

Wisdom of the Prominent Principal Leader

Shuwen Chen¹⁺ and Yue Gao²

¹School of Public Administration and Law, Dalian University of Technology, Dalian, China

²Faculty of Management and Economics, Dalian University of Technology, Dalian, China

Abstract. Principal leadership is at the core of the leader team and overall situation, plays a key role, has overall responsibility. He could be thinking, handle and solve problem from the overall situation. This requires principal leaders must have the special leadership wisdom which is adapted with the principal leaders. This paper's aim is to explore the characteristics of principal leader and quality of thinking about principal leader.

Keywords: Principal Leader, Leadership, Wisdom

1. Introduction

The most important post in leadership positions is Principal leadership. What is the principal leadership? Principal leadership is a provision of concept about leadership position, which is usually called "General" in the leader team, at the core of the leader team and overall situation, plays a key role, have overall responsibility. Principal is also commonly known as "leaders". Principal leadership is responsible for leading the direction of leader team, unity the idea, focus the wisdom and organize the action. Principal leadership must have a broad vision, the overall situation and be good at plan events. He could be thinking, handle and solve problem from the overall situation. This requires principal leaders not only master the general wisdom of the leadership, but also have the special leadership wisdom which is adapted with the principal leaders. In a sense, the wisdom of principal leadership directly decides the success or failure of leader team's work and career.

2. Characteristics of Principal Leader

As the "Master" of an organization, principal leader has different nature and characteristics with other members of the organization:

2.1. Exclusiveness and Uniqueness of Rights and Responsibilities

Principal leader at the highest position in the organization is the highest leader, fulfill the highest duty and exercise the supreme power. Only principal leader has the highest positions and the highest authority. It has exclusiveness to exclude other people with the highest authority. Exclusiveness and uniqueness of rights and responsibilities are basic characteristics of principal leader, and it is also the credentials and requisitions that principal leader can leadership effective. If there are no such exclusiveness and uniqueness, it will lead to a bad phenomenon-lead from many leaders and command from many departments. This distracted the leadership of the power, it makes command can't be carried out or ban can't be forbidden. It also makes the leadership confuse and disorder. This is the same of what we call "one mountain can not contain two tigers".

2.2. Comprehensive and Significant of Responsibilities

⁺ Corresponding author. Tel.:¹ (+086) 18640945650
E-mail address: ¹nicholas8361@163.com

Responsibility is to match the powers and duties. Powers of leadership, in fact, is a responsibility. Principal leader have been given the highest power which is different from other members. It is clearly that when principal leader has the highest power, he must assume the duties that other members can't have. Principal leader must assume and perform the most important and comprehensive leadership responsibilities. He not only has to bear the general duty as a leader team's member, but also assume overall responsibility from the overall situation. He have to take on organize, command, coordination, decision-making and personnel responsibilities, which are the most important and highest in leadership. Leader team must be responsible for the career from a region or a unit, but the principal leader's responsibility is particularly significant. If the work team makes mistakes, the high level will blame the principal leader. If the principal leader can't afford his responsibilities, it is equivalent to give up the core of the status and power automatically. From this we can see that the principal is not just a set of positions, but also on behalf of an organization. Principal has a greater power, with more resources, but also has overall responsibility for the work. It's a matter of leverage, it is also a reason to the leader. An essential principal leader must have the qualities that dare to be responsible and will be responsible for the mistake.

2.3. Dominant in Decision-Making

Principal manage comprehensive, is the leader in decision-making and the final leader to decide decision, while other members of the governing bodies are responsible for a part. They are the participants of the plans and strategies in decision-making. Principal in a leading role in decision-making in specific:

(1) A clear decision-making objectives. There is a famous Western "Mistakes in decision-making is a crime". Mistake in decision-making goal is the most fundamental mistake. Therefore, the principal is necessary to grasp the requirements of the development of the times, define the career development and mission which social organizations gives to your area or unit, understand your unit's direction of development in short, medium and long-term, advance the practical goals, leading the direction of the entire decision-making, laying the basis for correct decision-making.

(2) Organizational decision-making prepare. If principal want to have a successful decision-making, he need to follow the basic procedures and fundamental way, divide the work, organize research, asks for every side's idea and advice. Study out many decision-making projects basis on the integration of the views and aspirations, get ready for improve the decision's level and insure decision's quality.

(3) Be firm in make a decision. Principal's dominant effect in decision-making is advance topic, illume, abstract, democracy, listen to many way and be firm in decision-making. Any dept in the final stages of decision-making decision should be the principal. Particularly in relation to major development strategies and directions, related to a number of differences and the decision must be made soon, the principal need to post the "green light" to make the right decisions.

