

Leadership Development in Knowledge Management

Wenjie Su^{1,2}

¹Graduate School, Emilio Aguinaldo College, Manila, Philippines

²College of Computer, Guangdong Business and Technology University, Zhaoqing, 526060, Guangdong, China

Abstract: *With the economic tide of globalization, enterprises are facing more and more challenges while standing on the competitive stage. The key aspect of competition among enterprises is the competition of human resources. Building an effective leadership model for an enterprise can become a standard to measure the leadership quality of talents within the enterprise, and a standard to evaluate the leadership level of the enterprise, which can help the enterprise to point out the leadership promotion direction suitable for the enterprise. The emergence of a large number of knowledge employees and the acceleration of knowledge innovation challenge the leadership of business executives. With the advent of the era of knowledge economy, the knowledge mastered by enterprises has become the most important strategic resource of enterprises, and the knowledge of enterprises has changed from external variables to internal core factors that determine the development of enterprises.*

Keywords: *Knowledge Management; Leadership; Development*

1. Introduction

The knowledge economy, which leads the development of the times with the development of knowledge and intelligence, is the inexhaustible driving force of today's social development. It is different from the economic growth mode relying on the investment of traditional production factors such as materials and capital. The knowledge economy is an economy based on knowledge production, knowledge sharing, knowledge distribution, knowledge innovation and application [1]. Knowledge has become the first element of value production. Whoever has more knowledge and more advanced skills and quickly turns them into the profitability of the enterprise is likely to be in an invincible position in the modern market competition [2]. Therefore, the key to competition in the era of knowledge economy lies in the knowledge innovation ability of enterprises. Only information sharing and combining with people's cognitive ability - intelligence can efficiently generate new knowledge [3]. Knowledge is inseparable from people. People who learn, apply and create knowledge, and master knowledge, information and technology have become the most important factor determining the future of enterprises. The development of leadership is of great practical significance to the development of enterprises. China is in a historical period of economic transformation and change. How an enterprise obtains survival advantages in fierce competition and then realizes sustainable long-term development depends, to a large extent, on the leadership of the enterprise leaders. The leadership of enterprise leaders will become more and more important to the development of organizations [4].

The core of modern enterprise management is people, and talents are the carrier of the core ability to promote the development of enterprises. Enterprise managers generally pay attention to the cultivation of enterprise talents. As an important means of enterprise talent training, employee training breaks through its traditional educational significance and becomes an important way and means of modern enterprise management. It can not only improve the professional skill level of employees, but also transform the knowledge rooted in employees into enterprise knowledge, so as to realize the sharing and innovation of enterprise knowledge [5]. Most of the middle managers of the enterprise are promoted or selected from business posts, and their technical level and ability are worthy of recognition, but their management ability, especially the ability of leadership, can not keep up with the needs of the enterprise's strategic development, which requires the enterprise's leaders or management team not only to continue to pay attention to the enterprise's development and talent needs, It is also necessary to continuously improve the leadership of leaders themselves and management teams at work and fully tap the personal leadership of employees. Only in this way can the development of the enterprise develop in a fast, healthy and efficient direction [6]. Managers should not only keep up with the pace in technology, but also adapt to the management level and ability. It is very important for the development

of enterprises to grow rapidly into an excellent manager and become the backbone of enterprises [7].

2. The current state of knowledge management and the concept of leadership

2.1. State of knowledge management

According to the source of enterprise competitive advantage, it is divided into enterprise competitive advantage exogenous theory and enterprise competitive advantage endogenous theory. Those who hold the competitive advantage exogenous theory believe that the market opportunity and the favorable market position of the enterprise are the advantages of the enterprise. But today, with a high degree of marketization, the homogeneous market structure and market opportunities are the objective reality faced by all enterprises in an industry. Therefore, according to the exogenous theory of competition, the conclusion is that the profitability of all enterprises in the industry is basically the same[8]. However, in reality, there are great differences in the profitability of enterprises in the same industry, and the gap continues to expand. It can be concluded that the excess profit rate obtained by the enterprise does not come from the external market, which has a certain impact on the competitive advantage of the enterprise, but it is not a decisive factor. The real competitive advantage of the enterprise comes from the enterprise itself. Facing the same objective external environment, enterprises have different abilities to master and apply knowledge and innovative knowledge, so their ability to grasp market opportunities is also different. Therefore, the core element of enterprise management should be enterprise knowledge. The sharing, application and innovation of knowledge in enterprises, that is, the theory of knowledge management in enterprises, develops from this[9].

