

Research on “Five Forces Model of Leadership” Under the Background of Digital Economy

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Abstract—In the modern commercial society, “excellent people with excellent performance” prevails. With the integrated development of the global economy, China's reform and opening up to undertake the transfer of industrial chain, the selection of leading cadres in many enterprises based on performance as the standard has its historical reasons and characteristics of The Times. In the digital economy, the overall talent evaluation system of enterprises is also undergoing profound changes, especially in leadership. This paper makes an in-depth study of the five forces model of enterprise leadership in the digital economy under the super competitive environment. It mainly evaluates the factors such as foresight, cohesion, learning ability, decision-making ability and sustainability comprehensively and systematically, and conducts an empirical study. The evaluation model of enterprise leadership in digital economy provides important decision-making basis and reference value for enterprises to select excellent leaders.

Keywords—digital economy; super competition; leadership

I. RESEARCH BACKGROUND

A. Digital Economy

Digital economy is a new economic form after agricultural economy and industrial economy. Digital economy is different from the previous economic form, it has innovative, cross-border, virtual and platform characteristics. Digital economy is nothing more than a full organic integration of Internet thinking, Internet technology and real economy to create a chemical reaction. The new generation of digital economy, represented by cloud computing, big data, the Internet of things and the mobile Internet, is accelerating its penetration and integration into the manufacturing industry. New technologies, new models and new forms of business are emerging, injecting new momentum into economic development and bringing new challenges and opportunities to enterprises' transformation, upgrading and innovative development. The report to the 19th National Congress of the Communist Party of China (CPC) made it clear that "we will accelerate the development of advanced manufacturing and promote the deep integration of the Internet, big data, artificial intelligence and the real economy." Under the background of digital economy, in order to effectively cope with the opportunities and challenges of digital transformation, the comprehensive evaluation of enterprise leadership should also keep pace with The Times and provide decision-making basis for enterprises to select excellent leaders.

B. Leadership

In the modern commercial society, the prevailing one is "excellent people with excellent performance", and the selection of leading cadres in many enterprises takes performance as the evaluation standard, which has its historical reasons and characteristics of The Times. After the reform and opening up, Chinese enterprises have sprung up like mushrooms. In the initial stage of enterprise development, the survival problem should be solved first. High performance marketing experts are particularly important.

In the digital economy, due to the openness of the Internet and the globalization of the digital economy, enterprises are transforming and upgrading, and talents have become the most important resources for enterprises. The comprehensive evaluation system of talents for enterprises is also undergoing profound changes, especially the leadership of enterprises. At this time, corporate leadership requires not only operational effectiveness, but also forward-looking, team cohesion and sustainable development. At present, the leadership evaluation of some enterprises is still mainly based on performance evaluation, but in the process of operation, it is revealed that the leadership evaluation is too single, such as the once brilliant leader's mediocre performance, the marketing expert is difficult to change to a leading role, and the outstanding leader's corruption.

Therefore,, this paper studies the enterprise leadership evaluation of digital economy in the super competitive environment is the result of multiple factors, how to comprehensively evaluate the enterprise leadership is an important research topic.

II. LEADERSHIP AND MANAGEMENT

A. Definition of Leadership

In his book leadership, James kuzens pointed out that "leadership is the ability of leaders to motivate others to make outstanding achievements in the organization voluntarily"[1]Some scholars believe that the global leadership competition is a game among great powers, groups and elites, aiming to highlight their respective ability to influence and drive the affairs of other countries, regions and groups[2]. The research group of "science and technology leadership" of the Chinese Academy of Sciences defines leadership as "the combined force formed by the interaction

between the attraction and influence of the leader and the selection and reaction force of the leader". Some scholars define leadership as "the process in which leaders influence followers to achieve goals".

B. Leadership and Management

III. EVALUATION OF DIGITAL ECONOMY LEADERSHIP

With the emergence of the global economy and technological progress, especially the rapid change of technology, the business competition environment has become more and more complex. The competition in many industries around the world is undergoing essential changes, and competitiveness has become super competition. The emergence of a super competitive environment has brought many challenges to Chinese enterprises. In particular, traditional enterprises are facing the transformation from low-end to high-end, from Chinese manufacturing to Chinese creation, and from Chinese speed to Chinese quality. Therefore, in the super competitive environment, the enterprise leadership of digital economy is mainly evaluated from such dimensions as "foresight, cohesion, learning ability, decision-making ability and sustainability"[3], Table I.

