

# A Prerequisite for Successful Leadership of Business Organizations-Cultivation of Managers' Self-Awareness

**Haitao Ma**

*Taylor's University, Kuala Lumpur, Malaysia*  
*haitaoma@yeah.net*

**Abstract:** *Explore the prerequisites for managers to lead business organizations successfully. This article through the international organization managers' self-awareness training case, explores the relationship of self-awareness and leadership, verifies the theory of leadership consists of self-awareness, self-awareness is an essential part of the leadership of the dialectical relationship between, and the characteristics of self-awareness have two sides. According to research individual - managers explore the cultivation of the individual ego method. According to the conclusion that the focus of the research is managers develop self-awareness, it is concluded that managers should focus on emotional, cognitive ability and change the decision of orientation ability to provide successful business leadership organization the ability training direction.*

**Keywords:** *Self-Awareness, Leadership Cultivation, Successful Manager*

## 1. Introduction

Self-awareness is an essential part of leadership. This paper will explore the dialectical relationship between the two and put forward guiding management suggestions for organization managers.

Individuals and organizations may benefit from self-awareness. Self-awareness is an individual's fundamental capacity to regulate oneself, as well as a manager's core ability to lead and manage personnel successfully. Emotional Intelligence, Personal Values, Cognitive Style, Change Orientation, and Core Self-Assessment are the five critical aspects of self-awareness<sup>[1]</sup>. People with a stronger sense of self are more likely to succeed in management and increase workplace efficiency<sup>[2]</sup>. Self-awareness can also affect the healthy development of individuals or organizations. When managers encounter information inconsistent with their self-concept, they will avoid new self-knowledge and become defensive to protect their self-esteem due to sensitive lines.

Leadership is a kind of influence. It is to point to managers rely on their ability to build effective teams, develop self-awareness, manage conflict, motivate employees, authoritarian and delegate, creative problem-solving methods such as management, leadership staff and fully exploit the resources of the organization, enhance the working efficiency of the team, get a bigger harvest by lower cost, The art or process of working toward organizational goals<sup>[3]</sup>.

## 2. Investigate the Relationship between Self-Awareness and Leadership — Critically Examine the Case of Managers in International Organizations Cultivating Self-Awareness

### 2.1 Analyze the Case of Managers' Self-Awareness in International Organizations Critically

#### 2.1.1 Dong Mingzhu Thinks Like an Employee and Increases Employee Happiness

Dong Mingzhu is the chairman of Gree Electric Appliances, a worldwide home appliance company that combines R&D, manufacturing, sales, and service. In 2021, Gree Electric Appliances ranked 488th in the world in revenue. Dong Mingzhu is among the Top 10 Most Powerful Chinese Women Entrepreneurs, the Top 50 Global Business Women, and the Top 100 Global CEOs in the world<sup>[4]</sup>. Dong Mingzhu, with high emotional intelligence, often thinks from the employees' perspective. When she discovers that the company's restaurant pricing is too expensive, she promptly notifies the restaurant employees to lower the meal price. Dong Mingzhu recognizes the challenges that workers face. When a

supplier beat a company employee, Dong Mingzhu immediately said she would stop cooperation with the supplier. She used her ability to protect employees and improve their happiness and security.

### ***2.1.2 Musk Keeps Creating Research and Development to Make the Enterprise Full of Vitality***

Elon Musk is the chairman of Tesla, an electric car and energy firm based in the United States Tesla produces and sells electric automobiles, solar panels, and energy storage devices and has a market valuation of 210 billion dollars. Tesla's mission is to hasten the worldwide transition to sustainable energy. Musk will be the world's wealthiest man for the first time in 2021, with a fortune of 1.28 trillion RMB[5]. At the heart of Musk's management organization is his creative cognitive style, even in interviews, where he expects interviewees to ask thoughtful questions. Musk is not limited to automobile industry innovation, and his creation is visionary; in rocket science, engineering, physics, artificial intelligence, and solar energy, his organization specializes power, and other industries are a pioneer in the field of innovation.

