



Research on the Construction of Knowledge System for Party Group Management Leaders in Power Grid Enterprises

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Abstract. State owned enterprise leaders are the backbone of the Party's governance in the economic field and an important source of versatile talents in governing the country. They have basic requirements that are similar to Party and government officials, as well as unique characteristics that differ from them. With the continuous promotion of reform and opening up and socialist modernization, the degree of specialization, specialization, and refinement of various tasks is becoming higher and higher, and it is necessary for leaders to continuously improve their professional qualities. Based on the classification of typical professional positions, party school of power grid enterprises urgently needs to construct high-quality performance knowledge system for different types of leadership personnel, including general knowledge system, professional knowledge system, and frontier knowledge system.

Keywords: Knowledge System Party Group Management Leaders Party School

1 Introduction

State owned enterprise leaders are the backbone of the Party's governance in the economic field and an important source of versatile talents in governing the country^[1]. They have basic requirements that are similar to Party and government officials, as well as unique characteristics that differ from them^[2]. With the continuous promotion of reform and opening up and socialist modernization, the degree of specialization, specialization, and refinement of various tasks is becoming higher and higher, and it is necessary for leaders to continuously improve their professional qualities^[3].

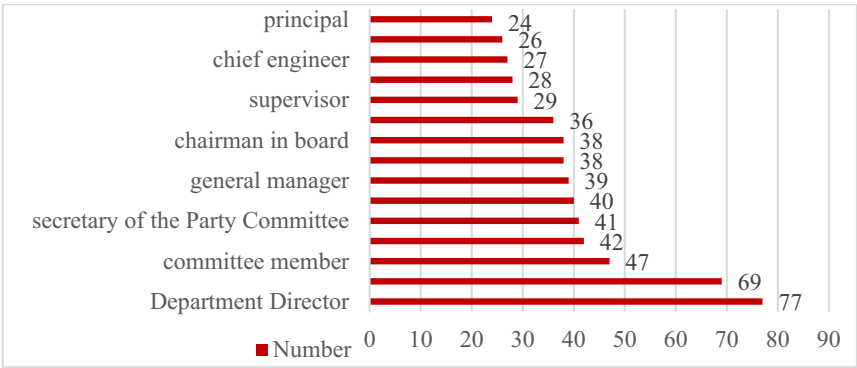
The management leaders of the company's party group are accustomed to replacing job management with job management^[4]. Objectively, there is a phenomenon of insufficient matching between personnel and positions, and there are still shortcomings in professional strength allocation of some leadership teams, which still falls short of the

company's high-quality development requirements. Deepening the research on the knowledge structure of typical professional positions of leadership personnel, proposing targeted training plans and suggestions, is conducive to improving their ability to govern and solve complex problems^[5], helping them better serve as the "leading geese", and providing strong leadership support for the company's strategic development.

2 The Current Situation of Party Group Management Leaders

From the perspective of job characteristics, there are many types of positions and significant differences among party group management leaders in power grid enterprises. Implement the principle of party management of cadres, including the members of the party committee directly managed by the company's party group. According to the requirement of "two in one", the company's subordinate secondary units and ad hoc institutions' "three meetings and one floor" are all covered. Practical value evaluation of courses is detailed in Table 1.

Table 1. Practical value evaluation of courses



3 The Main Problems of Party Group Management Leaders

Based on research interviews and relevant analysis, summarize the problems in the knowledge structure of typical professional positions of party group management leaders in power grid enterprises, as well as their demands in terms of job performance, knowledge structure, education and training, and learning mechanisms.

3.1 Job performance

In contrast to the organizational line of the Party in the new era and the new requirements of career development, some leaders have the problem of "inadequate ability and quality", and there are still some gaps and deficiencies in the ability updating of the leadership team in power grid enterprises.

3.2 Knowledge structure

The knowledge structure cannot keep up with the changes in the situation and the needs of career development. Leaders of power grid enterprises are accustomed to relying on old experience and methods to do things, and their awareness of reform, innovation, and open cooperation is not strong. Their ability to solve deep-seated contradictions and problems in enterprise development is insufficient, and there are not many methods.