A. Capability of Prediction

The key to the arrival of the digital economy, whether to meet the challenges of the digital economy or to share the opportunities of the development of the digital economy, is the ability of business leaders to see into the future. The capability of prediction of enterprise leaders is a new engine leading the transformation and upgrading of enterprise strategies. It is not only the innovation competition but also the leadership competition among enterprises, which is mainly manifested in "the leadership concept of leaders and leading teams", "the development law of the industry in which the organization is located" and "the development trend of the macro environment in which the organization is located".

The core values of the enterprise are integrated into the capability of prediction of the enterprise leadership, which is mainly manifested as follows: first, the capability of prediction of the leadership is utilized to promote the mutual influence between managers and employees, and to promote the main driving force for the development of managers and employees. Secondly, forward-looking leadership can help employees to master the law of corporate culture and strategy, and guide employees to better use the law to guide practice. Thirdly, leaders' foresight leads managers and employees to care about the surrounding environment. A good environment is an important condition for the implementation of the core values of an enterprise.

In the digital economy, the lifeblood of enterprise success mainly depends on whether the enterprise leaders have

forward-looking strategic thinking, how to stand in the future layout now, how to plan the enterprise strategy with the vision of the future. Strategy is a kind of thought, a set of tools,

a set of actions, small to a few months the project is likely to be involved in strategic management, have the product and service scenario thinking and thinking in exponential growth, huawei did, tencent WeChat team also do strategic deployment, the Google in a short span of 20 years in the artificial intelligence in by far the world's industry status.

In a word, the capability of prediction of enterprise leaders in the digital economy is not simply the sensitivity of automation, virtualization and informatization, but the insight into the future changes of the entire business model, the integration of strategic resources, and the strategic deployment.

B. The Cohesion

There have been four industrial revolutions in the world. Under the digital economy, the social division of labor is more refined, specialized and modular. In this context, the boundaries of industries are blurred, organizations are borderless, and labor relations become employment relations, which will lead to the emergence of a large number of professional freelancers. Therefore, as an enterprise leader, he should not only be good at cohesion and integration of excellent talents, but also have charisma and centripetal force among team members.

"Xi ci" said: "to gather by analogy, things by group, good luck and bad luck". Leaders are good at gathering like-minded freelancers on a digital platform with a mission and vision, forming a platform-based network organization team, and highly identifying with the corporate culture. Leaders reach consensus with team members on the "three views" and strategic goals of the enterprise and form a consistent strategic goal. As the saying goes: "up and down with the desire to win, together in the same boat xing." Leaders will be the world's talents, with its advantages, to achieve a combination of use; Gather is the premise, only gather will be useful; Use is the purpose, use well will have a better convergence, improve team work collaborative efficiency, fit, reduce cost, improve team performance.

Excellent leadership knows how to improve their cohesion, which is the core of the soul of the team, is the foundation of casting iron team. Digital economy, the leadership will be the enterprise "three views" and the goal of the same elite cohesion together, enhance the cohesion of the team, common pursuit of goals and ideals of the dynamic process, more and more become "you are in me, I have you" platform organization.

C. Learning Ability

Confucius said, "learning without thinking is useless; thinking without learning is dangerous." Cheng ziyun: "erudition, interrogation, deliberation, discernment, earnest action, five, one of the abolition, not learning." MAO zedong: ten thousand years to learn! What's wrong with that? And called for "the rest of the energy should be focused on study, learning habits." Xi Jinping: "take learning as a pursuit, a hobby and a healthy way of life. Learn and be happy to learn.

TABLE I. LEADERSHIP AND MANAGEMENT

category	leader	managers
define purpose	Leadership is about doing the right thing Order:planning and budgeting, organizing and staffing, controlling and solving problems	Management is about doing things right Change: determine direction, integrate stakeholders, inspire and inspire colleagues
strategic power	Focus on the future and plan strategies Expertise and personality	Focus on the present and execute the strategy
innovation	Pursue change and innovation	To maintain the status quo

"Knowledge change destiny, learning achievement future", in the new form of digital economy, the application of new technology and huge amounts of data, rapidly changing external environment bigger challenge to corporate leadership learning ability, successful leaders can continue to learn and use knowledge resources effectively, is to improve the competitive ability of the enterprise cohesion and competition.

