

On Leadership and It's Marketing*

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Leadership is a kind of scarce resources and a determinable factor in an organization. Effective leadership is one of the key factors in its growth, change and regeneration whereas currently, leaders in some organizations do not have the leadership in match with their development and leadership resource is out of proportion of the highly-developed economy which prevents organizations from developing. Leadership is a leader's most significant peculiarity and his developing in leadership contributes most greatly to the organization. Effective leadership depends on leadership marketing as well as the cultivating and developing. Based on marketing researches, this paper mainly studies individual leadership, group leadership and organizational leadership so as to lead to more researches and studies.

Keywords: Lead; Leadership; Leadership Marketing

Introduction

Why enterprises in current China lasting for generations are scarce and some in great success are like a flash in the pan? One important reason is the lack of leaders owning effective leadership skills (Dean & Tjosvold, 2004). Leadership is a rare resource and if one wants to make his leadership effective, he must value his leadership marketing, and this is of key importance. In this text, on the basis of some marketing researches, the author will discuss the leadership marketing from individual, group and organizational layers.

Lead

Definition

Lead has many meanings in Chinese, and it can be both a noun and a verb. Lead in noun means a person who leads an organization and holds leading posts and carries out the leading process. For instance, Bass and Stogdill (Bass & Stogdill, 1990) defines it as "Leadership is an interaction between two or more members of a group that often involves a structuring or restructuring of the situation and the perceptions and expectations of members." Lead as a verb means the leading activity, the dynamic process where a leader and his or her followers interact with certain contexts. As an initiative scholar in studies on leadership, Stogdill (Stogdill, 1974) defines it "an activity influencing an organizational group and a process that makes it move to an expected goal and achievement." Lead studied in this paper is a noun.

Function of Leader

As it is said that trains run fast with the front entirely. Here,

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the front is the leader in a modern organization. A leader's role is like a head of a train. The front works wrongly, the whole train can not work well meanwhile the front cannot work well if the train works wrongly. If both are all right, but run in wrong rail, it will be much farer than the destination with higher speed.

Leadership

Concept

Everyone has leadership but it is different in different people (Mowles, 2009). In this paper, the leading capacity is to be studied. In our country, leadership is a new concept introduced with intellectual economy development and intellectual managing revolution. In a sense, there are definitions of leadership so long as one wants to define it. However, studying the relative literature researches at home and abroad, the author found scholars define it on different emphasis. They can be included as follows:

On theory of capability—It gives emphasis on a leader's personality and holds that a leader has the ability to influence his or her followers to realize the organizational goals (Dehoogh & Den Hartog, 2008).

On theory of behavior—It values the behavioral process of leadership that influences all members and holds that leadership is the combination of a series of behaviors that a leader influences his or her followers to work hard willingly for their shared goals (Pearce, Manz, & Sims Jr., 2008).

On theory of holism—It gives emphasis on the overall force of leaders at all levels and believes that leadership is a driving force to stimulate all members to realize their shared goals (Uhl-Bien, Marion, & McKelvey, 2007).

In this paper, it is believed that leadership is a join force of a leader's power and authority. It is a force, but not a capability or behavior.

Classification

Leadership can be classified differently according to different criteria.

First of all, it can be classified into individual leadership and group leadership. Individual leadership refers to that of an individual leader holding a certain post in an organization and that is influenced by a leader's peculiarity. In an organization, there are three distinguishable levels of leaders: top, middle and first-line, thus the demands for peculiarity are different. Group leadership is the join force of individual leaders at the same level in an organization. In such an organization, even though an individual extends his or her leadership to the extreme, the realization of goals and visions is still limited and depends on the full development of the group leadership of all leaders. The group leadership also has three levels: top, middle and first-line. From the angle of the organizational levels, it can be classified into top, middle level and basic level leadership. The top leadership refers to the join forces of leaders at the top, the middle level leadership of the leaders at the middle level, the basic level leadership of the leaders at the basic level. All the three interact with each other to form the organizing leadership which means the join force of the group leadership at all levels and results from the interaction among all the individual leadership at the same levels and all the group leadership at distinguishable levels.

Function of Leadership

Leadership is a determining factor in the success of an organization, and effective leadership is one of the key factors in its growth, change and regeneration. The construction and development involves different aspects among which leadership is of great importance and occupies 45 percent in organizational work (Bass & Stogdill, 1990). Leadership works greatly on the realization of visions and goals. A leader lack of leadership, like the front of a train short of driving force, is incapable to lead all the members to move towards their shared goals. In contrast, a leader with powerful leadership, like a front with strong driving force, has great capability to lead his followers to move toward destination. The front to a train is a leader to an organization. From the view point of system theory, so long as the organizational leadership is at its best, the harmony of an organization appears and the visions and goals come true.