### ***2.1.3 Ren Zhengfei insists on mastering core technologies and selling subsidiaries to ensure the enterprise's survival***

Ren Zhengfei is the Chairman of Huawei, the world's foremost information and communication technology (ICT) solutions supplier. In 2021, Huawei ranked 44th in the world in terms of revenue. Ren Zhengfei was selected as Business Leader of Multinational Operations by Forbes 2019 Business Person of the Year[6]. Facing the technological blockade of the United States and Ren Zhengfei made constructive steps to adapt to the changes and put up the strategy of insisting on mastering key technologies to deal with the United States technological embargo, as well as the policy of selling subsidiaries (Honor Corporation) to allow the company to exist. Ren Zhengfei's leadership in actively dealing with changes enables Huawei to overcome difficulties.

## ***2.2 The connection between being aware of oneself and having leadership ability***

### ***2.2.1 The development of self-awareness is an essential component of effective leadership***

Several managerial skills are included in leadership training, such as cultivating self-awareness, conflict management, employee motivation, leading positive change, building an effective team, delegation, etc. The eq component in self-awareness is included in Dong Mingzhu's leadership, which improves employees' happiness by standing in their position[7]. But it also provides management elements to motivate the enthusiasm of employees. Talents are cultivated through company resources, and housing is allocated to employees. As well as the management elements to gain power and influence, she can make employees feel respect and fear through her leadership so that employees can fully abide by the company rules and improve work efficiency.

### ***2.2.2 Self-Awareness is An Important Part of Leadership***

Self-awareness is a crucial aspect of leadership since it influences organizational management. Musk continuously innovating cognitive style defines musk's self-awareness. Not content with his success in developing driverless electric cars, Musk has continued to create, including in the aerospace and defense industries. Musk has already made a name for himself in the Internet, electric automobiles, renewable energy, and reusable rockets. It was evident that Musk's leadership is mainly realized through his self-consciousness of continuous innovation, which makes the organization full of vitality by emphasizing innovation and daring to innovate.

### ***2.2.3 The success or failure of management behavior is based on the duality of self-consciousness***

Leaders with a strong sense of self are more likely to be successful in management and leadership positions. In contrast, leaders with poor self-understanding will negatively impact the organization's prospects of success. Ren Zhengfei's self-awareness is defined by his insistence on enterprise transformation, which is the only way for businesses to thrive. Ren Zhengfei persists in creating fundamental technologies, breaking past the United States' technological barrier. Ren Zhengfei's firm sense of self enabled Huawei to survive.

The former chairman of Nokia, Ollila, underestimated the threat of Apple with the rise of Apple and Microsoft due to his weak self-awareness. Affected by the sensitive line, Ollie disregarded the modifications made by The Times and refused to embrace her new self-understanding. As a result, his corporate strategy became conservative. Nokia went from greatness to obscurity[8].

### **3. The Method for the Individual's Effortless Cultivation of Self-Awareness**

#### ***3.1 Emotional Intelligence***

Emotional intelligence is the capacity to recognize, comprehend, and control emotions. It is a kind of non-knowledge ability and skill that affects human skills. We can increase emotional intelligence through acquired training and have a complete understanding of our emotional intelligence by improving our ability to recognize our emotions. By enhancing the ability to control their feelings, increase their dynamic intelligence control, and gain a better understanding of others' thoughts by raising awareness of their emotional capacities, Care for and acceptance of others is achieved by responding appropriately to their feelings.

#### ***3.2 Personal Values***

One of the most consistent and long-lasting personal features is one's values. They serve as the foundation for individual attitudes and preferences. They use the achievement of corporate objectives as the benchmark, and in the end, they accomplish people's intended outcomes or goals. Values include cultural values, maturity of discounts, and character advantages. The first two are ingrained in national culture and are difficult to modify. On the other hand, personal values may be exhibited via character qualities, which represent the firm belief that an individual can create a better life for himself and others. Character strengths play a significant role in helping to manage the organization and life. Character strengths can be developed by measuring them on the Action Value (VIA) scale.

