innovation, cultural reconstruction ability [21]. Tianyun (2012) in the use of 360 degree performance appraisal method to carry on the appraisal to the enterprise leadership to leadership is divided into the following six dimensions [22]. Wang Laijie (2014) believes that the constitution of leadership, including forward-looking, determination, control, execution [23]. The research situation of the leadership ability of the comprehensive view of the scholars, finishing the leader should have the ability, as shown in table 2.1.

Leadership Skills					
Business ability	Management ability	Interpersonal skills	Decision-making ability	Organizational ability	Control ability
Creative ability	Adaptability	Self-regulatory capacity	Thinking ability	Operational capability	Operational capability
Executive ability	Expression ability	Strategic Leadership	Ability to use	Public relations ability	Rebuilding ability
Strain capacity	Information ability	Multi-thinking ability	Predictive power	Command ability	Insight
Willpower	Capacity	Government relationship ability	Coordination ability	Charisma	Judgment ability
Exploring ability	Social relations ability	Social relations ability	Change thinking ability		

Research on Leadership in the Environment of Change

Research on the Leadership Model of Sloan

The Sloan leadership model is at the Massachusetts Institute of Technology to develop out of a management theory, mainly used for the qualification of the inspection of the leading; through self-reflection has the ability to determine if they are suitable for a future leader. This model points out: a leader who has five functions, namely, the formation of the vision, analysis of the status quo, the coordination of interests, try to innovate, encourage energy. Sloan model in the transformation of the four important steps can be summed up, that is, to know, to bear, and to create [24]. "Knowledge" includes many aspects of the information need for the understanding of the organization, such as organization structure, culture, politics and the stakeholders and competitor information, access to information is not only the leader to accept knowledge. In the Sloan, leadership model can be summed up to do future leaders to meet the need to have five kinds of ability and vision ability, analysis ability, coordination ability interests, try the ability to innovation and incentive.

Burgelman's Dynamic Strategic Balance Theory - Strategic Leadership

Bergman's research interests include the role of strategy in the development of the enterprise, the enterprise internal business, technology, and innovation strategy management. But for the development of an enterprise is the or of the strategy is more important strategic leadership qualities, "The strategic leadership how to make the enterprise in the dynamic changes in the strategic situation continued to maintain excellent performance" of the problem Bergman summarized as follows about the characteristics of "excellent strategic leadership". [25]. finally, the organization according to the situation changes, strengthen the vision, and select the corresponding development path, which began a new round of cycle [26]. To sum up, the domestic research thinks that strategic leadership includes the ability to vision, strategy, integration, interest balance, flexibility, and coordination. The transformation of the dynamic environment is complex, a leader cannot by virtue of a single ability to be able to respond to environmental changes, the changeable environment leader's ability and it is changeable so leaders in need of effective combination of the use of various ability, strengthen the ability of exercise, can, when necessary, handy use.

The Status Quo of the Transformational Leadership

Transformational leadership is by allowing employees to realize task undertaken by the important significance, motivate subordinates the high-level needs, establish an atmosphere of mutual trust that encourages subordinates to sacrifice their own interests of the organization and reach more than originally expected results (Bass, 1995). Bass and Avolio (1990, 1996) found that transformational leadership includes four dimensions: intelligent and charismatic leadership charisma or idealized influence), vision incentive (inspirational motivation) excitement (intellectual stimulation and individual consideration moves toward a consideration). The use of self-compiled based on China's culture of Transformational Leadership Questionnaire (transformational leadership questionnaire, the TLQ) for empirical research that And through empirical study confirmed the sub-dimensions can fully reflect the influence of Chinese culture connotation of transformational leadership, connotation and further refinement of the transformational leadership of Sichuan [27].

CIP Leadership Model

CIP leadership model has derived from Max Webb (Weber Max) early leadership theory framework. Leaders in a variety of ways exercise of power, according to Weber's view, the power management can be divided into three different types: traditional authority, legal authority and charismatic type (Charisma) authority, such as CIP model [28]. In the late stage, also has many people to the theory of research and extension, Mumford et al in Webb research-based (2006) proposed an extension of the leadership model by charismatic, ideological and practical type (a charismatic, ideological and pragmatic) leaders. That is to say, the outstanding leadership is not limited to the charismatic leadership style, C, I, P three kinds of styles can achieve outstanding leadership. However, the pragmatic leadership in the enterprise does not have the ability to have a vision, the emphasis on the rational decision-making, will not give employees incentives.