Current Situation

Leadership is a scarce resource. In the 21st century, the greatest challenge of the business circle and organization is lack of leaders with effective leadership (Uhl-Bien, Marion, & McKelvey, 2007). Every organization needs to realize its visions and goals under the leadership of leaders with effective leadership while currently, leaders in some organizations has no leadership in match with their development (Lumby, 2009). The leadership resources are out of proportion with the highly developed economy and this prevents many organizations from developing and leads to their inadaptability to the increasingly competitive era and failing of many well-designed strategic changes in forms such as difficult start, quitting on the half way or thorough failure.

Leadership Marketing

The foremost peculiarity of a leader is his or her leadership

and its development is his or her greatest contribution to the organization while the effective leadership depends on his or her marketing as well as the cultivating and developing. Leadership marketing refers to the process that a leader makes his followers accept him so as to build his or her authority through marketing his or her power and authority.

Individual Leadership Marketing

Individual leadership marketing indicates that a leader at a certain level in an organization markets his or her personal leadership. Any leader owns a certain leading power because of different posts at the top, middle or the basic levels which is a part of his or her personal leadership. Such part of leadership is granted by an organization, and is positively associated with the level a leader is in. That is to say, the higher level a leader is in, the stronger leadership one has and vice versa. It is shown as **Figure 1**.

Another part of leadership is a leader's prestige. Generally speaking, a leader's prestige is also positively correlated with his or her leadership: the higher prestige one has, the stronger leadership he or she owns and vice versa. It is shown as **Figure 2**: a leader's prestige should be accumulated daily, just like greatness is the accumulation of small matters.

Based on our research group members' surveys of the leadership in some enterprises, by using factor analysis method and normalization processing we can draw a conclusion that leadership is under the mutual influences of the following 6 factors. It can be shown in **Table 1**.

As can be seen from the table above that any individual leader must pay attention to marketing himself from the aspects mentioned above to improve his leadership so as to establish

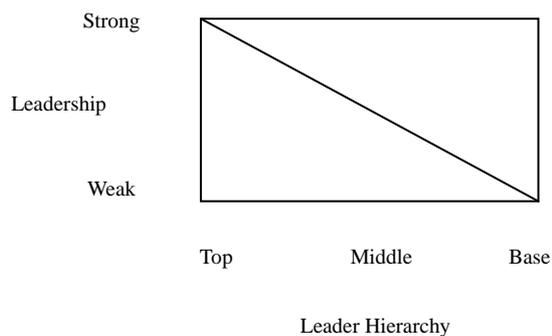


Figure 1. Relation between leadership and leading levels.

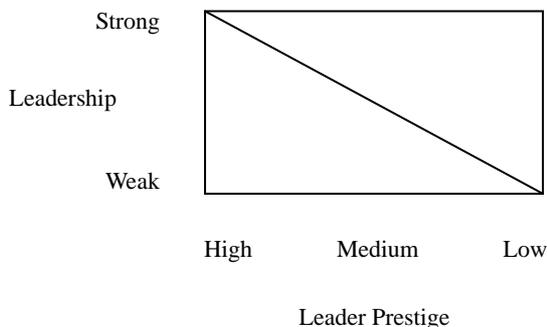


Figure 2. Relation between leadership and leader prestige.

his own prestige whereas since the different hierarchy they are in, the degree of the 6 influencing factors is different (See **Figure 3**).

Group Leadership Marketing

The advantages of group leadership must be valued because even if a leader gives play to the limit by marketing his leadership, the realization of enterprise visions and goals is limited. Group leadership marketing refers to the same-hierarchy group leaders' leadership marketing which is distinct from individual leadership marketing—the latter is guided by individuals improving his leadership by marketing the six above aspects while the former is oriented by a group of leaders of the same level improving group leadership. Group leadership is the effective accumulation of the individual and the result of the same-level individual leadership interaction. The formation of group leadership can be seen in **Figure 4**.

In the diagram, S_{ij} is the leadership of leader j at level i , i is the hierarchy, j is leader j at level i , “ \longleftrightarrow ” refers to their

interaction, l is the number of leaders at that level.

Among leaders at the same level, there is a leader who is in the core position while others are in subordinate position. Group leadership requests that every individual should have global sense and maintain main leaders' authority and even if his own prestige weakened so long as to ensure the utmost group leadership.

Organizational Leadership Marketing

Organizational leadership marketing refers to the leadership marketing made by an organization from the global level and it is a complex system of multi-levels and multi-factors. Organizational leadership is formed by the interactions between same level individual leadership, between different level leadership, between adjacent layers of group leadership and between non-adjacent layers of group leadership. The interactions include Zero interaction, positive interaction and negative interaction. See the **Figure 5** diagram as follows.