Education background represents the past, ability represents the present and learning represents the future. Great leadership requires strong learning ability and is the driving force to measure the effectiveness, cohesion and creativity of the team led by him. To improve the learning ability of leaders, we should not only rely on self-consciousness, self-discipline and heteronomy, but also form a long-term mechanism to change "I want to learn" into "I want to learn", so that learning becomes a normal and institutionalized behavior.

The leading cadre to establish the "three full one variety" learning mechanism, in general, each year study fees accounted for about 20% per annum, study time for individual work time which is about 40%, to develop omni-directional, the whole life, the whole process of diversification (e.g., visit, study, read a book, or review, education promotion, etc.) learning planning, evaluation of learning effect. "Learning is like a crossbow, just like a cluster of arrows", only by truly transforming knowledge into its own connotation, can it play its real role, to promote its own development, so as to promote the sustainable development of enterprises.

D. Decision-making

The ancients said: "will the way, seek the first." That is to say, the leader's primary task lies in strategy, that is, the leader's main responsibility lies in decision-making, decision-making is the heart of the leader, superb decision-making ability is an important quality of the leader. Drucker argued that decisions begin with perception, not "truth". A decision is a judgment, a choice between possible alternatives. As a successful leader, the bottom line is to have excellent decision-making ability, to make decisions decisively, not indecisive. It is the key for an operator to become an entrepreneur to transform the possibility into reality through decision making and make the enterprise continuously profitable.

Enterprise leaders in digital economy face more complex and changeable external environment changes, which makes it more difficult to grasp the real situation and make more difficult decisions. Therefore, leaders should establish the concept of big data and improve the decision-making ability of big data. At the same time, relying solely on big data for decision-making will also deviate from the reality, which

requires comprehensive and in-depth investigation and research. It is no good to search for a sword in a timely manner, and it is even worse to create a fantasy behind closed doors. Data and practical experience should be combined to complement each other with complementary advantages, so as to make leadership decisions more scientific and effective. In short, the decision-making power of leaders should adhere to the pragmatic approach, not only in the "pragmatic" efforts, but also in the "pragmatic".

E. Persistence

In today's world, numerous and complicated, full of all kinds of temptation, especially leading cadres, everywhere will encounter a variety of, multifarious temptation, excellent leaders with firm ideals and beliefs to resist all kinds of external temptation. When business leaders encounter bottlenecks in the development of the industry, business leaders are not afraid of difficulties, still insist on seeking solutions.

Under the background of digital economy, the external environment is complex and changeable. Enterprise leaders continue to focus on the main business, continue to get the lead, continue to refine, never satisfied, never compromise, and pursue perfection. In the face of difficulties, face up to difficulties, the courage to assume, dare to face, firm belief, to have to do it to the end of the perseverance, continuous innovation, breakthrough, can be successful. As ren zhengfei said, "it is not easy for a person to accomplish one thing in his life." Huawei, which does not engage in finance or speculate on real estate, has developed to the present state through industry to a large extent thanks to its persistence in following the road to the end. In the past 28 years, huawei has been "charging at the mouth of a city wall".

IV. FIVE FORCES MODEL OF LEADERSHIP OF DIGITAL ECONOMY ENTERPRISES

The super competitive environment means that no one enterprise can maintain its competitive advantage in this environment for a long time. In such an environment, changing the market environment leads to the continuous instability of enterprises, constantly breaking their core competitiveness, and constantly creating new core competitiveness[4].

The vigorous development of digital economy has become an important feature of today's world economy. Enterprises actively adapt to the tide of digital economy and realize the comprehensive transformation of technical means, operation mode and management strategy has become a historical

necessity. Among them, how enterprise leadership ADAPTS to digital transformation has become an important topic.

A. Five Forces Model of Enterprise Leadership

Under the background of digital economy, enterprises face the competition environment, how to build a matching leadership current research at home and abroad excellent enterprise leadership case, on the basis of the theory of super competition theory, and leadership, research summary of the digital economy enterprise "the five leadership model", mainly from the capability of prediction, cohesion, learning ability, decision-making, persistence and other elements to conduct a comprehensive evaluation, specific evaluation system is as follows: Fig.1.

