

Research Article

Analysis and Construction of Leadership in Food Enterprise Based on High Performance Perspective

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Abstract: The study discusses the training strategy of the leadership of food enterprise by presenting leadership theory, analyzing features of leaders as well as stating the connotation of leadership development. Under the background of global economic integration and due to the unprecedented pressure of competition faced by food enterprises, it is quite urgent to employ high-quality management personnel.

Keywords: Food enterprises, high-quality management, leadership

INTRODUCTION

According to the survey of authorities, the lack of food enterprise leadership is a global issue in such a time with intense global competition and China is the one that lacks leadership talents most seriously. 47% surveyed companies believe they are short of leadership talents; 61% companies say that the reason why they cannot carry out the program of cultivating leadership talents is that there is no people to be cultivated; 60% surveyed companies think that even if there is people to be cultivated, they don't how to cultivate them. Therefore, food enterprises are in a situation of badly lacking leadership in China. It is quite urgent to cultivate and build leadership. The study aims to search for methods to improve the leadership of food enterprise leadership in order to boost the long stable development of food enterprises (Keller and Campbell, 1992).

Under the condition of high-efficient management, building a ladder for talent training and development is key to meet the internal need of talents and improve performance. On 9th October, Interbrand-the leading global brand of consulting agency, announced the ranking list of best global brands and Huawei is on the list as the first Chinese food enterprise that was ever on the list throughout history (Gabarro *et al.*, 2000). There is little world-class Chinese food enterprise and one of the reasons is that Chinese food enterprises lack high-efficient organization effect system to develop and reserve world-class talents under the influence of traditional thinking model. Therefore, the key of next development period is to carry out talents ability training plan with guaranteed organizational resources and internationalized standards in order to support the long development of food enterprise.

MATERIALS AND METHODS

Leadership theory:

Cognition-oriented leadership: Due to the frequent reforms of food enterprises and other kinds of organization, more and more scholars and practitioners distinguish leadership from management. The similarities of leadership and management lie in: what to do; build corresponding personnel network and mutual relations to complete corresponding plan; insure personnel mentioned above to do what they should do. Their differences lies in: the basic function of management is to formulate a certain level of consistency and order in order to make food enterprises deal with complex conditions and run normally, while the basic function of leadership is to trigger and deal with revolution efficiently (Table 1).

The features of leaders: As to developing leadership, thanks to its features and fairly stable mental structure, the theory of leaders' features provides the possibility to develop leaders by short-term specific training (Mary, 2005). However, some achievements of trait theory of leadership can help us to receive clear autognosis in individual measurement and then to perfect our own personalities by self-development. Meanwhile, assessment data of leader's features can also be references when building the model of significant leadership post competency (Fig. 1).

The connotation of leadership development: In order to give their organizations a bright future, food enterprises should build an organization-leaders cultivate leaders, including: in technology level, build a system to encourage, reward and support the cultivation and development of leaders of different leaders; in

Table 1: The differences of leadership and management

	Administration	Leadership
Make schedules	Plan and budget	Direction
Forming the human resources required for completing the project	Organization and staffing	Integrated stakeholders, so as to promote coordination
Perform and check	Control and solve the problem, identify and correct deviation according to the plan	Motivation and encouragement
Result	Achieving the expected plan, maintaining the order, meeting the needs of stakeholders	Causing the change, forming positive force of change