#### ***3.3 Cognitive Style***

Cognitive style is an individual's predisposition to react to acquire information, which has two fundamental dimensions: information collecting and information assessment. A cognitive style evaluation approach, which covers three variables, cognitive style, planning style, and creative style, may help individuals build their cognitive style. Recognize that style emphasizes careful facts and seeks clear solutions; Planning style emphasizes structure, planning, and preparation; Creative style emphasizes creativity, willingness to take risks and innovation.

#### ***3.4 Attitudes Forward Change***

Individuals' attitudes about change are determined by their orientation toward dealing with change, and this capacity may be nurtured via tolerance of ambiguity and locus of control characteristics. The more one's tolerance for innovation, complexity, and unsolvability, the more likely one is to succeed. The more likely it is that a manager will grow in a changing society and take the right approach to an ambiguous environment. They explain the Internal locus of control factor as the occurrence of the situation caused by one's behavior, while The explanation of the external locus of control factor as the occurrence of the situation caused by external forces. The Internal locus of control can have higher leadership. The Internal locus of control performs better than the external locus of control under pressure.

#### ***3.5 Core Self - Evaluation***

Core self-assessment aims to investigate the aspects people may manage and modify using evaluation procedures. Four factors may contribute to self-esteem: Esteem, the extent to which a person thinks they are capable, successful or valuable; 20. Generalized Self Efficacy, is the personal ability to deal with various situations; Neuroticism is the negative attitude towards life, and the Locus of Control mentioned above.

### **4. The Path for Managers to Develop Self-Awareness**

Based on the cultivation of personal self-awareness, it can be known that the five elements of self-awareness are essential in leadership. Still, national culture greatly influences personal values and is difficult to change. At the same time, Core self-evaluation focuses on the understanding of individuals and is only one of the critical elements for managers. Managers should pay more attention to the development of eq, cognitive ability and Attitudes towards Changeability.

#### ***4.1 Enhance the Emotional Intelligence Skills of Controlling One's Own Emotions and Understanding Others' Emotions***

Studies have found that given personality and cognitive ability, emotional intelligence is critical in predicting managers' success in teamwork, conflict management and transformational leadership. Most managers with high EQ have practical management ability. Managers understand and associate with others' feelings to fully understand others' emotions and make appropriate care and acceptance for them. Such managers are more likely to gain leadership in the organization.

#### ***4.2 Cultivate a Cognitive Style with Farsighted Consciousness***

Managers should combine the three dimensions of cognitive style with leading organizational activities. Managers with creative styles are more willing to seek uncertainty and novelty, adapt to and challenge changes, and have innovation and foresight. Such organizations are more dynamic but need more organization. The planning style is highly organized and has an efficient decision-making process but is resistant to change; The cognitive style emphasizes facts but takes a long time to make decisions. By applying the three important factors of cognitive style, managers can learn from each other to improve leadership activities and lead organizations to achieve goals more quickly.

#### ***4.3 Improving the Ability to Cope with the Rapid Social Changes towards Change***

Managers should improve their tolerance of ambiguity. Managers with high scores of fuzzy tolerance are better able to make correct decisions in a complex environment and cope with organizational change, layoffs, role pressure and conflicts brought by a corporate crisis. Managers should fully deal with the transformation of internal and external control, which can change with the organization's change. Internal control is not always a positive attitude, and external control is only sometimes a negative factor for the organization. Managers should make appropriate leadership changes to the problems they face in a constantly changing environment.

### **5. Conclusion**

Through the research method of case demonstration, it is concluded that self-awareness plays an essential function in the success of managers leading the organization. Managers should focus on developing the self-awareness field of emotional intelligence, cognitive ability and Attitudes Towards Changeability. Developing self-awareness ability, it can help managers lead the organization more effectively. Use fewer resources to achieve organizational goals and achieve leadership success.

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