B. Enterprise Leadership Evaluation Index Weight

$X_i, i = 1, 2, 3, 4, 5$, are the main factors influencing the leadership "five forces" model of enterprises in digital economy, which are respectively foresight B1, cohesion B2, learning B3, decision-making B4, sustainability B5, etc. Through the investigation of leaders and experts of some excellent enterprises, the judgment matrix is constructed by using index scale method and 9 scale method.

$$\beta_{ij}, i = (1...5), j = (1...5) \text{ meet } \sum_{i=1}^3 \beta_{ij} = 1,$$

$$\beta_{ij} = \begin{bmatrix} \beta_{11} & \beta_{12} & \beta_{13} & \beta_{14} & \beta_{15} \\ \beta_{21} & \beta_{22} & \beta_{23} & \beta_{24} & \beta_{25} \\ \beta_{31} & \beta_{32} & \beta_{33} & \beta_{34} & \beta_{35} \\ \beta_{41} & \beta_{42} & \beta_{43} & \beta_{44} & \beta_{45} \\ \beta_{51} & \beta_{52} & \beta_{53} & \beta_{54} & \beta_{55} \end{bmatrix}$$

The eigenvector and the maximum eigenvalue of the judgment matrix are calculated. The maximum eigenvalue is

tested for consistency. Similarly, the specific weights of indicators at the second and third levels can be calculated. Due to the large amount of calculation work, AHP can be implemented by loading a program in the "macro" of the "EXCEL sheet" or developing a module in the computer language.

C. Evaluation Model of Five Forces of Digital Economy Enterprise Leadership

The "five forces" model of enterprise leadership in the era of digital economy, Fig. 2.

$$PI = \sum_{i=1}^n \omega_i \Phi(\chi_i)$$

V. EMPIRICAL RESEARCH ON THE FIVE FORCES MODEL OF ENTERPRISE LEADERSHIP

This paper makes a theoretical research on the enterprise leadership evaluation system of digital economy. For further in-depth study, the author selected benchmark corporate leadership research, using the young enterprise leadership evaluation model, the business leaders to conduct a comprehensive evaluation system, using SPSS13.0 software to analyze the questionnaire data research, Fig. 3; the conclusion is scored higher corporate leadership is more outstanding, low score of enterprise leadership, and deduce the enterprise leadership advantage and improve direction. Based on the empirical study of these excellent enterprises, the five forces model of enterprise leadership has important reference value in how to transform and adapt to the digital economy in the super-competitive environment.

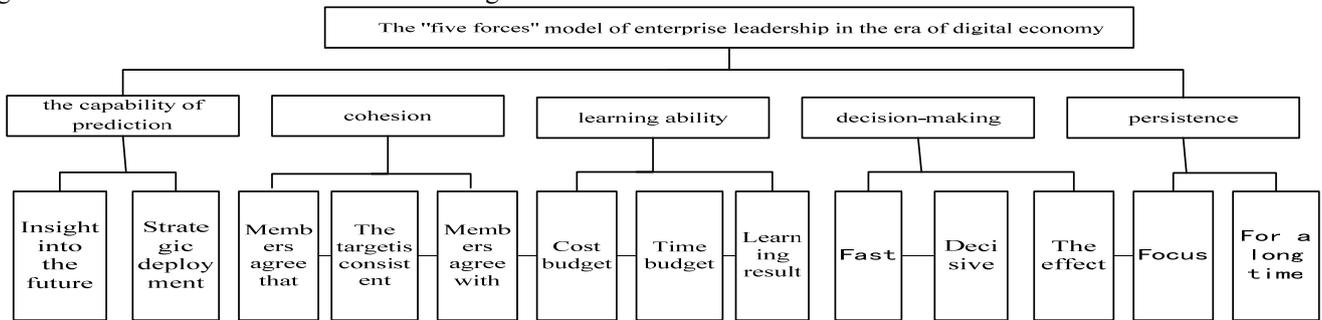


Fig. 1. Five forces model of enterprise leadership in digital economy.