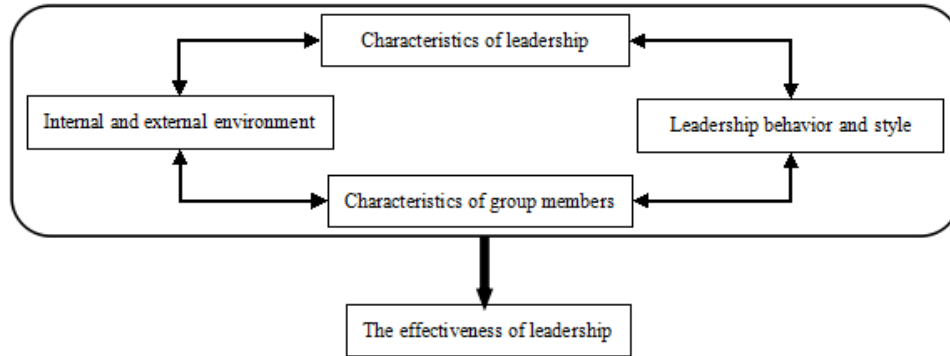


Fig. 1: Understanding of the architecture of leadership

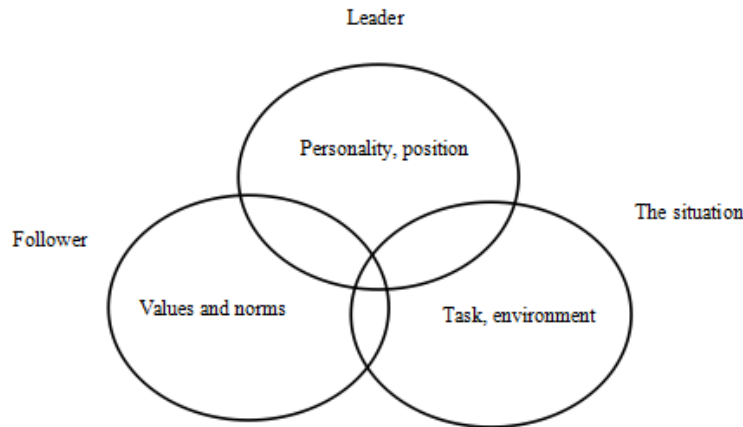


Fig. 2: The framework of leadership

politics level, reward administrators according to their overall contribution to the company but not their quarter performance and propel and stimulate them to develop and cultivate leaders; in culture level, make it a code of conduct-to develop other people’s leadership is a part of one’s work; promote the development of leadership by utilizing the human resource management system of the company. As shown in Fig. 2.

RESULTS AND DISCUSSION

The training strategy of the leadership of food enterprises:

The development of the bottom-up and overall leadership model: An overall leadership means that leadership belongs to every employee. Leadership is not a position but an actor and an important practice process. Therefore, the development of leadership not

only aims at the senior administrators of the food enterprises but also all people of the organization. Every staff needs to develop his/her leadership and everyone is a leader practitioner. Each should be one’s own leader and takes responsibility for self-development and self-management. The followings are the main features of overall leadership construction:

Leadership is a kind of ability to motivate the passion and imagination of the team member to work hard and achieve specific goals together. It means that leadership is a kind of influence which can stimulate the passion and positivity of the team members. Second, it emphasizes the self-development and self-management of staff. Not only managers need leadership but also staff of all levels does. It is necessary to make each staff be one’s own leader by cultivating, accumulating and receiving leadership in one’s daily work life. When it comes to the cultivation

of the leadership of staff, it mainly means to stimulate self-potentiality and develop self-competence. Every staff should possess a impetus of self-motivation and self-discipline and is passionate about the cause and goal of the organization (Edmondson *et al.*, 2003). He/She should be willing to throw himself/herself into work to continuously realize and surpass goals. A food enterprise with strong competitiveness should have a bottom-up leadership but not traditionally up-bottom one. Only food enterprises that can continuously cultivate leaders of different levels can adapt to the uncertain external environment.

The methods of cultivating the leadership of food enterprises: First, the leaders of food enterprises should pay high attention to cultivating leadership. Leaders should organize a panel of experts to analyze the leadership condition of their food enterprises, find the change of the current situation, food enterprise strategy and food enterprise environment of administrators of different levels and then decide whether leadership should be cultivated or not as well as the content of leadership cultivation.

Second, a relatively perfect data bank should be set up as far as possible in every link of implementation in order to reach them easily when there is a need. During the construction of leadership competency model, it is necessary to collect thorough information as far as possible such as the strategic planning and the change of internal and external environment of the company, the change trend of each department performance, the change of business process, etc. Decide the content and objective of the cultivation according to the feature of leadership competency model (Ensley *et al.*, 2003). In the process of setting goals, qualitative and quantitative indexes should be used together in order to evaluate the results of leadership cultivation more objectively. Leadership should be determined according to the demand of the company in a relatively reasonable way. When it comes to choosing methods, it is necessary to compare with methods which the company has held in order to choose an appropriate method that meets the need of the company.

Third, during the process of cultivation, it is necessary to determine the leadership cultivation plan

such as when to diagnose leadership, when to build leadership competency model, when to evaluate and how to cultivate, etc. in addition, how to design the way of cultivation, cultivation course and other things should also be included in the plan during the process of cultivation.

CONCLUSION

After accomplishing leadership cultivation plan, food enterprises can carry out corresponding survey. They can also make staged evaluations in the process of cultivating leadership to compare former and latter indexes of cultivation to find their differences. It is different for most food enterprises to evaluate the effect of leadership cultivation with the goal of their companies. Many data (such as sales revenue, financial condition, operation data and so on) as there are, they have little connection with leadership. Therefore, food enterprises should take more evaluation of qualitative index into consideration. They can compare former and latter indexes of cultivation to find differences between them and then food enterprises can clearly know the effect of leadership cultivation.

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