2.2. Leadership and leadership concept

Leadership and management are two concepts that are often confused. John Cote of Harvard Business School pointed out that management mainly deals with complex problems. Excellent management is good at overall planning and grasping problems from an overall perspective. Then, it serves management by making plans and designing organizations to achieve the ultimate management goal. Besides, it also supervises and manages the results to ensure consistency with the original requirements of management. The leader is to create a scene, which will be pulled into the scene by the manager and determine the direction for it. The leader will discuss the future vision with everyone and inspire everyone to overcome obstacles and reach an agreement. Leadership is the process of influencing the team to achieve organizational goals, which is what leaders do. Leader is a person who can influence others and has management authority. Leadership is an influence, an influential art and process. From the source, the definition of a leader is that it will not generate any added value in various business processes. Its essence lies in influencing the leader through its own quality or personality, changing the work attitude and work efficiency of the leader, so as to improve the overall work efficiency and generate more added value. Leadership is the ability of leaders to achieve organizational goals, and leadership is a kind of ability to control the mission of the organization and actively mobilize team members to struggle around this mission[10]. The role of leadership is implemented by right influence and non-right influence. Right influence generally refers to factors such as tradition, position and seniority. Non-right influence often includes character, talent, knowledge, feelings and other factors.

3. The connotation of knowledge management and the development method of leadership

3.1. Knowledge management connotation

Enterprise is an economic unit for profit. Enterprise knowledge management is different from general social knowledge. The knowledge useful to enterprises should be the knowledge that can create value, specific function and can not be imitated. Therefore, a successful enterprise should have its own knowledge system. Through the "iceberg" theory of enterprise knowledge, it is obvious that comparing enterprise knowledge to icebergs, the visible part exposed to the sea surface is only a small part of the iceberg volume, while the invisible part hidden below the sea surface accounts for most of the whole volume. Therefore, the essence of enterprise knowledge management is actually the effective utilization and management of enterprise tacit knowledge. Enterprise knowledge management covers the establishment of enterprise internal environment, promoting internal knowledge sharing and exchange, accelerating the production and innovation of enterprise knowledge, constantly expanding enterprise

knowledge resources, and applying enterprise knowledge to enterprise product R & D and services. Enterprise knowledge management shoulders the functions of knowledge allocation, utilization, sharing and development, including the transformation and utilization of employees' personal tacit knowledge, the sharing and accumulation of internal knowledge, enterprise explicit knowledge and intellectual resource management. Enterprise knowledge transformation theory the process of knowledge flow transformation reflects the value of knowledge. Many scholars at home and abroad study the theory of knowledge transformation, especially the theory of tacit knowledge transformation. Yujiro Nonaka, a famous management scholar, put forward four transformation modes between explicit knowledge and tacit knowledge. Socialization, externalization, combination and internalization interact and transform continuously, and finally realize the innovation of knowledge. SECI model is the process of knowledge transformation, not the four isolated modes, but the "knowledge spiral rising system" in which the four modes interact and replace each other, and realize the continuous appreciation of knowledge in the spiral rising. With the increase of the number of participants and the dynamic interaction between the four models, the increase of knowledge value-added will be greater. Knowledge also rises from individual spiral to enterprise spiral. Figure 1 shows the "iceberg" of enterprise knowledge, and Figure 2 shows the knowledge model.