(4) Preside the decision. Once the decision enters the implementation phase, the principal will be not only a commander, but also a supervisor. As an outstanding principal, he needs to deploy in body in actualization about the most important decision. He also needs to organize and mobilize will, allocate tasks and continuously raise the working environment from the material resources, technical resources, information resources and human resources, mobilize a wide range of forces to achieve the objectives and programs in place to ensure that decision-making. At the same time, the chief would also like to track the implementation of the practical effect of the decision-making, enhance the supervision of continuous improvement.

2.4. Plan as a Whole in Leading Method

As a principal leader, in charge of overall work unlike the deputy in charge of a line, the work that the principal faced to is complex, both the level and consistency, whatever which step make mistakes will affect the entire work. This asked the chief to take all factors into consideration, can not be unbalanced. Principal leadership is almost in conflict and clash everyday. If he has a poor co-ordination, interpersonal conflicts will arise out of balance. And the loss of balance work will be a problem, resulting in the loss. Plan as a whole is the art of balance. Not only work relationship, but also human relationship, imbalance is absolutely, balance is relative. If this part heavy, another part will light. Leader in this is to grasp the balance between light and

heavy, to keep abreast of issues and deal with the imbalance. Methods of leading, we can not sing the "single early" and can not engage in "concentrate on one thing only." Leadership at any level of leadership is not a single side drive away, but composed of a number of ways by the method of systems. From the nature of leadership itself, the method has conditional and purpose. Due to constraints, to achieve the objectives of the leadership system, especially when the target is a target system, only by one method often is usually very difficult, it needs to coordinate the use of a number of ways. When the methods of coordinate form system, it will generate effects. Method of co-ordination can give full play to their effectiveness more than use one way alone. And it also can make up for deficiencies between each other and improve reliability. Good at co-ordination the various methods of leadership to grasp the good work and interpersonal relationships in the balance of activities to make more effective leadership. Co-ordination leadership also reflected in the dynamics of the co-ordination. Due to the continuous development and changes of leadership system, it requires that the leadership should be "Change at any time, moving from folk", it needs adapt to the new leadership under the conditions of space-time systems constantly. At different stages of the leadership development process, he should adopt different methods timely. Even in the same stage of the development process, because of the fluctuation of leadership system parameter, methods of leadership must have a corresponding change in the co-ordination. It likes the master helmsman steering gear, according to the actual situation in a timely adjustment of aircraft navigation, and to ensure that ships sailing in the right direction.

3. Quality of Thinking about Principal Leaders

We are in a rapidly changing times, no rest on its laurels away a traditional conservative way of thinking would be eliminated out. The development needs new ideas and new breakthroughs in reform. Principal needs new acts to evolve jobs, all of these depend on whether the leader has the characteristics of thinking. Principal leaders in the leadership activities has a unique position, he is the organizers, policy makers and is also the dominant thinking of the main in leading activities. Principal leader's thought characteristics decide the achievements of leadership activities. Therefore, the principal leader is to be carried out thinking of upgrading the quality of the changes and ways of thinking consciously, create the conditions in order to exert their own wisdom, as well as create conditions for success for creative leadership activities. Leadership activities' require the principal leader in the characteristics of thinking, can be summarized as the following 4 "degrees".

3.1. The Height of Thinking

The height of thought means show great foresight. It means the leader must be good at look at the overall situation and plan long-term. Saying from the horizontal and spatial sense, as the principal part of thinking, leader in order to achieve certain strategic objectives, thinking and grasp the problem from the highest level on global is the "see from the highland". Saying from the vertical and time perspective, leader must give the matter further thought. He not only needs to solve immediate practical problems, but also concerned about the future of long-term solution to the problem. As the principal part of thinking, principal leader grasp the issue from the future development and long-term thinking is the "gaze farness". For the strategic decision-making of leadership activities, thinking can not eager for quick success and instant benefit, only notice the profit-oriented. If the focus of thinking can be received only on the immediate results of things, there is no long-term plans, it will stop-gap measures, gains and losses over the local. With a high degree of thinking, the chief leader in strategic decision-making, will be able to break through the immediate interests and don't confused by the current phenomenon. He will be good at guess from past and present, and then estimated that the development trend of things and the result may be. Based on the understanding of the past, grasp the present and to predict the future, he can plan the overall well; He will be good at thinking and identify problems from an overall and comprehensive starting, put the problem and the object to a organism which is contact them compactness to research and analysis, thinking and grasp the problem from all aspects of the inherent links; He will be good at put some specific issues to the strategic level to understand and to deal with. Only in this way can really understanding and use the environment intensively, then establish the decision-making of strategic, so that the leadership of the activities can operate at a high level.