In the above diagram, G_1, G_2, G_3 refers to the top, middle and

Table 1.
Influencing factors of individual leadership.

Influencing factors (weight)	Content (importance)
1 (0.53)	global consciousness sense (0.15), strategic sense (0.14), organizing and conducting capability (0.13), master sense (0.12), corrective power execution (0.12), creative sense (0.12), team sense (0.12), coordinative and communicative capability (0.10)
2 (0.17)	advanced learning ability (0.24), scientific decisive capability (0.21), awareness of people (0.20), self-controlling ability (0.18), nurture talent (0.17)
3 (0.11)	execution (0.28), honesty (0.28) self-confidence (0.24), appetency (0.21)
4 (0.07)	Responsibility (0.31), motivation (0.29), initiative (0.22), quality sense (0.18)
5 (0.06)	Influence (0.52), inspiration (0.48)
6 (0.05)	success sense (0.43), service sense (0.29), reasonable authorization ability (0.28)

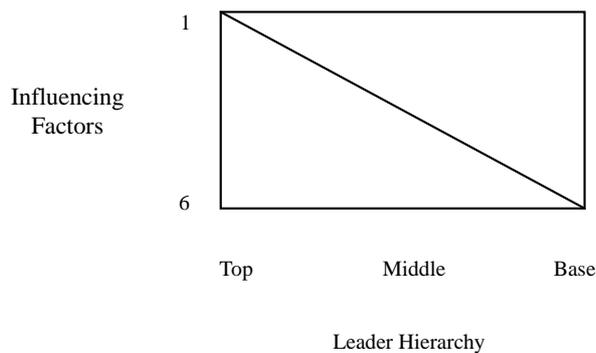


Figure 3.
Relation between leaders' hierarchy and influencing factors.

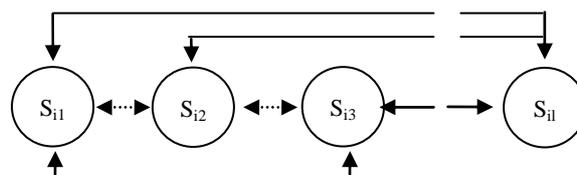


Figure 4.
Formation of group leadership.

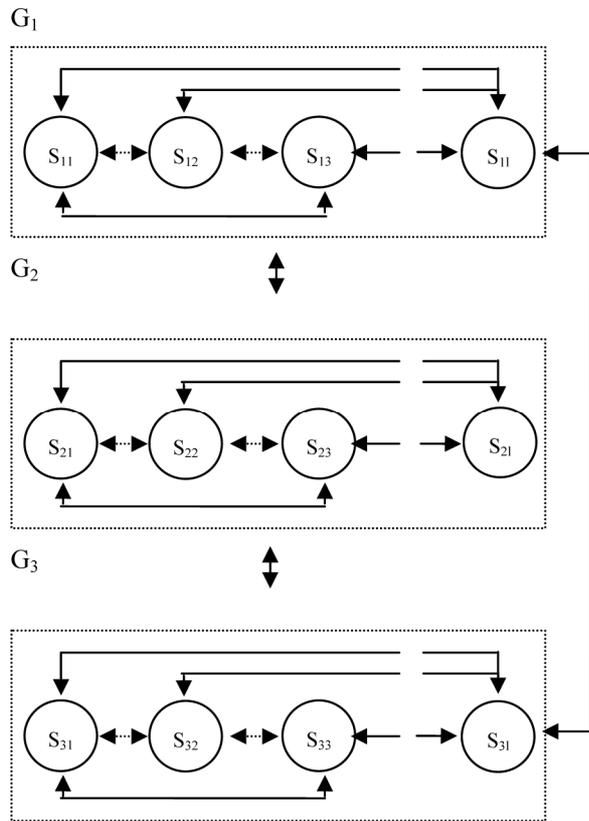


Figure 5.
Formation of organizational leadership.

basic level group leadership. Among the different layers, the top is in the core position, the middle layer in the central position and the basic level in the subordinate position. According to system theory—when the local is optimal, the global is not necessarily optimal while the local is necessarily optimal when the global is optimal, organizational leadership marketing requests that the middle-layer leaders must maintain the top lead-

ers' authority and the basic level must maintain that of the middle-layer ones so as to establish a harmonious and effective organization to develop faster and better.

Conclusion

Leadership is the trait that the leader must have. Whether or not the leadership is effective depends on leadership marketing for leader. Leadership marketing includes power marketing and authority marketing. Power with leader hierarchy is positively correlated relationship; leadership with leader prestige is like this too. We have much work to do for deep research on the above problems.

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