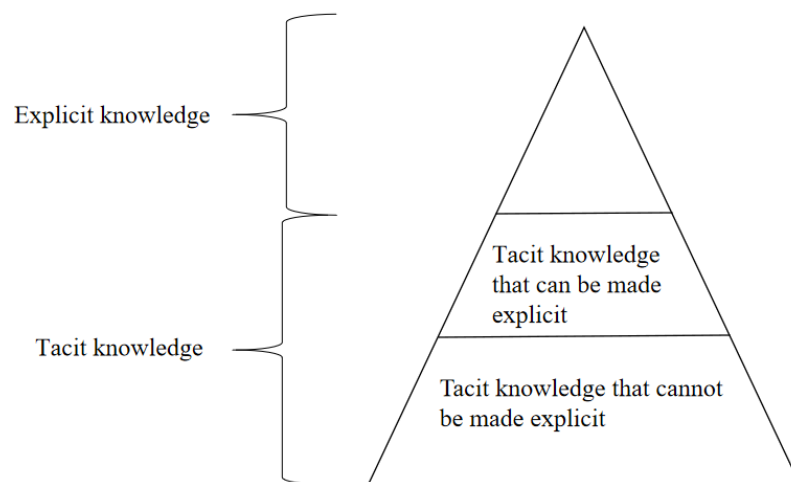


Figure 1: The "iceberg" of corporate knowledge

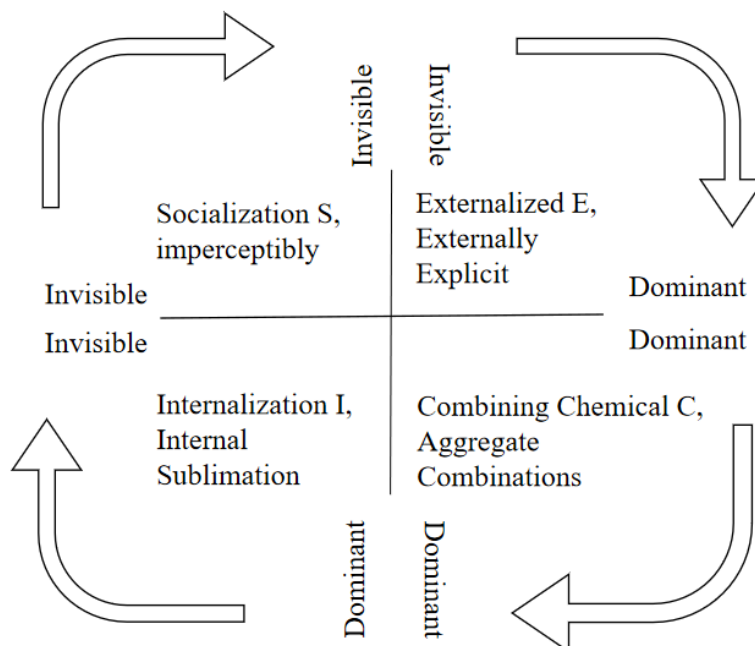


Figure 2: Knowledge model

3.2. Leadership Development Methods

Peter drucker's "leadership" does not mean wisdom and talent, but the determination and goal that everyone can achieve ". Leadership is a kind of ability to realize the mission of the organization and make all team members realize the mission. John gardner, a professor at Stanford University, believes that "leadership is a process in which individual leaders motivate groups through persuasion or role models to achieve the common goals of leaders themselves and their followers". Through thoughts and behaviors, leaders point the way for the masses and influence their behavior. Therefore, the development of leadership is very important, among which "behavioral event interview" is a widely used method to build a leadership model at present, which was developed by McLelland of Harvard University in the United States. Through in-depth interviews with interviewees, the key events in the career process are described in detail, and the leadership qualities of interviewees at work are excavated, especially the hidden qualities, which are not easy to find. Through the interviewees, the success stories and setbacks in the work of grass-roots managers are told, and the elements and problems of leadership for grass-roots managers are excavated. At the same time, there is the action learning method, which originated in Europe, with reg revans in Britain as the main founder. It was applied to the organization training of coal mining industry in the early stage, and in recent years, the action learning method has been widely applied to the leadership development of business administration education. Action learning method is to learn through action practice. Students who participate in learning put forward problems encountered in their work. Students share knowledge and experience through collective efforts, so as to solve problems and achieve the goal of leadership development.

4. Conclusions

The key to the successful implementation of the company's core tasks is to improve the leadership of the company's members, and only when the managers can achieve the company's core tasks effectively. Leadership related theories and leadership development methods, interview and extract the influencing factors of the quality that managers should have from the perspective of objective reality. At the same time, managers, as important personnel of enterprise human resource management, undertake the important task of improving the competitiveness of enterprises by improving the quality of employees, and an important content of employee training is to let employees master and use useful knowledge for enterprise development. Because enterprise knowledge management and leaders have the same purpose, and take knowledge as the link and management as the means, they can integrate and promote each other. Therefore, it is feasible and meaningful to combine the two.

References

- [1] Rao Suxu. *Literature Review of my country's Leadership Development Methods [J]. Times Report: Academic Edition*, 2019(1):2.
- [2] Wen Xiangyu. *Research on the development of corporate leadership [J]. Modern Business*, 2018(33):2.
- [3] No. *Development and practical application of organizational leadership model in state-owned enterprises [J]. Chinese Leadership Science*, 2021(6):6.
- [4] Chen Chunhua. *New connotation of management, change management, knowledge management and rebuilding leadership [J]. Business News: Business and Economics*, 2018(6):3.
- [5] Yang Baiyin, Dou Jifang. *Transformational learning catalyzes leadership development [J]. Sales and Management*, 2019(2):4.
- [6] Zhang Yu, Li Simo. *Design of leadership development plan for middle managers in H company [J]. Business Story*, 2018(24):3.
- [7] Zhao Zengzhen. *Macron's Transformational Leadership [J]. Human Resource Development*, 2018(1):76-78.
- [8] Miao Runtao. *On the Knowledge Management of Enterprises [J]. Rural Economy and Technology*, 2017, 28(10):2.
- [9] Wang Min, Xiao Jincen, Liu Shuang. *Research on the leadership emergence mechanism of knowledge workers from the perspective of trait activation theory [J]. China Human Resource Development*, 2021, 38(10):16.
- [10] Xu Lingxiang. *Empowering Excellent Management with Leadership [J]. Urban Development*, 2019(17):2.