3.2. The Extent of Thinking

Extent of thought means to expand ideas and take all factors into consideration. The breadth of thinking that is a thought way that think about the whole, is thinking about and dealing with leadership issues, hold the whole as leader think, research and resolve the problem's start and stay. The development of things is pluralistic, multi-dimensional and changeable, but they are not isolated, they are closely related and influence, especially in today's world of globalization, the development of things show a high degree of differentiation and the overall trend of the double. To make the thought object's pluralistic, multi-dimensional and changeable more prominent, it requires the thought must have big system and high-level coverage. Leaders must get rid of static, isolated and two-dimensional way of thinking, establish a multi-directional, multi-level and multi-variable as a whole way of thinking.

3.3. The Depth of Thinking

So-called depth of thinking, that is, systemic thinking, which also means get to the bottom of something. As a principal leader, he should have the depth of thinking, be good at understanding the current problems from deep administrative levels, not to be fooled by the surface on the problems, Carried out on the nature of the problem by far to near, from outside to inside, layers of progressive, step-by-step deep thinking. Like world famous entrepreneurs Jack • Welch pointed out, the principal leaders must continue to dig even deeper to be stripped of the outer and the search for the nature of the problem. If he lacks of such a character of thought, he would not understand the nature of things through out the surface phenomenon, and he would not grasp the law of the development of things. So the principal leader can not do a good job, it will lead the career to the wrong cause.

3.4. The Strength of Thinking

So-called strength of thinking, that is, refused to lazy thinking and improves the intensity of thinking. Principal leader must have the strength of thinking, he needs to consider the problem independently, not blind obedience to authority, classic, power and influence. He should be a power man of thinking, exhibit his power of thought and be good at to tell right from wrong. He needs to avoid parroting or wavering, which also means when someone says something, he said" Yes, you are right." With such a characteristic of thinking, the principal leader can have a sense of direction from many brainteasers. He can firm his position in the divergent views, grasp the essence in the general policy and create new ideas in leadership. The other way round, if someone lacks of this character of thinking, who often in the herd mentality of the people, he can only be followers of others rather than have the followers of his leadership.

4. Principal Leader is the Coach of Team

A real principal leader often uses his implicit force to release people's potential, inspire people to find their own direction. Leader of team is coach, on the playground, he only instruct players on the outside to help athletes achieve good results. Team coach is also a sense from this evolved and become the 20th century's most revolutionary ideas of management. Traditional mode of leading is based on the order. Principal leaders stand in the center to command others, leading activities rely on rules and regulations; Coach's style of leadership is people-oriented, a leader create a market of leadership, establish a support system to exhibit team members' abilities so that those who are capable has the chance and environment to display their talent. And then marginalization from the center, push others to the center to participate in leadership, joint decision-making and unity of action. Field in the role, the focus on the potential to stimulate team members has enthusiasm, initiative, and creativity to do a good job. Management professor Kang of Wharton commercial college agreed Jones's point, he considered that all staff - even if he has no subordinate, but also can be a leader. All of them can be described as Kang's point of "Horizontal mode of leadership", that is, a superior-subordinate relationship in the absence of official authority vested in the conduct of leadership. Principles of Psychology tells us that no one wants to be a relative unknown, almost all want to be seen as an important figure. Team leader should let members know: He is an important figure in team, "no matter which position you stand, you have the room to enhance." Principal leader is the coach, as the master of Buddhism. Through making each team member become a "leading star" and having the best performance, principal leader put human resources of team effectively translated into productivity to create the biggest

results for the team. As John Maxwell says in his book "Developing your leadership potential," "Principal leader's highest realm is to cultivate leaders," "A leader who can only let others follow step-by-step, his ability must be limited, a leader who can cultivate his underlings to become leaders, he is a truly great leader."

5. Reference

- [1] Bass, B.M., Concepts of Leadership in Bass & Stogdill's Handbook of Leadership[M]. New York: Free Press, 1990.
- [2] Howel, J.P. & Costley, D.L. Understanding Behaviors for Effective Leadership[M]. Upper Saddle River, NJ: Prentice-Hall, 2001.
- [3] House, R.J., The social scientific study of leadership: quo-vadis?[J]. Journal of Management, 1997.
- [4] Covey. Principle-centered leadership[M]. New York: Simon and Schuster, 1990.
- [5] Hogan, R, Curphy, GJ, and Hogan, J. What we know about leadership: Effectiveness and personality[J]. American Psychologist, 1994.