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Understanding of Leadership: Leaders, Followers, Goals, Context

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ABSTRACT

As a vital thing in being a good leader, leadership has attracted more and more attention. Extraordinary leadership not only would increase followers' loyalty and enthusiasm but also improves the resilience of the enterprise against future shocks. In this paper, understanding of leaders, followers, goals and context were reviewed. The meaning of good leadership was also further analyzed.

Keywords: Leadership; followers; management

1. INTRODUCTION

Leadership is a high organizational force under the combination of the leader's quality, environment and work system. It is also a key to the realization of the core goal. Since ancient times, our country has had the " train runs fast, all rely on the headband " statement. In this age, the context and environment we face are more complex [1-3]. Leadership is undoubtedly the key to our fierce competition. So, we studied and explored the understanding of leadership. In this paper, we review four crucial parts of leadership— leaders, followers, goals, and context [4]. Unlike previous academic work, we deeply analyzed the charisma of leaders, the importance of being an effective follower, the way to be effective followers, three specific goals in teams, and contextual considerations of leadership and management [5].

2. UNDERSTANDING OF LEADERS

Charisma is a paramount characteristic of the leader. For most of the time, charisma plays a crucial role in the communication process. Charismatic leadership can make the word more convincing to others. Except that, this kind of leadership can even help the listener to feel more confident in the conversation. This also increased the employee's

loyalty since the charismatic leader's word is motivating and inspiring. Moreover, a leader's charisma is can improve the efficiency of the whole organization. This is because charisma makes the opposite opinions from the employers less and less. So, it reduces the time for arguing. Nevertheless, the long-term side effect can make charisma a bad thing. There is a common sense that good leadership is your followers obeying you. As long as a leader has outstanding personal charisma, he will be a good leader. However, things don't always go in this way. A leader's charisma can make employees overly obey their leader so that they lost the ability to think by themselves. They start to believe that no matter what the leader says is true. No one dares to doubt the leader or point out the mistake made by the leader. Thus, the whole organization will keep running with many mistakes and risks. Organization effectiveness is one of the most important criteria for leadership. Almost all the leaders who have overly charisma think their work is high efficiency. However, the truth is not what they think. According to research made by J. VERGAURWE, a leader who has a charisma score of over 80 percentile usually has a negative relationship between self-rating and observers' rating of the effectiveness. This research shows that leaders with higher charisma can't recognize themselves with a fair standard. Most of the time, the more charismatic a

leader has, the easier for them to place themselves in a higher position. This charisma will not only affect others but also the leader by letting them overrate themselves.

In conclusion, adequate charisma can help the leader to improve the employees' work efficiency and loyalty. However, once the charisma is nimiety, it can blind them and prevent them to have a fair perception of themselves. Hence, the leader is also required to identify the ability of employers and find out the defect of the organization's structure. After that, the leaders should also encourage individual growth and be aware of the individual's attitudes to enhance the organization's competitiveness.

3. UNDERSTANDING OF FOLLOWERS

The existence of followers is also very important in leadership. First of all, "Every leader has to start as a follower". For example, every soldier cannot become a general leading the army unless he was once a follower. Second, without followers, there is no leader. For every organization or project to succeed, someone must follow leaders closely, just like someone must lead the project effectively. According to Kelley, 80% of the success of an organization is due to the obedience of followers.

So, what is an effective follower? "Followers are subordinates who have less power, authority, and influence than do their superiors, and who therefore usually, but not invariably, fall into line" [2]. In an organization, though most people act as followers rather than leaders, there is still limited attention to the followers. This would cause ignorance of followers' importance to the organization's success and their potential in a better organization just like leaders. In fact, effective followers are crucial to effective leadership, leaders need the strength of followers to achieve project success. And based on research by Bennis [1], sometimes following is more difficult than leading.

To be an effective follower, we need to embrace the following characteristics. First, is control of emotions. Followers should not be driven by their emotions, especially when their emotions would affect the work of others. Second, initiative. They will actively complete their tasks according to the leaders' requirements on time or even ahead of time. Third, honesty and trustworthiness. Followers are responsible for other followers, leaders and their organization. With this characteristic, there are mutual trust and confidence among the whole organization – that is, leaders can safely hand over the work to the follower; colleagues can cooperate effectively with the follower. Lastly, diligence. Followers are eager to learn every piece of new knowledge for the tasks assigned by the leader, and in some cases, they will also ask others for advice to better complete the project.

