



Communication Dilemma in Enterprise Leadership and Its Solution

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Abstract. For leaders, leadership is a process of continuous learning and practice. Leadership can be improved by developing communication skills, and effective communication skills will certainly promote the development of the leadership, which has certain pertinence and reality. Since the vigorous development of modern enterprise management in the last century, research on communication at home and abroad has gradually emerged. From the perspective of communication, communication is essentially a communication activity, a process of information interaction between communication subjects and objects and between them. A complete communication process should include the sending, receiving and feedback of information, unilateral information sending is not communication. At present, most of the communication methods of enterprises have certain drawbacks. All organizational leaders need to improve their communication leadership to varying degrees in a sense. This article reviews them based on the current communication methods and proposes new communication methods. A good communication method is a process in which internal members of an enterprise explain strategic decisions to each other and understand everyone's hearts. At the same time, it is conducive to improving the efficiency of enterprises and creating a good working environment, and a peaceful environment often helps stimulate creativity.

Keywords: leadership · communication · Strategies · adaptive paths

1 Introduction

In contemporary enterprise management, the level of leaders needs to be continuously improved to adapt to the environment of fierce competition among enterprises [1, 2]. In the context of a rapidly changing world, if the key ways to improve leadership can be found, the potential of leaders can be constantly discovered and tapped and they can also get the best development opportunities. A successful leader will plan the long-term goals of the company as a common target for all employees to strive for [3]. If the current direction is determined, then most of the leadership's work becomes communication and encouragement, that is, an effective communication relationship is urgently needed. Communication is indispensable in the whole process of leadership, and its main functions can be summarized into the following three aspects: First, effective communication is the lubricant for improving leadership. Different living environments and

cultural differences will lead to some contradictions. As leaders, they can make each other understand each other's needs and through empathy, gain trust, and a harmonious working relationship; Secondly, effective communication is the glue to improve leadership. It enables each individual to cooperate closely and pursue personal ideals; Finally, effective communication is a catalyst for improving leadership, which is conducive to stimulating the potential of employees and displaying their talents. At present, there are three mainstream communication methods: one is that the leader communicates the decision to the secretary, and then the secretary transmits it to the lower-level department and implements it in sequence; The other is that the leader convenes all employees, conveys instructions, and then the secretary examines the results of the implementation; The last one is that the leader conveys the main will to the supervisors of various departments, and the supervisors and their employees will discuss and complete the corresponding tasks and accept the assessment of the secretary. But they all ignored how to better synchronize the information transmission and feedback in the communication process, to be efficient. Therefore, how to improve communication methods has become an urgent problem to be solved.

Regarding the research framework of this issue: Firstly, the author reviews the current three mainstream communication methods in enterprises, describes their processes briefly, and points out their common shortcomings; Secondly, the author believes that the current enterprise decision-making communication mode, is assumed that a better communication method exists; Again, the author found an actual case to verify; Finally, around the success of the company's communication method, the author deeply analyzes this communication mode and studies the value of its existence. In reality, it is not only conducive to improving the efficiency of internal affairs of the enterprise [4] but also helps to shape a good mood, create and maintain a good interpersonal working environment, and stimulate the maximum potential of members. In terms of academic theory, good communication is also beneficial to strategic decision-making, organizational systems, and organizational culture [5]. Not only requires a lot of communication when making strategic decisions, but after strategic decisions are made, it is also necessary to interpret and decompose strategic decisions into business information that can be deeply understood by all relevant departments, people, and all strategic decision-makers and is communicated to the people and departments that should be communicated. Only when the strategic decision information is deeply communicated and understood among all the executors, can the implementation of the strategic decision be truly and reliably guaranteed [6]. Before the formulation of the system, communication ensures the pertinence and operability of the system, that is, reality; during formulation, communication ensures the comprehensiveness and integrity of the system and its compatibility with other systems, that is, the scientific nature of the system; after the formulation, communication ensures the accurate understanding of the system, timely implementation, effect monitoring, that is, the effectiveness of the system. Organizational culture refers to the organizational ideology centered on organizational values. Under the influence of organizational culture, the personality of individual employees has undergone some assimilation and transformation, and the purpose is also to achieve management communication more easily and improve the efficiency and effectiveness of resource output.

2 The Importance of Effective Communication to Improve Leadership

Nowadays, corporate communication problems arise one after another. To investigate the current situation of enterprise development, the problems can be roughly divided into the following categories:

2.1 Managers Do Not Fundamentally Realize the Importance of Corporate Communication

Some managers unilaterally believe that only external customers, investors, and government can restrict and influence the development of the enterprise to a certain extent under the general environment, so they spend a lot of time and energy on coordinating external relations. The smooth communication within the enterprise happens to be the guarantee of whether the opinions can be unified and whether the decision can be realized.