Table 4 Kinds of Theories

Sloan leadership model	Dynamic strategic equilibrium theory	Transformational leadership	CIP leadership model
Vision formation, analysis of the status quo, to coordinate the interests, trying to innovation, incentive empowerment, the ability of knowledge acquisition, information pre-judgment ability, comprehension ability, imagination ability, the courage to actability, thinking ability, experience sum up ability, accept the opinions of others ability,	Internal cognitive ability, integration ability, coordination ability Domestic viewpoint: Vision ability, strategic development ability, interest balance, flexibility, coordination ability	Idealized influence, encouraging, intelligence, & pers Domestic perspective: Leadership charm, charisma, intellectual stimulation, the personalized ideal of influence, inspiring, intellectual stimulation, personalized care, the leader's ability, moral qualities. realize care	Flexible, experience and ability to adapt to the ability to adapt, adjust the ability, vision, loyalty, the ability to use the advantages and disadvantages of the advantages of others, employee motivation, strain capacity

From the Sloan leadership model, dynamic strategy and theory, transformational leadership and CIP leadership model of the four kinds of theory related to leadership analysis can be found, is the intersection of for environmental change under the leadership of the four theory. That is to say by more streamlined get a more refined leadership list, table 4.1 is to change the environment of the leader's ability to streamline the merger after the table.

Table 4.1 Leadership Skills in a Change Environment

The Ability to Change the Environment					
Vision ability	Innovation ability	Incentive ability	Perception ability	Ability of analysis	Coordination of interests
Imagination ability	Thinking ability	Remonstrance ability	Learning ability	Knowledge acquisition ability	Information prejudgment
Integration capability	Coordination ability	Flexible capability	Leader ability	Ability to dare	Experience summary ability
Flexible capability	Adaptability	Adjustment ability	Loyalty ability	Internal cognitive ability	Strategic development ability
Strain capacity	The ability to use the advantages and disadvantages of others moral qualities experience summary and application ability. Seize the opportunist political sensitivity Humanity comprehension ability				

Research on the Core Competence of a Leader

Leader, Core Competence Theory

Leadership is the ability to do the work of the leader. At present, the description of the leadership of a variety of diverse, yet to achieve the same conclusion. And to the leader ability research should be a leader from the decision of the can a successful leading intrinsic qualities start to seize the personality and psychological characteristics of the leader has the long-term stability of important traits, may reveal the key factors of the success of the leader, will provide guidance for the practice of leadership. The connotation of core competence will be different from different perspectives.

Although the understanding of the core concept of different, but the core of the ability to understand the characteristics of the same. The core competence at least three characteristics: (1) the core competence should be to help realize the value recognized by customers or staff; (2) core competence can create competitive advantage and other difficult for competitors to imitate and substitute; (3) core ability to sustain competitive advantage continuously at the same time, the competitive advantage has a certain rigidity.

Leader Core Ability Extract

In this paper, the use of critical incident interviews method to extract the core ability of leaders, first determine the leaders of key positions, then gather the leader position of critical incidents, according to the obtained the key case is the leader of the key thematic analysis, to extract the characteristics of core competence of leaders.

The Methods and Procedures for Obtaining Key Events

The critical incident method research is the leader in dealing with critical incident behavior, through analysis of leader behavior summary leader in event handling process using a variety of ability. Therefore, we must first for the study of key events and event specific performance.

Interview Group Preparation

In the preparatory work for the group interviews, carried out the first two professional training, the first training invited the leadership studies experts, into

group interviews the leader of the basic work and the leader in processing the event may use some basic knowledge and ability; the second is critical incident interview skills training, group interviews for the index of behavior description and abstraction of the basic method and some tips. Before the formal interview, arrange group interviews several mock interview training. In the simulation interview consciously exercise interview team members on critical incident interviews familiarity, so that it can more accurately recorded conversations key interviews and recognition of the ability of a variety of characteristics, in addition to the simulation interview observation interviews with members of the performance, find out remaining problems and guide the improvement.

The Interviews with members of the team have repeatedly rushed to Yingkou port, Dalian Software Park, the Dalian University of Technology MBA/EMBA education center and the Dalian senior manager of the field survey interviews. The purpose is to observe the actual situation of the leader and to understand the true working behavior of the leader, so as to lay a foundation for the extraction of the core competence of the leader.