3.3 Education and training

The effectiveness and pertinence of leadership education and training need to be further improved. Faced with new situations and tasks, there is a lack of systematic sorting out of the knowledge structure of typical professional positions, and the speed of updating relevant education and training content cannot meet the knowledge needs of positions and personal growth needs.

3.4 Learning tactics

The main forms of training are offline centralized training and online training. The training methods need to be further enriched, and the project training cycle is long. Leaders cannot obtain urgently needed professional knowledge in real-time and efficiently, and cannot carry out the required professional knowledge learning in a light-weight manner, which has certain limitations.

4 Deduction logic of knowledge system based on position

Based on theoretical derivation and analysis, deduction logic for the knowledge system of typical professional positions of company leaders is proposed, which provides direct theoretical basis for proposing the construction goals, ideas, and paths of the knowledge system of typical professional positions of company party group management leaders.

4.1 The basic logic of constructing knowledge system in organizational contexts

With the prescriptive requirements for individual or group understanding and behavior in organizational contexts, it is through the process of personal endowment reshaping such as value internalization, ability enhancement, and behavioral transformation by systematic knowledge learning and practice, which in turn supports the process of better assuming organizational roles. The basic logic of constructing knowledge system is shown in Figure 1.

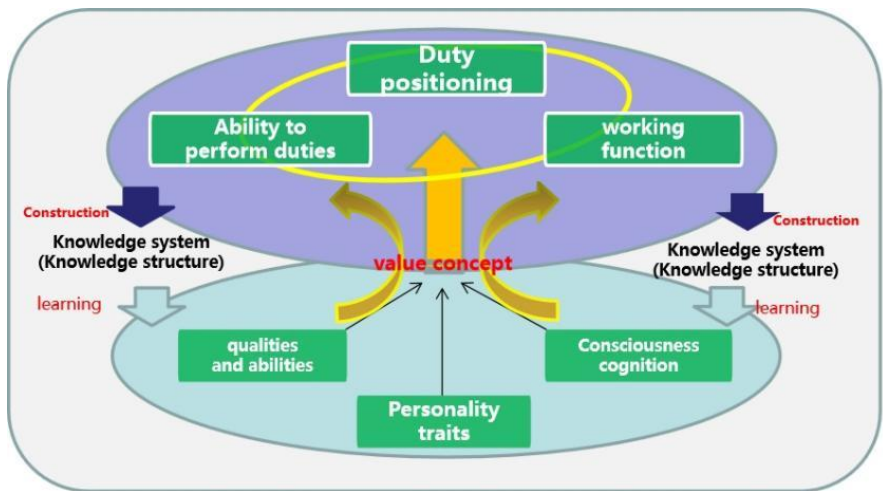


Fig. 1. The basic logic of constructing knowledge system

4.2 Deduction logic of knowledge system based on typical professional positions in power grid enterprises

As shown in Figure 2, in the perspective of power grid enterprises, it is necessary to focus on the specific requirements of energy transformation, the characteristics of the "One Body, Four Wings" section of the State Grid, and the characteristics of different professional fields. Differentiate the construction of a knowledge system based on typical professional positions, and clarify the knowledge structure and specific composition.

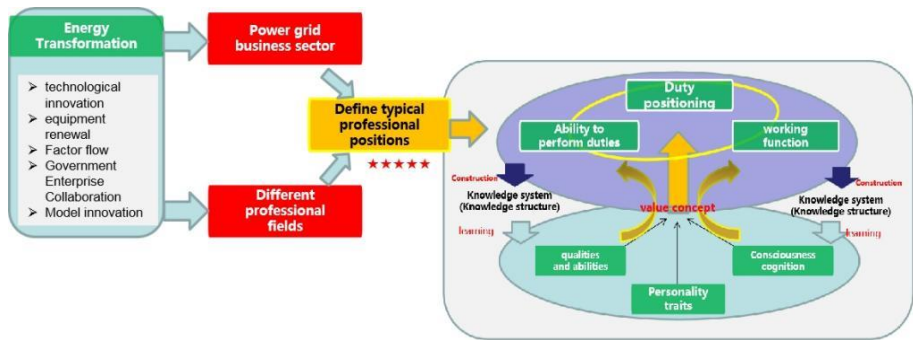


Fig. 2. Deduction logic of knowledge system based on typical professional positions in power grid enterprises