There are also some managers whose concepts are too traditional. Influenced by my country's long-standing hierarchical system, they have infiltrated authoritarianism into enterprise management, making grassroots employees have a strong sense of awe for managers. They will involuntarily take a condescending attitude, order employees to unconditionally implement their measures, ignore employees' emotional changes and thoughts and emotions, and output signals unilaterally.

And subordinates are afraid to ask questions, which leads to poor internal communications.

2.2 Communication Channels are Not Systematic

First, there are many channels for downward communication and few channels for upward communication.

This is not conducive to employees reflecting their opinions to leaders directly, nor conducive to the formation of a good relationship between managers and subordinates, which also affects the efficiency of management between enterprises.

Second, there is also a lack of communication channels across departments, which makes it difficult for management personnel to understand the situation in a timely and comprehensive manner, resulting in uncoordinated inter-departmental relations. Too little care and support for employees results in insufficient internal cohesion, unstable teams, and a lack of development of team spirit, thus affecting the efficiency of enterprise operations [7].

Third, there are many indirect channels and few direct channels. In the process of information transmission at the grassroots level, the communication speed is getting slower and slower, and the information will lose its authenticity [8].

2.3 The Way of Communication is Too Traditional

At present, the internal communication of most enterprises is still limited to the form of instructions from superiors to subordinates, reports from subordinates, and collective meetings. These methods cannot fully adapt to the development of the social and

economic environment and the changes in the psychological needs of employees. Enterprises should take into account the spiritual needs of employees, such as their pursuit of self-worth, the satisfaction of collective honor, and a sense of belonging to the enterprise.

2.4 Managers Who Lack Communication Skills

According to relevant surveys, in the past five years, the management ability assessment test conducted on more than 7,000 enterprise managers in China shows that the administrative skills of Chinese managers are significantly higher than those of European and American countries, but their communication skills are far lower than those of European and American countries.

Good communication skills are essential elements for excellent managers: effectively listening to subordinates is conducive to improving the efficiency of management's decision-making; relationship also has become a significant impact.

The scientific operation of an enterprise requires not only the individual efforts of leaders but also the unanimous cooperation and common belief of all employees. However, to achieve this goal, efficient communication is essential. With the help of internal management functions, corporate communication promotes the dissemination of corporate development strategies and information, drives the enthusiasm of employees, and enables the realization of corporate development goals. The management communication of the enterprise can closely link the internal staff and make everyone work towards the same goal. From this point of view, good communication is crucial to both senior managers and middle managers.

3 Mainstream Communication Styles and Their Dilemmas

With the advent of the information age, leaders need to better communicate information and manage communication inside and outside the organization more than ever. The changing role of leaders and the rapid development and renewal of the corporate environment has not only improved the efficiency of social management and operation but also changed the organization's operation and management model. Traditional management strategies based on "command and control" are being replaced by a multi-team management approach within and between organizations that focuses on "collection and cooperation".

At present, there are three mainstream communication methods:

First, the leader will communicate the decision to the secretary, and the secretary will then issue it to the lower-level departments, which will be implemented in turn. In this case, the secretary plays a very important role in the enterprise; He needs to fully understand the will of the leader, and according to the order of operation of the enterprise, after one department is completed, it is passed to the next department, which requires a strong overall planning ability.

The other is that the leader convenes all the employees, then conveys the instructions, and finally, the secretary checks the execution result; This method is conducive to reducing some indirect communication channels, effectively combining various communication channels to form a communication system. Employees can also directly

reflect their opinions to the leadership. It is also conducive to the formation of a good relationship between managers and subordinates.

The last one is that the leader conveys the main will to the supervisors of each department, and the supervisors and their employees discuss and complete the corresponding tasks together, and accept the assessment of the secretary. In this case, each department has considerable freedom to decide what can be decided within its purview. Generally speaking, the enthusiasm of the small group of the department can be better mobilized, but the relationship between the departments in the whole company is not conducive to coordination. All three communication methods have their application, but they all ignore how to better synchronize information transfer and feedback in the communication process, thereby improving efficiency.

3.1 The Emergence of the Vicious Competition and Rebellious Psychology

In the first case, there will inevitably be some contradictions and vicious competition between departments, which sometimes leads to communication difficulties. Due to the consideration of the interests of the departments, the transmission of information is limited, and poor interpersonal relationships will also affect the transmission of information. If the employees are dissatisfied due to the uneven distribution of tasks and a bad attitude, or they lack active and effective communication, then it will cause a gap between them, and even more easily lead to the rebellious psychology of employees, resulting in mistakes in answering information.

3.2 Uncoordinated Team Relationships

In the second case, there will be more vertical communication and less horizontal communication. There is too little communication between the same level in the channels and methods of such communication, which will lead to insufficient awareness of departmental cooperation and low work efficiency.