Sampling Strategy for Key Event Interview

The research object of this paper is the leader of the organization and the leader has to be the core of the organization, a think-tank, exploring the leader should have the core leadership capabilities, so the object selected for the interview must participate in the decision-making activities of the organization, their internal and external are required to complete a number of key tasks, quality and ability requirements are relatively high. This paper selects 36 organization senior leaders as the interview objects, including 24 people senior leadership, 12 people middle-level leadership, they are high-level business leaders, have rich working experience in leadership positions, the specific statistics are as follows in Table 4.2.

Table 4.2 Key Event Interview Object Position Statistics

Position	Senior leaders	Middle-level leader
Frequency	24	12
percentage	66.67%	33.33%

In the interview, interview object memories personal experience in the past one year or longer time, give you leave deep impression of a successful event. A failure event, asked to be interviewed about things the ins and outs, including things that cause, at that time is how to think, he is what to do and what the final result. Finally, ask them to summarize the successes or failures and lists they think important and displayed during the process of leadership in the event handler. The key event interview method STAR tools see table 4.2.1.

Table 4.2.1 Key Event Interview Method STAR Tool

S : Situation	T : Task	A : Action	R : Result
Scene	Task	Action	Result
1, what is the situation at that time	1, what is the task at that time	1, the situation at that time what reaction	1, the final result, what happens in the middle
2, what factors lead to the scene at the time	2, hope to achieve what kind of goal	2, what is actually done	2, the results have what impact
3, involving people	3, at the time of the actual ideas and feelings	3, what specific action to take	3, received any feedback
	4, hope to do	4. Describe the role you played.	

The each interview was about an hour or so, and after the consent of the interviewees, the interview team conducted a full recording of the interview process. In addition, in the interview process of the interviewee's basic information and interview process in the record of the content down, and asked to be interviewed in written form describing them within a year or a long time to experience success and failure events as supplementary material of the interview, all the interviews were recorded and leaders of different key events.

4.2.4 Subject Analysis and Extract the Core Competence of the Leader

The theme analysis is based on the analysis of the interviews, the research leader in dealing with the specific performance of the key events in the process, the behavior of similar or the same. The proposed a relative professional and has the name of the representative. On the basis of the results of the research on leadership model, the author and the team members will be the 50 kinds of leadership skills as a reference to encoding.

The interview group was divided into two groups, each group to obtain the information on the subject of analysis. First, the record of each group results according to the above-cited common leadership on the behavior in the event of, leadership characteristics distinguish each event is what record their names and the position, where the corresponding mark. Some leadership skills cannot be found within the scope of the above list of capabilities, which requires the analysis of their own experience and experience in the language of their own preliminary judgment and naming.

However, there is no complete leadership system, most of the leadership is according to the description of leader behaviors in the key events and named after the supplement, correctness of strength, classification.

The two groups through the analysis of the characteristics of leadership were compared, the two groups of the same meaning leadership characteristics may use a different description and name of different, or in the critical incidents reflect the behavior analysis exist different understandings of the way to extract completely different leadership characteristics. After the two themes of the team discussion, and finally summarize the ability characteristics of 56 describe leaders in key events, statistics of the 56 leadership characteristics in the interview records of frequency, the top 20 statistics after see table 1.12. And the first 20 of the common sense of naming, some of the more common in previous studies, and some are based on the need to define their own.

Table 4.4.2 The Frequency of Leadership Characteristics in Interviews

S.#	Leadership Skills	Frequency	Rate	Serial number	Leadership skills	Frequency	Rate
1	seize the opportunity	110	100%	11	Predictive power	100	90.91%
2	system thinking ability	109	99.09%	12	Vision ability	100	90.91%
3	innovation ability	109	99.09%	13	Multi thinking ability	99	90.00%

4	judgment	108	98.18%	14	Social relations ability	97	88.18%
5	political sensitivity	107	97.27%	15	Charisma	96	87.27%
6	humanity comprehension ability	107	97.27%	16	Insight	95	86.36%
7	operational capacity	106	96.36%	17	Decision making ability	95	86.36%
8	change thinking ability	104	94.55%	18	Integration capability	94	85.45%
9	perception ability	102	92.73%	19	Flexible capability	93	84.55%
10	information ability	101	91.82%	20	Learning ability	91	82.73%

Conclusion

The competition in today's era, any organization want to succeed in the competition must rely on their own core competitiveness, and to improve the organization. The core competitiveness of is decided in the core competencies of the leader of the organization. Firstly the leader's ability of the existing literature was comprehensive analysis and research. The summed up, the leadership in the general environment, changes in the environment, to the same ability were combined to form a library containing the 50 kinds of the ability of leadership. Then the key event interview method is used to carry out interviews with senior leaders in several organizations, and 20 kinds of core competence are extracted.

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