4. UNDERSTANDING OF GOALS

As an active mechanism of employees, goals are closely related to organizational development. As the contact between employees and organizations, leadership is an important medium of two-way communication. Based on research on the relationship between goal orientation and organizational commitment, goal orientation can be divided into learning goal orientation, performance certification goal orientation, and performance-avoidance goal performance. Individuals with learning goal orientation emphasize the intrinsic motivation to complete tasks. They see difficulties and challenges as opportunities to acquire knowledge. Suffering and setbacks become an important motivation for them to acquire knowledge and skills. Performance-proof-oriented employees pay more attention to what others think of themselves and want to receive recognition and praise from others. Therefore, such people will continue to strive to surpass themselves and deal with good interpersonal relationships for the sake of the affirmation of others. But people with performance-avoidance goal orientation are afraid that they will be found to be inadequate in some areas. Hence, they lack self-confidence and often choose to stay away from interpersonal contacts [6-9].

By comparing the three-goal orientations, we can find that people with different goal orientations have different influences on enterprise development.

First, employees who see learning as their goal, see themselves as enemies, and their ultimate goal is to surpass themselves -- not only for the job at hand but also for the job in the future. Meanwhile, they have a strong sense of belonging to the enterprise.

Second, people who use performance certification as their goal pay more attention to the opinions of others. They are more determined to be strong in their field and have a stronger sense of belonging to the enterprise than those who target learning. last, people who avoid goal orientation, though having certain abilities, will not easily share information with others, for avoiding external assessment of their abilities.

In this case, their sense of belonging to the enterprise will gradually decrease. As a subjective attitude, the sense of belonging plays an important role in the leadership of enterprises. When employees have a strong sense of belonging to the enterprise, they will become more loyal followers. Thus, it can create a kind of follow-up. It will make employees more courageous to change and accept challenges. It depends on each other for leadership and promotes continuous improvement [10-14].

By analyzing the three goal orientations and their influence, it is safe to conclude that goal control is critical to leadership. Once leaders have identified their goals,

they can be assigned to the right job through the interviewer's statement when hiring. They can also enhance their sense of belonging to the enterprise, resulting in a stronger corporate framework. Then the virtuous circle is formed-leaders continuously improve the efficiency of enterprises and form good human resource management among employees. Enterprise provides a sounding environment for employees to grow with passion and power.

5. UNDERSTANDING OF CONTEXT

The circumstance in which the leader and followers are situated is referred to as context. When the team's task and task environment change, the circumstance places new expectations on the leaders and followers. The strategy of an organization is an important part of a leader's overall context.

A strategy oriented on differentiated goods and services, for example, necessitates a different set of leadership skills and experience than one focusing on operational excellence and efficiency. Similarly, when a successful local firm adopts a worldwide strategy, the competencies of its executives may need to change. For the fast-growing consumer healthcare equipment business, a company can recruit one New CEO to get the right strategic fit. The firm was expanding steadily, but the board thought that by altering the company's strategy to emphasize worldwide adoption of operational best practices, the company might grow even faster [15-17].

The new CEO might have spent his life in a large corporation. This company may have the similar scale of development goals as a consumer healthcare device business. This CEO has appropriate expertise with strategic problems, such as directing the healthcare industry's company. His experience working with major corporations has taught him how to assist businesses in growing and globalizing. He will lead workers to focus on the correct strategic possibilities and modify the process to support a greater scale once he becomes the CEO. In short, excellent leadership can be generated only when the leader's skill and experience fit the difficulties of the organization [18-20].

Another key contextual issue is about organizational culture – how much does it take for a leader to adapt to this culture or become a force for change. In some cases, when making leadership decisions, we need to pay more attention to the cultural background. These situations include when we need to raise the talent threshold, or when personnel retention, low employee participation, lack of trust or collaboration between senior leadership teams, or cultural dislocation or toxicity.

The capacity of a succession candidate, for example, to influence and shift the organizational culture in the correct direction was a significant factor for the board of a US-based agribusiness. The top internal CEO succession prospect was analytical, with extensive industry expertise and a proven track record of achievement. However, the board eventually determined that the leadership team needed to become more forceful and responsible, and the culture needed to become more results-oriented and focused on learning and innovation, at a time when the business was becoming more volatile. The top succession candidate fit very well with the present culture, which prioritized conventional methods and cooperation above performance responsibility. After concluding that the executive wouldn't be able to push the culture far enough, the board chose a different candidate [21].

6. CONCLUSION

Superior leadership not only increases followers' loyalty, but also improves the resilience of the enterprise against future shocks. It constantly controls changes in the external environment and makes the team stand out from the competition. In this paper we presented four important parts that are indispensable to the topic of leadership. We believe the research area in the management field will present more exciting real-world cases to illustrate and deepen the understanding of leadership. And in the industry, the spirit of leadership will be utilized to attract and retain followers and promote sustainable development.

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