At the same time, vertical communication is more than horizontal communication, and there is a lack of communication channels across departments or between personnel at the same level. If the relationship between departments is not coordinated, the team spirit is poor, and it is easy to affect the layer-by-layer transmission of corporate information.

Since there are different departments and institutions within the enterprise, the corresponding managers and employees are various. Everyone has a different way of thinking and understanding. Therefore, even if the same information is received, the understanding and grasp of it are not the same. The communication information within the enterprise is easily distorted and affects the operation procedures of the enterprise.

3.3 Grabbing Rights or Mutually Making Excuses

In the third case, each department has its authority, but due to the lack of a relatively standardized system [9], the responsibilities of the departments at the same level are not clear in actual operation, resulting in conflicts. In some enterprises, each department wants

to do everything within its power and show the limelight, causing some departments to lose real power. In other enterprises, they will mutually make excuses, resulting in some tedious or difficult tasks not being completed, making the operation of the enterprise inefficient.

4 Adaptive Paths for Effective Communication

Various conflicts in the management process are mainly caused by a lack of communication or insufficient communication. To carry out effective management, public managers must adopt various methods and means to coordinate various factors within the organization, conduct frequent information and emotional exchanges with subordinates, and establish good connections with the outside world. A harmonious and healthy environment makes the organization a united and upward whole.

Communication is the life and vitality of an organization, and it is also the main means for an organization to communicate with the outside world. Management work is impossible without communication. If there is a problem with the internal and external communication channels of an organization or group, that is, the communication channels and lines are blocked, just like a person's nervous system fails, it will fail to function properly, or even be in danger of being paralyzed.

Therefore, how to improve communication methods has become an urgent problem to be solved.

To fundamentally solve the problem, an independent management and communication agency should be established [10]. Communication is an important link for enterprises to revitalize employee resources and achieve orderly internal development. Traditionally, management has focused on relationships within the organization, where the position of each employee and each manager can be clearly defined, as well as the responsible reporting lines.

In the era of the knowledge economy, the traditional pyramid structure of vertical and horizontal divisions has been broken, and the organizational structure of enterprises has flattened, like a "pizza". The setting of special positions and employees are regarded as the users and players of technology so that the importance of human resources can not only stay at the level of awareness but also be promoted to the level of mining human resources. When we picture employees as nodes or decision points in the network, empowered and recognized knowledge owners can achieve organizational goals through their creativity. Enterprises can arrange personnel responsible for communication in various departments, such as implementing planning, organization, control, and other activities to ensure efficient communication and smooth communication channels.

At the same time, set clear norms for management and communication work. For the content that needs to be communicated, enterprises can choose to send information, discuss professional issues, and update corporate strategic deployments on the BBS on the local area network. Employees can also send e-mails to their bosses to ask for comments, and can also use MSN to communicate with colleagues at any time. The application of the above means to innovate the communication mechanism will not only greatly improve the efficiency and timeliness of enterprise management communication, but also reduce the communication cost. At the same time, this also ensures the privacy

of employees and has certain security performance. The mature firewall technology can better ensure the security of the organization's intranet.

Thirdly, integrate enterprise management communication channels in multiple ways, appropriately add some new and efficient communication channels, better perform communication functions, and achieve management communication strategic goals. For example, by integrating e-mail and social platforms, the innovation of communication channels and methods of enterprise management can be further realized. Another form of communication provided by the Internet is news releases. The news release based on the internal network can meet the needs of internal employees for the organization's management information. For this reason, the organization can use the internal network news release system to publish electronic journals to replace the traditional internal journals. The press release based on the extranet can meet the needs of the organization's partners and major customers for the organization's business information. The Internet-based news release can satisfy all external customers' needs for business information in the general sense. This is like an organization's window, conveying the organization's business philosophy to the public and establishing the organization's image.

5 Conclusion

Based on the leadership process and the current corporate communication methods, this paper conducts a more in-depth study on the nature and process of communication, and finds the inner connection between the two: that is, efficient and correct communication methods are critical to the successful realization of the leadership process. Advantageous.

At the same time, the new communication method proposed in this paper, acts on subordinates in an effective way of communication, causing their psychological and behavioral reactions and changes.

Once the right communication mode is in place, conflicts in the management process can be greatly reduced. Peter Drucker believes that management is neither an art nor a science, but a practice whose achievement is measured by management results. Managers and subordinates can exchange information and feelings frequently, and establish a good connection with the outside world, to create a harmonious and healthy environment for the development of the organization and make the organization a united and upward whole.

There should also be continuous positive communication between employees, which is conducive to mutual learning and development among employees. Communication is the life and vitality of an organization, and it is also the main means for an organization to communicate with the outside world.

However, the theoretical research depth of this paper is somewhat insufficient, and there is still room for it.

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