5 The Construction of Typical Professional Position Knowledge System for Party Group Management Leaders in Power Grid Enterprises

5.1 Elements of the knowledge system

(1) Targeted key groups

Party group management leaders of provincial companies and directly affiliated units of Power Grid Enterprises.

(2) Characteristic of knowledge system

Firstly, to connect with the key requirements of energy transformation.

Secondly, to match the characteristics of different sectors and fields.

Thirdly, to implement the standards for good cadres in the new era and the "20 character" requirements for leaders of state-owned enterprises;

Fourthly, to highlight the key knowledge points of the Party's theory, market development, deepening reform, special tackling, business development, strategic analysis, decision-making ability, etc;

Fifthly, in terms of knowledge structure, there is a pyramid shaped knowledge structure with "general knowledge" as the width, "professional knowledge" as the depth, and "cutting-edge knowledge" as the height.

(3) Characteristic of Party group management leaders team

Leadership team with "four excellence and five excellence" and a cadre talent team. ("Four excellences": political quality, functional structure, working performance, and style image. "Five excellences": political excellence, ability, responsibility, style, and integrity)

(4) the key roles that support the company in energy transformation providing strong organizational guarantees and leadership support to achieve the company's strategic goals, and supporting the company to play a "ballast stone" role in coordinating development and safety in energy transformation.

5.2 Knowledge System of Typical Professional Positions of Party Group Management Leaders in Power Grid Enterprises

(1) General knowledge system

General knowledge system includes knowledge in enterprise strategic management, enterprise management, corporate governance mechanism, national policy system, industry development trends, Technical equipment knowledge, theoretical system of the Party, cadre management system, requirements for state owned enterprise reform.

(2) Professional knowledge system

Professional knowledge system includes knowledge in production and operation knowledge, marketing knowledge, legal compliance knowledge, energy technology knowledge, knowledge of capital operations, energy policy knowledge, economic and livelihood policies, management of listed companies, International business knowledge.

(3) Frontier knowledge system

Frontier knowledge system includes knowledge in double carbon related knowledge, new power system, modern corporate governance, advanced technical equipment, energy business model, energy governance ecology, big data knowledge, trends in state owned enterprise reform, market competition situation.

6 Conclusion and Enlightenment

Based on the existing education and training system for party group management leaders in power grid enterprises, power grid enterprises need to define typical professional positions based on the actual knowledge structure of party group management leaders, propose the construction ideas for the knowledge system of typical professional positions of party group management leaders, and clarify the knowledge structure and specific composition.

Firstly, power grid enterprises need to update and improve the curriculum system. With the systematic training of leaders as the key point, relying on Inventory the knowledge system of typical positions, based on a self built teaching team, accelerate the construction of training course system that covers general knowledge, professional knowledge, and cutting-edge knowledge, and scientifically formulate course development plans.

Secondly, power grid enterprises need to integrate the company's training system, with the State Grid Party School (Leadership Research Institute) as the leader, strengthen the guidance and assessment of training institutions in various units, build a hierarchical and classified training and support service mechanism for party group management leaders, and meet the knowledge learning needs of leaders, autonomous learning, online learning, systematic learning, and timely learning.

Thirdly, power grid enterprises need to build a knowledge sharing system, utilizing information and digital means to exchange scarce resources such as courses and teachers with the party schools of the state-owned asset system, and encourage party management leaders to recommend excellent knowledge products to each other. Targeting different sectors and positions, open up system permissions in an orderly manner, develop knowledge system structures and level evaluation tools, and support party group management leaders to take the initiative based on their positions.

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