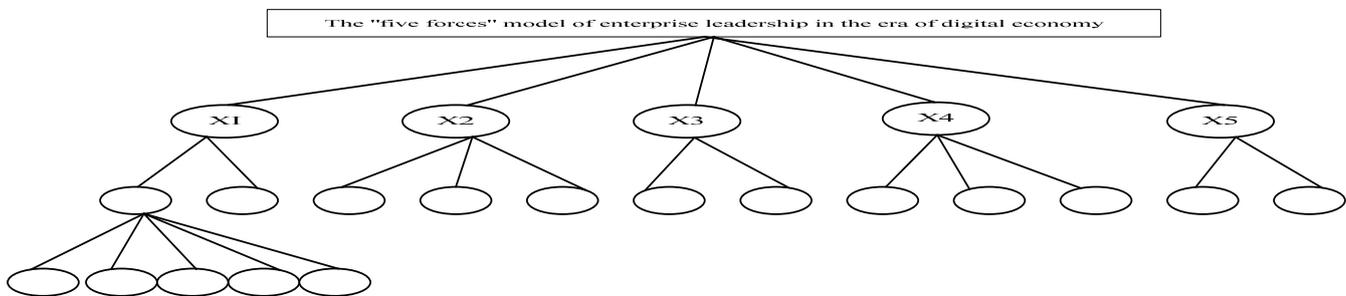


Fig. 2. Five forces model diagram of enterprise leadership in digital economy.

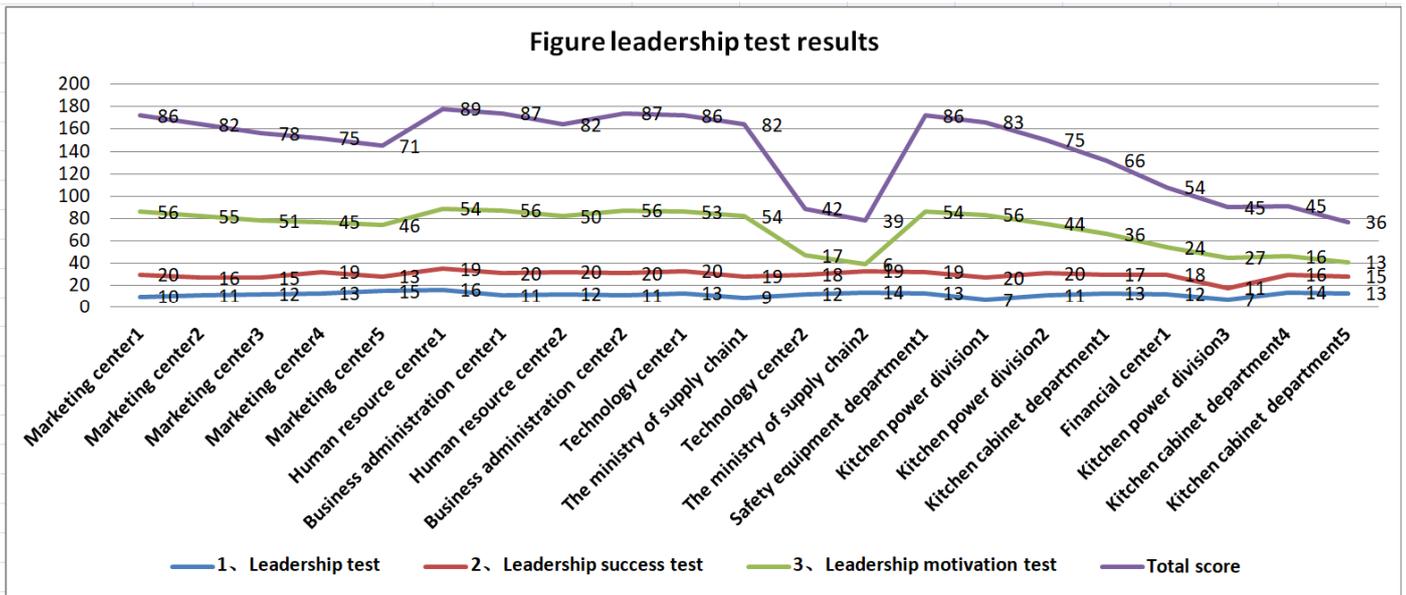


Fig. 3. Leadership test chart.

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